

**GROWTH ECONOMIC DEVELOPMENT AND  
COMMUNITIES CABINET COMMITTEE**

**Tuesday, 12th January, 2016**

**10.00 am**

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





## AGENDA

### GROWTH ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

**Tuesday, 12 January 2016 at 10.00 am**  
**Darent Room, Sessions House, County Hall,**  
**Maidstone**

Ask for: **Christine Singh**  
Telephone: **03000 416687**

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

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

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

UKIP (2) Mr M Baldock and Mr F McKenna

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

Liberal Democrat (1): Mr B E Clark

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#### **UNRESTRICTED ITEMS**

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

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

A1 Introduction/Webcast announcements

A2 Apologies and Substitutes

To receive apologies for absence and notification of any substitutes present

A3 Declarations of Interest by Members in items on the Agenda

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

A4 Minutes of the meeting held on 1 December 2015 (Pages 7 - 14)

To consider and approve the minutes as a correct record

A5 Verbal updates by Cabinet Members and Corporate Director

To receive verbal updates by the relevant Cabinet Members and the Corporate Director for the Growth, Economic Development and Communities

A6 Presentation

To receive a presentation from Carole Barron (Director of Innovation and Enterprise) and Professor Philippe de Wilde (Pro-Chancellor for Research and Innovation) at the University of Creative Arts

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

B1 Proposed Redesign of the Mobile Library service (Pages 15 - 44)

To receive a report by the Corporate Director of Growth, Environment and Transport that asks Members to consider and endorse or make recommendations to the Cabinet Member for Community Services

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

C1 Budget 2016/17 and Medium Term Financial Plan 2016/19 (Pages 45 - 84)

To receive a report by the Deputy Leader and Cabinet Member for Finance and Procurement, the Cabinet Member for Economic Development, the Cabinet Member for Community Services, the Corporate Director for Finance and Procurement and the Corporate Director for Growth, Environment and Transport that sets out the proposed draft Budget 2016/17 and Medium Term Financial Plan (MTFP) 2016/19 as it affects the Growth, Economic Development and Communities Cabinet Committee. The report includes extracts from the proposed final draft budget book and MTFP relating to the remit of this committee (although these are exempt until the Budget and MTFP is published on 11<sup>th</sup> January)

C2 Progress on Internally Commissioning Library, Registration and Archive Services (Pages 85 - 122)

To receive a report by the Cabinet Member for Community Services and the Corporate Director for Growth, Environment and Transport that outlines the proposed approach for internally commissioning Libraries, Registration and Archives

C3 Cabinet Members' Priorities for Business Plans 2016/17 (Pages 123 - 136)

To receive a report by the Leader of the Council, the Cabinet Members for Economic Development and Community Services, the Corporate Director, Strategic and Corporate Services and the Corporate Director, Growth,

Environment and Transport that presents the Cabinet Members' priorities to be reflected in the 2016/17 directorate business plans and asks the Cabinet Committee to comment on them before the business plans are drafted

C4 Kent County Council Response to the Department for Transport Report on the First Interim Evaluation of High Speed 1 (Pages 137 - 144)

To receive a report by the Cabinet Members for Economic Development and Environment and Transport; and Corporate Director for Growth, Environment and Transport that summarises the key transport and economic / regeneration impacts of High Speed 1, and outlines the principal enhancements to Kent's High Speed rail services that the County Council will propose for inclusion in its submission to the forthcoming Department for Transport consultation on the specification for the new Southeastern franchise

C5 Enterprise Zones in Kent and Medway (Pages 145 - 148)

To receive a report by the Cabinet Member for Economic Development and the Corporate Director for Growth, Environment and Transport that explains the new Enterprise Zone designation and sets out how it will complement Kent's existing Enterprise Zone at Discovery Park

C6 PE and School Sport in Kent' (Pages 149 - 168)

To receive a report by the Cabinet Member for Community Services, the Corporate Director for Growth, Environment and Transport and the Director of Environment, Planning and Enforcement which gives an overview of the current position regarding PE and School Sport in the county and how it contributes to KCC's strategic outcomes.

C7 Locate in Kent (Pages 169 - 172)

To receive a report by the Cabinet Member for Economic Development and the Corporate Director, Growth, Environment and Transport that provides an update on the performance of the inward investment services contract with Locate in Kent

C8 Work Programme 2016 (Pages 173 - 180)

To receive a report by the Head of Democratic Services that gives details of the proposed work programme for the Growth, Economic Development and Communities Cabinet Committee.

Peter Sass  
Head of Democratic Services  
(01622) 694002

**Monday, 4 January 2016**

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

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**KENT COUNTY COUNCIL**

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**GROWTH ECONOMIC DEVELOPMENT AND COMMUNITIES  
CABINET COMMITTEE**

MINUTES of a meeting of the Growth Economic Development and Communities Cabinet Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Tuesday, 1 December 2015.

PRESENT: Mr S Holden (Vice-Chairman in the Chair), Mr M Baldock, Mr A H T Bowles, Mr D L Brazier, Miss S J Carey, Mr B E Clark, Mrs M E Crabtree (Substitute for Mr M A Wickham), Mr J A Kite, MBE, Mr G Lymer, Mr F McKenna, Mrs E D Rowbotham, Mr C Simkins and Mr R Truelove

ALSO PRESENT: Mr M C Dance and Mr P M Hill, OBE

IN ATTENDANCE: Mrs B Cooper (Corporate Director of Growth, Environment and Transport), Mr R Gill (Economic Policy and Strategy Manager), Mrs T Bruton (Head of Regeneration Projects), Mr D Smith (Director of Economic Development), Ms J Ward (Regional Growth Fund Programme Manager), Mr R Fitzgerald (Performance Manager), Mr D Hughes (Head of Business Engagement and Economic Development) and Mr A Saul (Democratic Services Officer)

**UNRESTRICTED ITEMS**

**110. Apologies and Substitutes**  
*(Item A2)*

1. Apologies for absence were received from Mr Wickham.
2. Mrs Crabtree attended as substitute for Mr Wickham.

**111. Declarations of Interest by Members in items on the Agenda**  
*(Item A3)*

1. Mr Brazier declared that he was a Director of Cyclopark Charitable Trust.

**112. Minutes of the meeting held on 15 September 2015**  
*(Item A4)*

1. The minutes were agreed and signed.

**113. PRESENTATION**  
*(Item A5)*

1. The Chairman welcomed Paul Barber, Managing Director of Discovery Park, to the meeting.
2. Mr Barber gave a presentation on the proposed Stone Hill Park Development to the Committee. He responded to comments from Members as follows:

- a) Confirmation was given that Discovery Park had a healthy relationship with Kent Science Park. Their facilities differ and they do not find themselves in competition.
- b) In regards to achieving this site being a one hour commute from London there would have to be some train station and track improvements.
- c) He explained that good relationships existed with the University of Kent and Christchurch University, Canterbury. There are also emerging relationships with Universities in Northern France and Belgium.
- d) It was confirmed that housing on the proposed Stone Hill Park Development would be no prescriptive and that Discovery Park was not shy about attracting others into the area as opposed to focusing on those with skills that are lacking in Thanet.
- e) He stated some form of grass landing strip would be preserved and aviation open days would still be an option.

3. Mr Barber also stated that he was very satisfied with Locate in Kent as they had provided a great service in helping to secure an Indian investor for the Stone Hill Park Development.

4. The Chairman thanked Mr Barber for his presentation and for answering questions posed to him by the Committee.

#### **114. Verbal updates**

*(Item A6)*

- 1. The Cabinet Member for Economic Development, Mr Dance, made the following comments and announcements:
  - a) £308 million has been invested in ensuring the Ebbsfleet Garden City project is progressed more quickly.
  - b) That Mr Dance, Mr Kite and Mr Cubitt (the Leader of Gravesham) now sit on the Board for the Ebbsfleet Development Corporation.
  - c) A consultation on a third Thames Crossing will begin in 2016. Regular updates on this subject will return to the Committee.
  - d) Recognition was given to the impact of these plans on Swale.
- 2. Mr Kite, as the Leader of Dartford as well as a County Member, spoke further on the Ebbsfleet Garden City development. He stated we had to be committed to the infrastructure so this growth can be managed such as the third Thames crossing.
- 3. The Cabinet Member for Community Services, Mr Hill, made the following comments and announcements:
  - a) The board of the Turner Contemporary has appointed a new chairman, Mr Steve Sunnucks. Mr Sunnucks has a reputation as a formidable retail expert whose last role was as the global president for Gap.
  - b) An interesting piece of work was being undertaken with Roger Wilkin, Interim Director of Highways, Transportation and Waste, which seeks to attract money to art projects by means of cultural commissioning. This is achieved using the Governments requirements for social value on large Local Authority contracts.
  - c) Winners from the annual John Downton awards would be on display in the Turner Contemporary for the next few weeks following the meeting.



## **115. Folkestone Seafront Regeneration - Local Growth Fund grant**

*(Item B1)*

1. The Economic Strategy and Policy Manager, Mr Gill, introduced a report that asks the Cabinet Committee to endorse the Council accepting £5.1 million of Central Government funding for the Folkestone Seafront Regeneration Project that will come forward in 2016/17. Mr Gill confirmed this is a part of the £120 million grant funding secured for Kent through the Local Growth Fund which has been discussed at this Committee in previous meetings. An indicative allocation of funding had been approved by Government via the South East Local Enterprise Partnership (LEP). He also stated that this project was a clear priority for Shepway District Council.
2. To secure the funding, the private sector developer responsible for the project had been invited to submit a full business case to the LEP's Independent Technical Evaluator. Mr Gill confirmed that the developer was given a deadline of 8 January 2016 to submit the business case. Subject to its satisfactory appraisal and approval by the LEP's Accountability Board in February, it was proposed that KCC would draw down the funding on the LEP's behalf and would then enter into a subordinate grant agreement with the developer.
2. A view was expressed by Members that the risk analysis was very clear.
3. Mr Gill received comments and responded to questions by Members as follows:
  - a) In response to comments made Mr Gill confirmed that thorough work had to be done on determining the state aid implications of the project. The developer will be required to seek independent legal advice. The LGF funding is currently an indicative allocation and KCC wouldn't enter into costs until it was approved.
  - b) Mr Gill advised that the £5.1 million would be broken down across financial years. The first £4 million would be for the 2016/17 period and this would be followed by £1.1 million for the 2017/18 period. Any flexibility on this would be decided between KCC and the LEP.
  - c) In regards to safeguards on this fund Mr Gill explained that the LEP receives the grant upfront and that it would be invested on a Staged Payment Basis.
4. A comment was made this was very welcome news and funding. A view was also expressed that the Folkestone Harbour Company has already invested a lot on Folkestone Seafront and further investment was very much needed.

RESOLVED that the Cabinet Committee endorsed the decision to be taken by the Cabinet Member for Economic Development to agree the recommendations outlined in the report.

**116. To approve a Deed of Variation to the Operator Agreement between KCC and Cyclopark Trust for the operation of the park.**

*(Item B2)*

1. The Head of Regeneration Projects, Theresa Bruton, introduced a report that asked the Cabinet Committee to endorse the proposed decision to agree to enter into a Deed of Variation to the Operator Agreement with Cyclopark Trust to take on the additional lease and funding arrangements as detailed further in Appendix B of the report.
2. Theresa received comments and responded to questions by Members as follows:
  - a) In regards to whether Cyclopark would be self-financing in future Ms Bruton advised that KCC would continue to fund £125,000 for the next seven years as determined in the Operator Agreement. She confirmed that Cyclopark Trust's ambition was to develop and grow the business and to eventually becoming self-supporting.
  - b) She also advised that the primary ambition for KCC and its partners was for the success of Cyclopark as a legacy of the London Olympics and Paralympics Games in Kent. This was already proving a great community and visitor destination. A financial return for KCC has not been established as a requirement of that provision.
  - c) In response to a query into the publicity of the site it was confirmed an outreach programme was already being pursued enthusiastically which includes visits to and from schools. It was also emphasised that Members were welcome to visit the site should they be interested.
3. RESOLVED that the Cabinet Committee endorse the decision to be taken by the Cabinet Member for Economic Development to agree to enter into a Deed of Variation to the Operator Agreement for the Cyclopark Trust to take on the additional lease and funding arrangements as found at Appendix 2 of the report.

**117. Inward Investment Services procurement**

*(Item B3)*

1. The Head of Business Engagement and Economic Development, Dave Hughes, introduced a report on the procurement of inward investment services for the period April 2016 to March 2019. The report was asking the Cabinet Committee to endorse the Cabinet Member for Economic Development to enter into a contract with the successful bidder once the selection process is completed. This procurement would also cover the Medway area. Mr Hughes If they are not successful with securing the European Regional Development fund they will continue the procurement but with less money available for it.
2. Mr Hughes received comments and responded to questions by Members as follows:

- a) A concern was raised that there were different figures of the total cost of the proposed contract as shown on page 49 than those on page 44. Mr Hughes explained that these figures are different as the financial contributions changed over the last 4 weeks.
  - b) He responded to concerns raised by confirming that at this time market engagement had yet to begin. Interest from other companies has yet to be ascertained.
  - c) It was confirmed that a report would come to the January meeting of the committee on the progress and performance of Locate in Kent.
3. Mr Baldock gave the recommendation that the decision to enter into this contract await a progress report to the Cabinet Committee in January.
  4. Mr Baldock's recommendation was put to the vote;  
*Lost, 11 votes to 2.*
  5. The Chairman then put the recommendation in the report to the vote;  
*Carried, 11 votes to 2.*
  6. RESOLVED that the Cabinet Committee endorse the Cabinet Member for Economic Development enter into a contract with the successful bidder once the selection process is completed as outlined in Appendix B of the report.

**118. Innovation Investment Initiative: Local Growth Fund grant**  
*(Item B4)*

1. The Economic Strategy and Policy Manager, Ross Gill, introduced a report that seeks the support of the Cabinet Committee for KCC accepting a Local Growth Fund grant allocation to operate a programme of loans to businesses. He explained that this would run on the same platform as the existing Expansion East Kent, TIGER and Escalate schemes. Loans would be aimed at small businesses in Kent and Medway with the potential for innovation and growth. Recipient businesses will be decided by competitions, as opposed to an open application system. This allocation was approved by the Accountability Board of the LEP on 13 November 2015.
2. Mr Gill received comments and responded to questions by Members as follows:
  - a) He stated that we could seek to prioritise companies with significant export potential.
  - b) It was clarified that this is Capital Funding so it could not be used to support export promotion activities.
  - c) He confirmed that this is entirely a loan product and that a number of lessons have been learned in this area over the past few years that Mr Gill was confident they had taken on board.

3. RESOLVED that the Cabinet Committee endorse the recommendation in the report.

**119. Urgent item as agreed by the Chairman - urgent decision re-equity investment fund**

1. The Chairman agreed to take an urgent item to allow discussion of the recent urgent decision taken to establish a limited liability partnership for delivery of Equity Investments from RGF funds.
2. Mr Clark sought clarification regarding the use of urgency procedures on this occasion.
3. In response David Smith CBE, Director of Economic Development, drew attention to page 211 of the agenda in Annex 1 of item C2, in particular to the Funding Awarded to companies from the Expansion East Kent programme. The Growth, Environment and Transport Directorate had been advised both by internal and external legal advisors that any further delay in incorporating these funds into a limited legal partnership would have caused KCC to be no longer properly compliant with State Aid rules and regulations. Any breach of State Aid rules would have incurred legal costs of approximately £39k, which would otherwise be saved, and as such urgency procedures were utilised.

**120. Developing future workforce skills in Kent and Medway**  
*(Item C1)*

1. The Economic Strategy and Policy Manager, Ross Gill, introduced the Workforce Skills Evidence Base and the Adult Learning Strategy explored further in the report. He informed the committee that input from Voluntary Sector colleagues had also been incorporated into the plan. Employers had been asked directly for their input in understanding the skill gaps in Kent and Medway businesses.
2. Taking the Adult Learning Strategy forward and taking actions that arise from it would be the responsibility of Sue Dunn, The Head of Skills and Employability, and her team. She gave further information on the Adult Learning Strategy as follows;
  - a) That we have a strategy for 14-24 which has shown significant success in decreasing youth employment in challenging areas.
  - b) That part of the aim of this plan was reducing unemployment. In Kent there are still 5 districts where we are above the national average for youth unemployment.
  - c) Kent still has a number of adults with poor literacy and poor numeracy. A big part of the strategy will be responding to those adults who cannot access the labour market due to the skills they are lacking.
  - d) The Guilds was set up to provide a forum in which KCC, employers and skills providers discuss matters such as where they are lacking skills and use this information when developing the skills agenda. Through this Employers will be involved in driving the skills agenda.

3. Ms Dunn received comments from members and responded as follows;

- a) It was confirmed that Public Sector key partners were included in the Adult Learning Strategy such as the NHS.
- b) Local Authority has proven a 'trail blazer' in Apprenticeship schemes. KCC has been leading the way in this.
- c) It was stated that KCC's Community Learning and Skills (CLS) are key in our efforts to assist and where required reskill unemployed adults outside of the 14-24 group. Colleges have had a particular priority for working with this client group. Ms Dunn explained to further assist this group commissioning has to pick up on making this information available for these adults.
- d) In response to concerns on information provided by the Job Centre being too limited it was explained that the best way to tackle this will be finding appropriate channels to better share information to those needing to reskill or upskill. This would be taken into account in a new communication strategy aimed at adults disenfranchised from the labour market.

4. Congratulations were given by Mrs Crabtree to Sue Dunn and her team on their great work and a very good report.

5. RESOLVED that the Cabinet Committee considered the report.

**121. RGF Programmes and Framework for Monitoring Report**  
(Item C2)

1. The Regional Growth Fund Programme Manager, Jacqui Ward, introduced a report providing an update on the allocation of funds to companies as agreed in a previous meeting of this Committee. A summary of the allocations for these three projects (Escalate, Expansion East Kent and Tiger) was detailed further in the report. She confirmed that her team had a listing of companies that have gone into bad debt and they have been able to pull back and secure a repayment.

2. Ms Ward received comments and responded to questions as follows:

- a. In regards to concerns raised with an article in the Kent Messenger it was confirmed that in response to their Freedom of Information request only information in the Public Domain had been shared.
- b. Ms Ward also stated that the Group Leaders had been given a presentation detailing each company.

3. RESOLVED that the report is considered and noted.

**122. Work Programme 2016**  
(Item C3)

1. The Committee was invited to make suggestions for additional items for consideration of future items.

2. RESOLVED that the work programme for 2016 be agreed.

**123. Performance Dashboard**

*(Item D1)*

1. The Performance Manager, Mr Fitzgerald, introduced the report and highlighted the following;

- a) That the Regional Growth Fund (RGF) is at an Amber rating and is almost on target for job generation.
- b) That the ONS figures showed a recent drop in employment. This is unexpected as it is out of line with national and regional trends. This is assumed to be a blip in the figures and the next quarter will be observed carefully to see if this trend continues.

2. In response to comments from members David Smith CBE, Director of Economic Development, explained that the Amber rating on page 234 (Reference ED04) was caused by one project funded by the RGF that was delayed by 6 months. He explained that it had been a very ambitious target to meet and that he was confident that the Amber Performance Indicator rating would go Green soon.

3. RESOLVED that the current performance is noted.

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

To: Growth Economic Development and Communities  
Cabinet Committee

**Subject: Proposed Redesign of the Mobile Library service**

Key decision: Affects more than 2 Electoral Divisions

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: Cabinet Member Decision

Electoral Division: All

**Summary:** In this report proposals are presented for the redesign of the Mobile library service so a more efficient and effective service is provided that will also deliver savings to KCC. This report also outlines how mobile library users will be engaged in shaping this redesign.

**Recommendation:** The Growth, Environment and Communities Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Community Services on the proposed decision to undertake a customer engagement exercise with mobile library customers on proposed route efficiencies service improvements and changes as attached at appendix A.

## 1. Introduction and Context

- 1.1 In June 2015 KCC Cabinet decided that until it was possible for the full Library, Registration and Archive (LRA) service to transfer to a charitable trust model, LRA would continue its transformation programme and be internally commissioned to deliver the outcomes that KCC requires. The service will become more commercial and deliver the savings as outlined in the Medium Term Financial Plan (MTFP). The mobile library service is being reviewed as part of this programme.
- 1.2 The financial challenge facing Kent County Council over the next few financial years is significant and all services need to look at areas where savings can be made. LRA must save £1.3 million over the next three financial years.

- 1.3. The mobile library stops and routes have not been reviewed since 2004. It is now timely to review the service. The proposals presented in this paper will retain 80% of the current total mobile library visits. It is proposed that an annual review is then conducted to ensure that the service continues to reflect the needs of the communities it serves.

## **2. The Mobile Library Service**

- 2.1. The mobile library service consists of eleven mobile vehicles and one additional vehicle for use when others are off the road for essential maintenance. These vehicles deliver to 651 stops over Monday - Friday across all twelve districts of Kent.
- 2.2. These vehicles are a mini library on wheels. The mobile vehicles carry a range of books and our staff provide advice on how to access other KCC services. Our vehicles do not provide access to computers or the internet.
- 2.3. Currently there is not a consistent service across the mobile library stops; there is vast discrepancy in the length of stops ranging from ten minutes to over an hour and a half. Some stops are weekly, others fortnightly and a few monthly. Over time the routes have developed to the point that there are now inefficiencies in how they are organised, with mobile library routes crossing each other. The distances travelled and the number of short stops also adds to the wear and tear on the mobile vehicles themselves. The service does not operate on a Saturday currently which limits access outside of weekdays, and Monday stops are also impacted as no service is provided on bank holiday Mondays.
- 2.4. For the financial year 2014-15 the mobile library service cost £368,172 including staff salaries, maintenance costs and fuel. The average cost per visit of the mobile service is £6.11 which compares to the static library average of £3.83.
- 2.5. Visitor numbers have fallen by 20% over the last three financial years (from 2012/13 to 2014/15) while issues have fallen by 23% over the same period.
- 2.6. Over the period October 14 - September 15 visits to the mobiles totalled 58,600 with overall issues equating to 2.8% of total LRA issues. The busiest stop had an average of 27 visitors, while the lowest performing stop had no visitors. Furthermore 50% of our mobile library customers are also using at least one of the static libraries.

## **3. Mobile Service Redesign**

- 3.1. The service redesign proposals are based on two key elements;
  - **Usage**- officers have assessed current usage using specific criteria for the period October 14 - September 15.



- **New service** - working closely with KCC public transport and the research and intelligence team officers have considered the frequency of visits, duration of visits and routing. Better route planning has enabled a number of service improvements to be introduced- see section 5.

**Criteria to Assess Usage:**

3.2 In determining the criterion to be used for the review of the usage of the service, officers researched the threshold criteria and approaches used by other counties. Some authorities have reduced their mobile library service offer while others have or are proposing to withdraw the service completely. In reviewing their routes many used a threshold criteria of an average number of regular visitors while others also looked at distance from a static library. LRA considered these criteria for Kent in determining what would be the most appropriate to apply;

Criteria options	Proposal rejected or recommended and reason
(i)Take out stops within a mile of a static library	Rejected: It is proposed to keep stops that had received over 2 visitors on average between October 2014- September 2015 irrespective of their distance from the nearest static library. In this review it was decided to focus on actual usage which is a more customer focused criteria.
(ii) Only have one stop in a community	Rejected: It is proposed to keep all stops that are performing above the agreed criterion
(iii)Five visitors or less on average over the period October 14 - September 15	Rejected: The impact of this criterion was felt to be too high (580 stops) and difficult to cover via alternative service which would result in an imbalance of demand to the services we provide.
(iv)Two visitors or less on average over the period October 14- September 15	This criterion would impact on 368 stops Recommended: This was felt to be a reasonable balance between stop performance and what could be covered by the alternative service provision.

Taking the above into account the agreed proposed criterion is;

Stops that have received 2 or less visitors on average over the period October 14 - September 15 which will result in the withdrawal of stops in 368 locations.

3.3. The proposed distribution of stops and its impact by district is shown below:

District	Current number of static libraries	Current number of mobile stops	Proposed number of stops	District change
Ashford	6	92	50	-42
Canterbury	5	86	42	-44
Dartford	9	20	5	-15
Dover	6	80	30	-50
Gravesham	10	17	5	-12
Maidstone	11	85	43	-42
Sevenoaks	11	39	17	-22
Shepway	8	58	30	-28
Swale	7	55	23	-32
Thanet	8	42	11	-31
Tonbridge	9	47	15	-32
Tunbridge Wells	9	30	12	-18
<b>Total</b>	<b>99</b>	<b>651</b>	<b>283</b>	<b>-368</b>

3.4 The remaining stops would still retain **80%** of the current total mobile library visits and **77%** of the current total mobile library issues. For the 20% of customers not able to access the service through their current mobile stop there are a number of alternative ways to access the library service which are outlined in section 4.

#### 4. Alternative Ways of Accessing the Library Service

4.1 Whilst it is proposed that the number of mobile library stops is reduced, the impact of this reduction can be mitigated by alternative provision including:

- **Home library service-** Over the period October 2014-September 2015 there were just over 1,500 customers receiving this service. Through this offer a team of volunteers deliver books and other library items to a customer's home. A volunteer visits the customer to discuss reading tastes and requirements. Library staff/volunteers will, as they do already, then select suitable materials from a static library and a volunteer will drop off and collect these at agreed intervals. For older customers this alternative could represent a more bespoke and convenient service than the current mobile service.

LRA considers that the current Home library service could expand to cover additional demand. It is proposed that the potential take-up of this service is followed up through the engagement process to ensure demand is covered.

- **Touch a New World initiative** - Following a successful trial with Home Library Service customers, LRA have been rolling out the 'Touch a New World service'. This scheme offers the opportunity for housebound residents and their carers to have the assistance of an IT Buddy in their own home and borrow an iPad for a limited period as a taster to see how they find using one, to help them get online

and use the LRA online services. Using their library card and pin number, customers can use LRA eBook and eAudio book services or reserve the physical books of their choice from the online catalogue. The physical books can then be delivered and collected from the customers' home by the Home Library Service volunteers.

- **Static Libraries** - KCC has 99 library buildings across Kent which have a range of books, access to computers as well as a range of events, activities and other services. Through the static libraries or from a home computer, tablet or smart phone customers also have access to our online services. Customers using their library card and pin can access items held in Kent libraries including e-books. Items can also be requested and renewed online. Kent's online reference library offers over 50 free online subscriptions, including encyclopaedias, newspapers and e learning resources.

## **5. New Mobile Library Service**

5.1 In designing the new service, the routing, frequency of stops and duration of stops have each been reviewed and the following improvements and changes proposed:

- Changing the frequency of all stops to every two weeks. This would mean that everyone in Kent will have the same frequency of stop. For 80 of the proposed stops this will represent an improvement - the remainder will move to a fortnightly schedule but customers can take out up to 30 items at any one time and the period of loan will cover this change (Books are issued for 4 weeks and DVDs for 2 weeks).
- Increasing the minimum stop time from 10 minutes to 30 minutes to give customers more time to use the service. This would mean that over 50% of the proposed stops would increase their current stopping time. Stops that are already over the 30 minutes will keep the current stop length.
- Changing the days we operate the mobile libraries from Monday to Friday to Tuesday to Saturday. The benefit of this is that customers will not be inconvenienced by a loss of service on bank holiday Mondays. Having some stops on Saturday will give improved access to people who work Monday to Friday.

## **6. Financial Impact**

6.1 The direct cost of the service in the financial year 2014-15 including staff, fuel and maintenance was £368,172. It is estimated that the proposed changes to the service will mean that the routes can be delivered by 5 vehicles plus a spare, meaning a reduction of the current mobile fleet from 12 to 6 vehicles. This equates to an estimated revenue saving to KCC of approximately £150,000 per annum comprising staff and vehicle savings.

## **7. Proposed Public Engagement Exercise**

- 7.1. The proposed engagement programme will seek to engage with all mobile library users to make them aware of the proposals. This will give them the opportunity to comment on the criterion being proposed and the impact that the proposals will have on them and their ability to access the library service
- 7.2 All registered users of the mobile library service will receive a posted copy of the rationale and the proposal, as well as an A-Z of the proposed changes to all mobile stops specific to the district they live in so that all users can see the potential impact of the proposals on their mobile usage. There will also be a copy of the engagement questions that can be posted back using a freepost address.
- 7.3 The user engagement will take place for six weeks from Friday 22nd January 2016 and finish on 4th March 2016 (inclusive). The material will be available at each mobile library during this period. In addition, we will communicate with those Parish/Town councils currently serviced by the mobile library and ensure district councils know of the proposals. The material will also be available on the kent.gov website.
- 7.4 Following the end of the engagement a full analysis and report will be completed by Lake Market Research who have been appointed to evaluate the returns. The analysis and reports will then be considered by the Cabinet Member for Communities before a final decision is taken and any changes to the mobile service implemented. As part of this process, the Cabinet Member will consider whether the proposed criteria should be amended prior to any changes being implemented.
- 7.5 It is also recommended that whatever criteria are agreed to review the service that these are then used for the annual operational review of the mobile service.
- 7.6. The LRA service will continue to look at the opportunities for partners to utilise the mobile service and other parts of the service to reach communities and provide wider access to services to customers.

## **8. Legal Implications**

- 8.1 Local library authorities are under a statutory duty to provide a free and comprehensive library service. Should they not do so, there is a risk of legal challenge by way of judicial review brought by users of the service, and/or a statutory inquiry by the Secretary of State under the relevant legislation. There will be a perceived if not actual impact on some protected groups if there is a reduction, particularly those who live in the more remote areas of Kent. It is therefore important to show that Kent County Council has at least considered whether the alternative methods of access are capable of coping with any increased volume of demand. By illustrating the reality of the low usage of some stops, and the effectiveness of the mitigation proposed, Kent County Council is able to establish that it is continuing to provide a comprehensive service.

8.2 LRA has taken advice from the consultation team and the approach outlined for user engagement is in line with the council's policy to consult with customers where it is proposing a major change to service.

## **9. Equalities Impact Assessment**

9.1 A full equalities impact assessment has been completed (Appendix B) to ensure consideration is given to the impact of the redesign of the mobile service on different groups of people. This initial assessment indicates that any impact on users could be reasonably mitigated. However this provisional view will be tested through the mobile user engagement exercise.

## **10. Recommendation**

### **Recommendation:**

The Growth, Environment and Communities Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Community Services on the proposed decision to undertake a customer engagement exercise with mobile library customers on proposed route efficiencies, service improvements and changes as attached at Appendix A

**11. Attachments:** Appendix A- Proposed Decision Sheet  
Appendix B- Equality impact assessment for the mobile redesign

## **12. Contact details**

Report Author: Andrew Stephens  
Head of Libraries, Registration and Archives  
[Andrew.stephens@kent.gov.uk](mailto:Andrew.stephens@kent.gov.uk)

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## KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

**DECISION TAKEN BY:**

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

**DECISION NO:**

15/00111

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

*Affects more than 2 Electoral Divisions*

**Subject:** Mobile Library Redesign

**Decision:**

As Cabinet Member for Community Services, I agree to undertake a customer engagement exercise with mobile library customers on proposed route efficiencies service improvements and changes.

**Reason(s) for decision:**

The mobile library service delivers services to a range of locations across Kent. As part of the Library, Registration and Archive service transformation a full operational review has been conducted of all the mobile stops and a redesign of the routes to improve service and make them as efficient as possible.

The proposed engagement programme will seek to engage with all mobile library users to make them aware of the proposals. This will give them the opportunity to comment on the criterion being proposed and the impact that the proposals will have on them and their ability to access the library service.

**Cabinet Committee recommendations and other consultation:**

To be added following the meeting of the Growth Economic Development and Communities Cabinet Committee on 12 January 2016

**Any alternatives considered:**

The mobile library stops and routes have not been reviewed since 2004. It is now timely to review the service

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

.....  
signed

.....  
date





## KENT COUNTY COUNCIL EQUALITY ANALYSIS / IMPACT ASSESSMENT (EqIA)

**You need to start your Equality Analysis and data collection when you start to create or change any policy, procedure project or service**

**When developing high-level strategies under which other policies will sit, if those policies are jointly owned by KCC and partner organisations, they will need to take the partnership approach to EqIAs,**

**Directorate:**  
G E T

**Name of policy, procedure, project or service**  
Mobile library service redesign

**What is being assessed?**

The mobile library service redesign as part of the Library Registration and Archive (LRA) services.

**Responsible Owner/ Senior Officer**  
James Pearson

**Date of Initial Screening**  
03/09/2015

**Date of Full EqIA : TBC**

<b>Version</b>	<b>Author</b>	<b>Date</b>	<b>Comment</b>
1	S J B Fordham	03/09/2015	
2	J. Pearson	30/09/2015	
3	J.Pearson with J. Hill E.Taylor A.Slaven	09/10/2015	E&D comments LRA E&D comments Head of Service comments
4	J Hill	3/11/2015	E & D Comments
5	J.Pearson	November 2015	Update incorporating E & D Comments
6	A. Stephens	December 2015	LRA Head of Service comments
7	J. Pearson	December 2015	Finial Initial Draft

Screening Grid

Characteristic	Could this policy, procedure, project or service, or any proposed changes to it, affect this group less favourably than others in Kent? YES/NO If yes how?	Assessment of potential impact HIGH/MEDIUM LOW/NONE UNKNOWN		Provide details: a) Is internal action required? If yes what? b) Is further assessment required? If yes, why?	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO - Explain how good practice can promote equal opportunities
		Positive	Negative	Internal action must be included in Action Plan	If yes you must provide detail
Age  Page 26	Yes	Medium	Medium	<p>The implications of the mobile review will impact on people of all ages.</p> <p>We do know from the mosaic profile of the mobile users that older people and children (particularly 5-11 and families with young children) are those that will be most affected by the proposals. There will be a greater use by young people partly due to a number of mobile stops being at or near a school. Although this service is for the whole of the community, rather than being aimed at schools, often the school is in a prime location for that community. How schools access LRA services as a county is also part of a much wider strategic picture that needs to be considered as part of the LRA offer to schools, but where usage supports it current stops will be maintained at that community for everyone to use.</p> <p>We will use the public engagement on these proposals to ensure that people have the opportunity to raise the impact for them.</p>	Alternative provision of Home library service could be a positive as people will receive a more personalised tailored service. This also has the potential to reduce isolation and loneliness due to the personal visit of a volunteer.

				<p>Where it is proposed that the mobile stop will no longer continue a range of alternative options will be offered to ensure access to library services can continue. These are;</p> <ul style="list-style-type: none"><li>-Home library service. This service is available to anyone unable to access the service in any other way and in particular those unable to leave their homes for whatever reason. This is where a Library volunteer visits the customer in their home on a regular monthly basis and brings with them a selection of books based on their preferences or books they have specifically requested. The volunteer also takes away the items the customer has finished. For some customers this service could be a good alternative provision.</li><li>-Online services. It is now possible to access a range of library services on-line from home including downloading of e-books.</li><li>-Static libraries. There remain 99 libraries across the county that offer the full library service including computers.</li></ul> <p>For those customers where we are changing the frequency of stop then we will promote the fact that they can take out up to 30 books/items to cover the period between stops. In addition, if times of mobile stops are changed some groups who cannot access the service now may be able to access it. For example a Saturday stop would enable those who work during the week to use the service.</p> <p>The Home library service would represent a personal service - the social interaction with the</p>	
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				<p>volunteer. For those older people or those who have mobility issues this could represent a better alternative.</p> <p>Customers in places where we are proposing to maintain stops and which are currently less than 30 minutes will have a longer stop time which will benefit all customers, people of all ages and give people longer to access the service and browse on a visit. Stops that are currently over 30 minutes will keep their current stop time.</p>	
<p><b>Disability</b></p> <p style="text-align: center;">Page 28</p>	Yes	Medium	Medium	<p>We will use the public engagement on these proposals to ensure that customers in this characteristic group will have the opportunity to raise the impact this will have on them. From the data we have collected we can say that currently 15 people who use the mobile service have told us that they consider themselves to be disabled. While the mobile vehicles are fully accessible this would indicate that the impact on this customer group at present can be managed with the alternative service options outlined below;</p> <p>-Home library service. This is where a Library volunteer visits the customer in their home on a regular monthly basis and brings with them a selection of books based on their preferences or books they have specifically requested. The volunteer also takes away the items the customer has finished.</p> <p>The Home Library service would represent a real personal service as well as bringing the the social interaction with the volunteer. For people with disabilities this could represent a better alternative</p>	

				<p>to accessing the service.</p> <p>-Online services. It is now possible to access a range of Library services on-line from home including downloading of e-books.</p> <p>-Static libraries. There are 99 libraries across the county that offer the full library service including computers. Many of these are fully accessible</p> <p>For those customers where we are changing the frequency of stop we will be promoting the fact that customers can take out as many books as they want to cover the period between stops.</p> <p>People who now use stops of less than 30 minutes will benefit from a longer stop time giving people longer to access the service and browse on a visit.</p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Gender Paper 29</p>	<p>Yes</p>	<p>Medium</p>	<p>Medium</p>	<p>We will use the public engagement on these proposals to ensure that people have the opportunity to raise the impact for them but both men and women will be impacted. There are more female users than male but the service is designed with the needs of all in mind.</p> <p>For those where it is proposed that the mobile stop will no longer continue a range of alternative options will be offered to ensure access to library services can continue. These are;</p> <p>-Home library service.          -Online services.          -Static libraries.</p> <p>For those customers where we are changing the frequency of stop then we will be promoting the fact that they can take out as many books as they want</p>	

				<p>to cover the period between stops.</p> <p>People who use stops of less than 30 minutes will benefit from a longer stop time giving people longer to access the service and browse on a visit.</p>	
<b>Gender identity</b>	No	Low	Low	We will use the public engagement on these proposals to ensure that customers in this characteristic group will have the opportunity to raise the impact this will have on them.	
<b>Race</b>	No	Low	Low	<p>We will use the public engagement on these proposals to ensure that customers in this characteristic group will have the opportunity to raise the impact this will have on them.</p> <p>Please see graph after this grid for breakdown.</p>	
<b>Religion or belief</b>	No	Low	Low	We will use the public engagement on these proposals to ensure that customers in this characteristic group will have the opportunity to raise the impact this will have on them.	
<b>Sexual orientation</b>	No	Low	Low	We will use the public engagement on these proposals to ensure that customers in this characteristic group will have the opportunity to raise the impact this will have on them.	
<b>Pregnancy and maternity</b>	No	Low	Low	We will use public engagement on these proposals to ensure that customers in this characteristic group will have the opportunity to raise the impact this will have on them.	

<p><b>Marriage and Civil Partnerships</b></p>	<p>No</p>	<p>Low</p>	<p>Low</p>	<p>We will use the public engagement on these proposals to ensure that customers in this characteristic group will have the opportunity to raise the impact this will have on them.</p>	
<p><b>Carer's responsibilities</b></p> <p style="text-align: center;">Page 31</p>	<p>Yes</p>	<p>Medium</p>	<p>Medium</p>	<p>We will use public engagement on these proposals to ensure that Customers in this characteristic group will have the opportunity to raise the impact this will have on them.</p> <p>For those where it is proposed that the mobile stop will no longer continue a range of alternative options will be offered to ensure access to library services can continue. These are;</p> <ul style="list-style-type: none"> <li>-Home library service.</li> <li>-Online services</li> <li>-Static libraries.</li> </ul> <p>For those customers where we are changing the frequency of stop then we will be promoting the fact that they can take out as many books as they want to cover the period between stops.</p> <p>People who use stops of less than 30 minutes will benefit from a longer stop time giving people longer to access the service and browse on a visit.</p>	

All of the protected characteristics above could be affected both positively and negatively by any of the possible changes to this service. All changes will need to be carefully considered (and special care needed with any action taken to mitigate the changes or serve the existing customers in a different way) to check that the impacts of the changes are not exacerbated for any particular group or groups.

**Part 1: INITIAL SCREENING**

**Proportionality** - Based on the answers in the above screening grid what weighting would you ascribe to this function – see Risk Matrix

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

State rating & reasons

**Medium-** While the proposal does have impact on all the protected characteristic groups it is the service’s judgement that the alternative provision offers a range of ways that customers of all groups can continue to access library services. It is proposed that this is tested through public engagement specifically with the users of the mobile service. The EQIA will be updated to reflect this when a final judgement can be made informed by customer feedback.

**Context**

Currently the mobile library service visits 651 stops across the county of Kent. It is in essence a mini-library on wheels the stated aim of which is to provide access to library services for those unable to access the service in any other way.

A full redesign of the mobile library service has been conducted given the changing patterns of use of the current service, development of alternative means of accessing the library service as a whole service (growth of online, the Home library option, plus the existing static libraries) as well the fact that the current mobile service across the county does not offer an equitable service at every location given the current difference in frequency and duration of stops. The aim of the redesign is to ensure that the mobiles are meeting customer need, are delivered as effectively and efficiently as possible and are delivering value for money for all Kent residents.

This is in the context where KCC must deliver significant financial savings across all services.

This EQIA assesses the impact of the proposed mobile redesign process.

**The route review process and the criteria used to assess the mobile library stops**

A full redesign of the current mobile library service has taken place and a route review completed that has looked at;



- how well individual stops are performing and set minimum performance criteria that each stop should achieve
- the frequency and duration of a mobile stop, setting a new every two-week frequency of stop for all and setting a minimum stop time of 30 minutes for all stops
- re-routing the mobile library fleet to maximise efficiency, move to a new schedule of Tues-Sat that has the potential to widen access as well as eliminate the impact of bank holiday Mondays.
- the alternative forms of provision LRA can put in place to cover where it is proposed the mobile no longer stops to ensure that customers do still have access to the library service.

The criterion that was decided and used for the efficiency review was ;

- Stops that average 2 or less visitors over the period October 14-September 15.

It is proposed that stops that meet this criterion do not continue as they are either not used or very poorly used.

The stops that do continue will all change to being stops every two weeks and if the stop is currently less than 30 minutes then these stops will see an increased stopping time.

We will use the public engagement on these proposals to ensure that people that currently use the mobile service in particular have the opportunity to raise the impact for them.

For those customers where it is proposed that the mobile stop will no longer continue a range of alternative options will be offered to ensure access to library services can continue. These are;

-Home library service this service is available to anyone unable to access the service in any other way and in particular those unable to leave their homes for whatever reason. A Library volunteer visits the customer in their home on a regular monthly basis and brings with them a selection of books based on their preferences or books they have specifically requested. The volunteer also takes away the items the customer has finished.

-Online services. It is now possible to access a range of Library services on-line from home including downloading of e-books.

-Static libraries. There are 99 libraries across the county that offer the full library service including computers.

For those customers where we are reducing the frequency of stop then we will be promoting the fact that customers can take out up to 30 books/items to cover the period between stops and the period of loan will cover this change (Books are issued for 4 weeks and DVDs for 2 weeks)

People who use stops of less than 30 minutes will have a longer stop time which will benefit people of all ages and give people longer to access the service and browse. Stops that are currently over 30 minutes will keep their current stop time. If times of mobile stops are changed then some groups who cannot access the services now may be able to access it. For example a Saturday stop would enable those who work during the week to use the services.

### **Beneficiaries/Those affected**

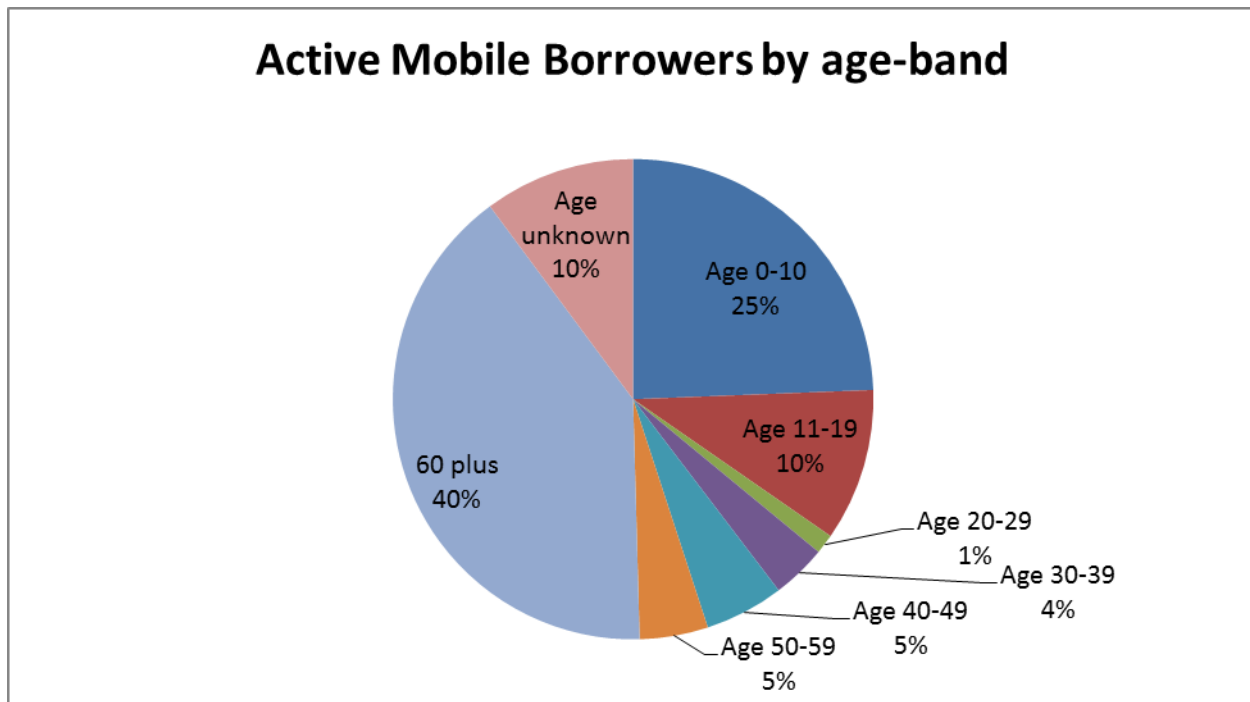
All current and future mobile library users.

### **Information and Data**

There is a large amount of data that has been gathered to inform this review:

- Mobile usage in the form of footfall and issues of books and other items for the financial year 2014-15 and for the review of stops the period of October 2014- September 2015. This is data collected by the mobile staff as well as from our Library Management System.
- Mosaic analysis of the customer groups using the mobile service.
- There are large numbers of mobile customers that are already using our static libraries and thus do not solely rely on mobile units to access library services. Over the period October 2014-September 2015 50% of mobile library customers were also using at least one of the static libraries as well.

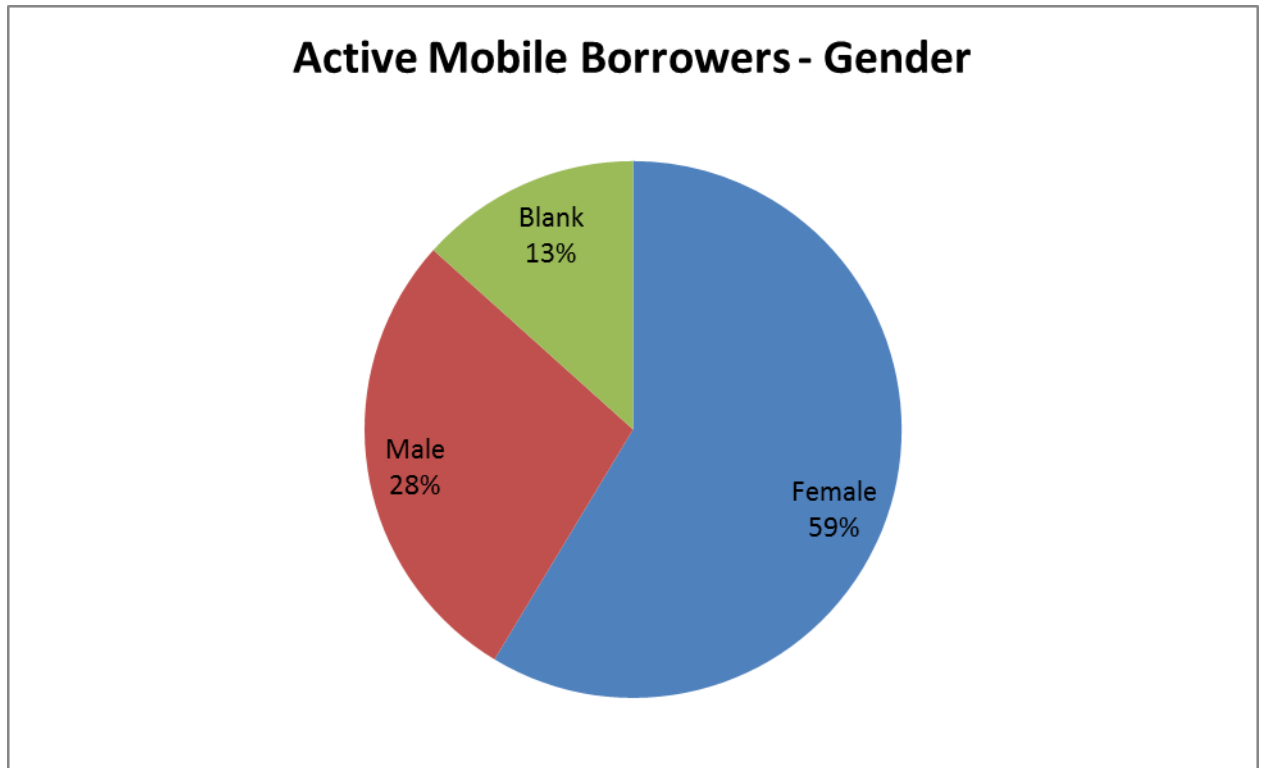
**Mobile library users by age category (for financial year 2014-15)**



The Following is a tabular representation of the information in the charts above

Age Band	Total
Age 0-10	Twenty five percent
Age 11-19	ten percent
Age 20-29	one percent
Age 30-39	four percent
Age 40-49	five percent
Age 50-59	Five percent
60 plus	Forty percent
Age unknown	Ten percent

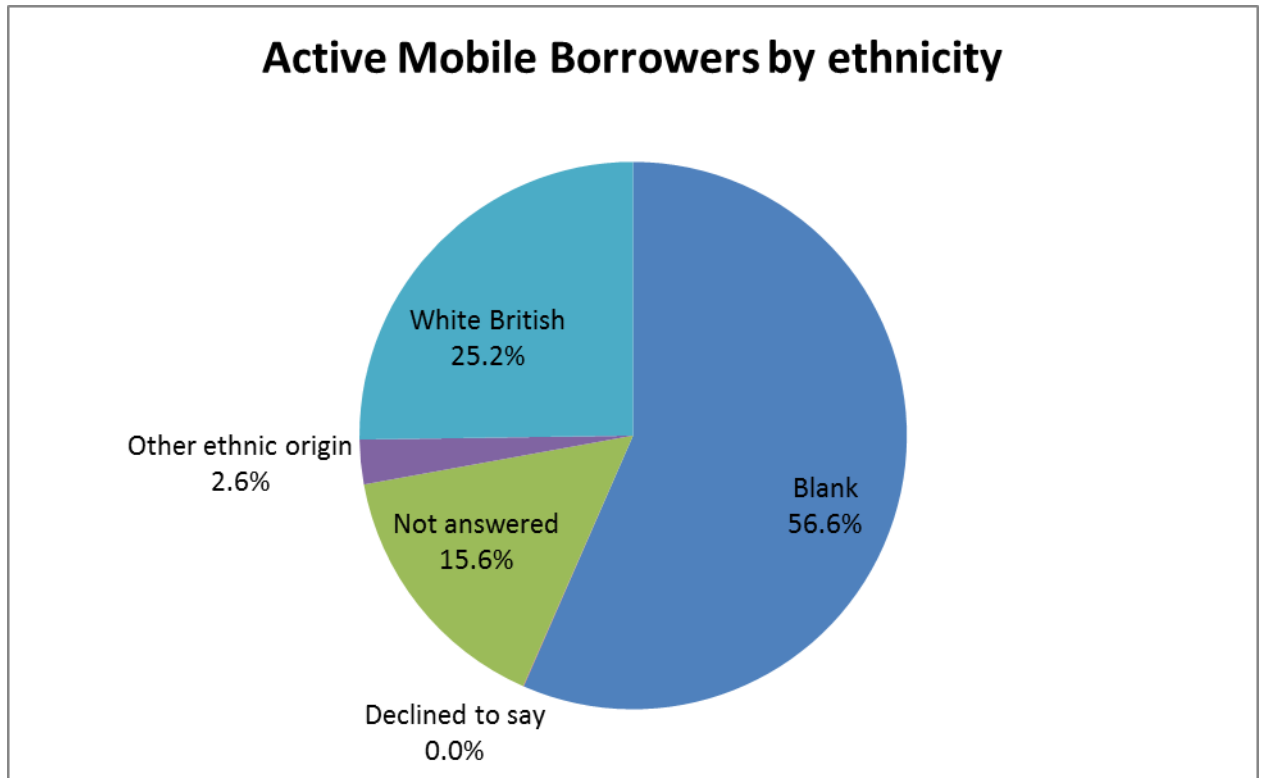
**Gender (For financial year 2014-15)**



The Following is a tabular representation of the information in the charts above

Gender	Total
Female	fifty nine percent
Male	Twenty eight percent
Blank	Thirteen percent

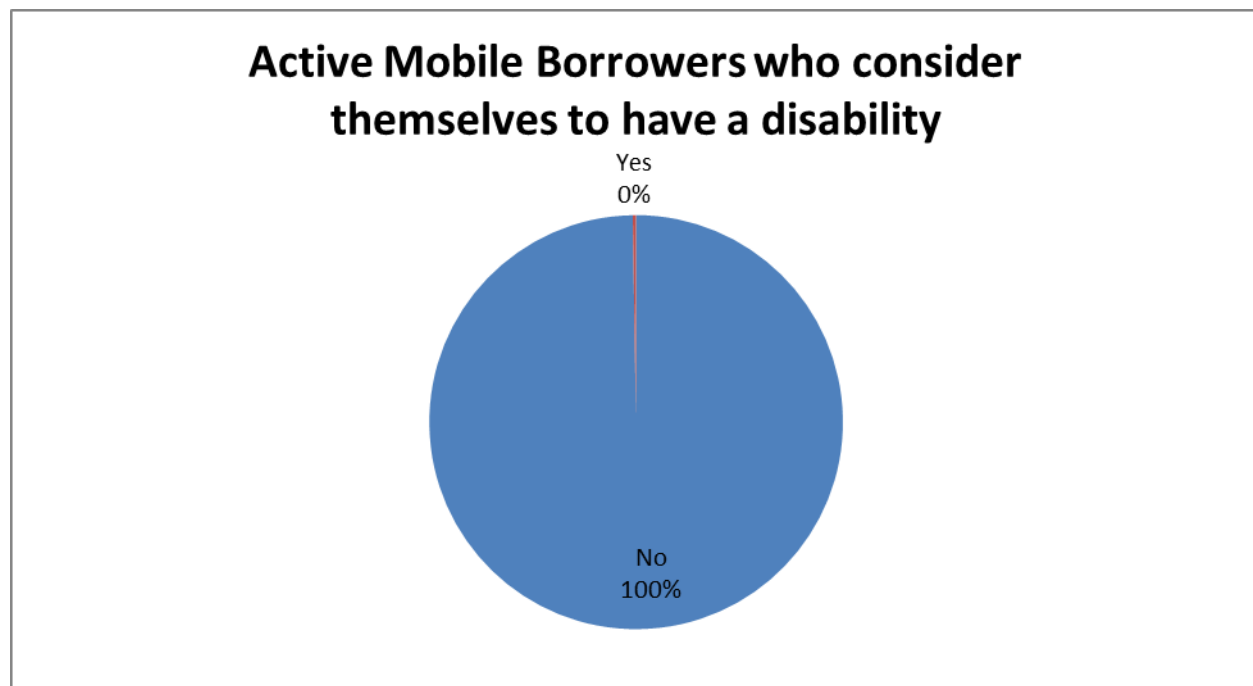
**Ethnicity (For financial year 2014-15)**



The Following is a tabular representation of the information in the charts above

Ethnicity - General	Total
Blank	Fifty six point six percent
Declined to say	Zero percent
Not answered	Fifteen percent
Other ethnic origin	Two point six percent
White British	Twenty five point two percent

**Disability (for Financial Year 14-15)**



The following is a tabular representation of the information in the charts above

Disability - General	Percentage
No	One hundred percent
Yes	Zero percent

While the percentage equates to zero percent the actual number of registered customers who consider themselves to be disabled is 15.

**Public Engagement**

There will be a public engagement as part of the process of taking this redesign forward. This will be targeted specifically at those who use the mobile service as it is the views of the current users that are most important to us. All those users will be posted a copy of the engagement material and it will be available on the mobile vehicles as well. LRA will also be ensuring that Parish and Town councils who currently have a mobile stop are aware of the proposal as well as District Councils and KCC elected Members. The engagement material can also be provided in other formats on request to ensure everyone has the opportunity to make their comment. People will be able to post their returns back to us for free via a freepost address and all material will also be available on the internet via our website.

We will be asking customers to consider the criteria we have used and consider any alternative criteria we should consider. We also want our customers to detail the impact these proposals will have on them and whether the alternative service options put forward represent a practical alternative Library service provision for them.

We will also be seeking comment on the initial findings of this EQIA assessment and the results of the consultation will inform a revised draft of this document.

### **Potential Impact**

Medium- This proposal will impact on all protected characteristic groups but the following is key information to consider

- The mobile library service is continuing
- Where it is proposed the stops are ceased this is where there is very low levels of use and there are alternative ways to access a library service.
- It is the service's judgement that the alternative options offered do offer an reasonable offer which in some cases, such as older people and the Home Library offer, could be an improvement

### **Adverse Impact:**

-Where stops cease- alternative service provision will be offered.  
-Not as frequent stops. While this is accepted the service will still be provided in these locations. 203 of the proposed stops are either bi-weekly or weekly, 80 are fortnightly or monthly.

### **Positive Impact:**

-Potential for customers with specific needs to get a more personal service through the Home Library offer.  
-Raising awareness of the different ways people can access LRA services may open up other avenues of the service that people had not considered.

## **JUDGEMENT**

### **Full Impact Assessment Required**

The proposal will go out to public engagement

### **Action Plan**

Please see Table at end

### **Monitoring and Review**

The EQIA will be reviewed at the end of the consultation and updated. This will go to inform the decision on implementing the proposal.

### **Sign Off**

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

#### ***Senior Officer***

Signed: J. Pearson

Name: James Pearson

Job Title: Service Improvement Programme Manager    Date: 23/12/15

#### **DMT Member**

Signed: A. Stephens

Name: Andrew Stephens

Job Title: Head of Service Libraries, Registration and Archives

Date: 23/12/15



**Equality Impact Assessment Action Plan**

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
All	Ensure that everyone has the means to respond to the customer engagement	<ul style="list-style-type: none"> <li>- customers using the mobile library service will be written to with a copy of the consultation material</li> <li>-Easy read version of the document produced and available if requested</li> <li>-Document translated into other formats and languages on request</li> <li>-Document available on all mobile libraries and promoted so that all users aware.</li> </ul>	All mobile customers able to review the proposal and respond	Suzanna Gamwell	Oct-November	Cost for consultation material being developed

All	Not enough Home library service volunteers to meet demand of customers	<p>-Service will plan for a recruitment drive for Home library service volunteers and utilise the existing routes to ensure demand can be covered.</p> <p>-It is fully accepted that not everyone will want to use the Home library service and it is proposed that through the consultation it will be possible to identify those customers that this does represent a viable alternative to enable the service to plan accordingly</p>	All request for Home Library service met	James Pearson/Jackie Taylor-Smith/Nic Browne	Prepare for and develop post engagement	To be developed
All	Promotion of the redesigned mobile library	Opportunity to promote the Library service	Comms and marketing approach for	Comms Team	Post any changes to service	TBC

	service	and the different ways of accessing the service including the mobiles in a wider way and ensure information reaches everyone so that all people are aware of the best way for them to access LRA services	mobile service			
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From: John Simmonds, Deputy Leader and Cabinet Member for Finance and Procurement

Mark Dance, Cabinet Member for Economic Development

Mike Hill, Cabinet Member for Community Services

Andy Wood, Corporate Director for Finance and Procurement

Barbara Cooper, Corporate Director for Growth, Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee January 2016

Subject: Budget 2016/17 and Medium Term Financial Plan 2016/19

Classification: Unrestricted

**Summary:**

This report sets out the proposed draft Budget 2016/17 and Medium Term Financial Plan (MTFP) 2016/19 as it affects the Growth, Economic Development and Communities Cabinet Committee. The report includes extracts from the proposed final draft budget book and MTFP relating to the remit of this committee (although these are exempt until the Budget and MTFP is published on 11<sup>th</sup> January).

This report also includes information from the KCC budget consultation, Autumn Budget Statement and provisional Local Government Finance Settlement as they affect KCC as a whole as well as any specific issues of relevance to this committee.

**Recommendation(s):**

The Growth, Economic Development and Communities Cabinet Committee is asked to note the draft Budget and MTFP (including responses to consultation and Government announcements) and make recommendations to the Cabinet Member for Finance and Procurement, Cabinet Member for Economic Development and Cabinet Member for Communities on any other issues which should be reflected in the budget and MTFP prior to Cabinet on 25<sup>th</sup> January 2016 and County Council on 11<sup>th</sup> February 2016.

**1. Introduction**

1.1 Setting the Council's revenue and capital budgets, and MTFP, continues to be exceptionally challenging due to the combination of increasing spending demands and reducing funding. 2016/17 is proving to be the most difficult yet due to a number of factors. These include:

- Lack of information about government spending plans until very late in the process following the Spending Review announcement on 25<sup>th</sup> November

- Late changes to grant allocations following the Local Government Finance settlement announcement on 17<sup>th</sup> December
- Uncertainty over the impact over some significant spending pressures (principally the impact of the National Living Wage)
- New ability to levy additional Council Tax precept

This combination means that despite the proposed increase in Council Tax, the council still has to make significant year on year savings in order to balance the budget.

- 1.2 The challenge of additional spending demands, greater reliance on local taxation and reduced grant funding is likely to continue each year until 2019/20 at the earliest, with 2016/17 and 2017/18 looking like the most difficult years. The medium term projection in the Spending Review 2015 for local government is “flat cash”.

This flat cash projection includes additional funding for social care through the extra Council Tax precept and Better Care Fund, the Office for Budget Responsibility (OBR) assumptions on other Council Tax and Business Rate growth, as well as the phasing out of **Revenue Support Grant (RSG)**.

RSG has been a significant source of funding for core services for a number of years and it's phasing out represents a substantial loss. The flat cash assumption does not include changes in grants from other government departments (either ring-fenced or general grants).

- 1.3 The provisional local Government Finance Settlement was published on 17<sup>th</sup> December. This provides individual grant allocations from Department for Communities and Local Government (DCLG), principally RSG and business rate baseline, and Spending Power calculation.

The provisional amounts for 2016/17 are subject to consultation and include a significant and unexpected change in methodology used to allocate RSG. Indicative figures for 2017/18 to 2019/20 were also included in the announcement. The announcement included the offer of a 4 year guaranteed funding settlement.

- 1.4 The Spending Power calculation shows a £20.4m (2.3%) increase in funding between adjusted figure for 2015/16 and indicative figure for 2019/20 (albeit with a dip in 2016/17 and 2017/18). The Spending Power includes the main DCLG grants (RSG and business rate baseline merged as the Settlement Funding Assessment) and Council Tax.

The Spending Power no longer includes specific grants but continues to ignore additional spending demands and thus only reflects the change in cash available to local authorities and not real spending power. This means it is not directly comparable to the council's published budget. The published Spending Power calculation for KCC is reproduced in table 1 below.

Table 1

Core Spending Power of Local Government;					
	2015-16 (adjusted)	2016-17	2017-18	2018-19	2019-20
	£ millions	£ millions	£ millions	£ millions	£ millions
Settlement Funding Assessment	340.0	283.4	241.8	218.2	195.8
Council Tax of which;	549.0	577.2	609.7	644.6	682.2
<i>Council Tax Requirement excluding parish precepts (including base growth and levels increasing by CPI)</i>	549.0	566.0	586.3	608.0	631.1
<i>additional revenue from 2% referendum principle for social care</i>	-	11.2	23.3	36.6	51.1
<i>additional revenue from £5 referendum principle for lower quartile districts Band D Council Tax level</i>	-	-	-	-	-
Improved Better Care Fund	-	-	0.3	17.5	33.7
New Homes Bonus and returned funding	7.9	9.3	9.4	5.9	5.7
Rural Services Delivery Grant	-	-	-	-	-
<b>Core Spending Power</b>	<b>896.9</b>	<b>869.9</b>	<b>861.1</b>	<b>886.2</b>	<b>917.3</b>
Change over the Spending Review period (£ millions)					20.4
Change over the Spending Review period (% change)					2.3%

1.5 The KCC latest medium term forecast up to 2019/20 shows a slightly lower estimate for Council Tax than the Spending Power in later years (albeit with higher yield in 2016/17 due to improved tax base and proposed 1.99% increase up to the referendum threshold). This means a slightly lower reduction in 2016/17 and 2017/18 than the Spending Power as shown in Table 2 below.

Table 2 also includes the other funding included in KCC budget but not shown in the Spending Power. The overall impact shows a KCC forecast reduction of £4.9m (-0.5%) between 2015/16 and 2019/20 compared to the CLG forecast of +2.3% in table 1.

Table 2	2015/16 Adjusted £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s	2019/20 £000s	Change from 2015/16 to 2019/20 £000s      %	
<b>CLG Spending Power</b>							
Settlement	340,015	283,386	241,819	218,156	195,773		
Council Tax	549,034	565,981	586,331	608,010	631,109		
Social Care		11,174	23,323	36,593	51,103		
Better Care Fund		0	301	17,525	33,683		
New Homes Bonus	7,886	9,325	9,375	5,890	5,651		
	896,935	869,866	861,149	886,174	917,318	20,383	2.3%
<b>KCC proposed MTFP</b>							
Settlement	340,015	283,386	241,819	218,156	195,773		
Council Tax	549,034	571,544	588,989	604,192	620,051		
Social Care	0	11,197	23,085	35,504	48,519		
Better Care Fund	0	0	301	17,525	33,683		
New Homes Bonus	7,886	9,325	9,375	5,890	5,651		
Total KCC equivalent Spending Power	896,935	875,451	863,569	881,267	903,676	6,740	0.8%
<b>Other Funding</b>							
Collection Funds	7,529	5,000	0	0	0		
Local Share of Business Rates	1,626	4,115	4,115	4,115	4,115		
Other Grants	18,858	17,306	15,755	14,203	12,651		
KCC Proposed Net Budget Requirement	924,949	901,873	883,439	899,585	920,442	-4,507	-0.5%

- 1.6 In real terms the additional funding available (after the initial dip in 2016/17 and 2017/18), particularly that raised through Council Tax precept/growth, is forecast to be insufficient to cover additional spending pressures (particularly in social care). Therefore, significant savings will continue to be needed each year to compensate for this shortfall and the forecast reduction in RSG and other grants. This will be a difficult message to convey that despite proposed annual increases in Council Tax, the authority will still need to make substantial year on year savings which are likely impact on local services.
- 1.7 The announcement that the Government intends to allow local authorities to retain 100% of business rates by the end of this Parliament is unlikely to provide much relief to this financial challenge. Business rates are already used to fund local authority services through the localised share and RSG.

As identified in paragraph 1.2, RSG is due to be phased out and substantially reduced. However, the Government has already made it clear that 100% business rate retention will also include the devolution of additional responsibilities commensurate with the additional income i.e. the additional income will come with additional spending commitments rather than compensate for loss of RSG.

- 1.8 The Government has also made it clear that the principle of redistribution of business rates from high wealth/low needs to low wealth/high needs areas will need to continue under any new arrangements. This effectively means the new system will be 100% retention of business rate growth rather than 100% of the existing business rate base. Whilst we think the new arrangements will be a welcome improvement, we need to wait until we see the detailed consultation during the forthcoming year and recognise this change is highly unlikely to have any impact on the 2016/19 MTFP.
- 1.9 Section 2 of the published MTFP will provide a much fuller analysis of the national financial and economic context, including the November Spending Review/Autumn Budget Statement and provisional Local Government Finance Settlement. Section 3 sets out KCC's revenue budget strategy to meet the financial challenge (including a possible alternative approach to the allocation of additional funding from Council Tax/Business Rate growth to cover spending pressures and savings to cover the phasing out of RSG). Section 4 covers the councils' capital budget strategy.

## **2. Financial Implications**

- 2.1 The initial draft revenue budget was published for consultation on 13<sup>th</sup> October 2015. This set out the latest forecasts and updates to the published MTFP for 2015/18. These forecasts were based on the original estimates of funding for 2016/17 and 2017/18 (albeit with an updated assumption for Council Tax base growth) and revised estimated spending pressures based on the current year's performance and future predictions of additional spending demands.

The consultation also included updated estimates for the savings under consideration to close the gap between estimated funding and spending.



2.2 The financial equation presented in the consultation is set out in table 3 below. The consultation identified possible savings options of £73.9m leaving a gap of £7m still to be found before the budget is finalised.

Table 3	Budget Pressures £m	Budget Solutions £m
Spending Demands	58.3	
Grant Reductions	32.9	
Council Tax		10.4
Savings/Income		80.8
Total	91.2	91.2

2.3 As outlined in paragraph 1.1 the provisional Local Government Finance Settlement for 2016/17 was announced on 17<sup>th</sup> December. This included the following provisional amounts for 2016/17:

- Revenue support grant for 2016/17 of £1111.4m, a reduction of £49.6m (30.8%) on 2015/16 actual grant (£58.1m or 34.2% on adjusted 2015/16 RSG).
- Business rate baseline and top-up for 2016/17 of £172.0m, an increase of £1.4m (0.8%).
- Confirmation of 2% social care precept requirements.
- Confirmation that the Council Tax referendum level for 2016/17 is 2%.
- New Homes Bonus grant of £9.3m.

2.4 As well as the provisional Local Government Finance Settlement the Department for Education (DfE) also made provisional grant announcements on 17<sup>th</sup> December. This included the **Dedicated School Grant (DSG)**, pupil premium, and **Education Services Grant (ESG)**. ESG is un-ring-fenced grant.

The provisional ESG shows an 11.5% reduction in the general funding for local authority maintained schools and academies (although transitional arrangements exist to protect academies from unmanageable reductions). As in previous years ESG is recalculated during the year to reflect pupil number changes and academy transfers. ESG is the most significant element of other grants included in KCC's budget (table 2 above) but is not reflected in the Spending Power calculations.

2.5 The latest overall financial equation is set out in table 4. This includes the impact of the Spending Review and the provisional Local Government Finance Settlement and other provisional grant announcements to date. This will be the position presented in the final draft Budget Book and MTFP published on 11<sup>th</sup> January pending any last minute changes.

Table 4	Budget Pressures £m	Budget Solutions £m	
Spending Demands	79.7		
Un-ring-fenced Grant changes (est LG settlement)	48.2		14.5%
Other Grant changes	0.1		
Council Tax increase (referendum)		11.2	1.998%
Council Tax Increase (social care)		11.2	2.0%
Council Tax and business rate tax bases & collection funds		11.3	2.1%
Savings/Income		94.3	
<b>Total</b>	<b>127.9</b>	<b>127.9</b>	

2.6 There are still a number of ring-fenced grants allocated by government departments. These ring-fenced grants are announced either at the same time or after the main Local Government Finance Settlement according to individual ministerial decisions. The County Council's financial strategy is that any changes in ring-fenced grants are matched by spending changes and therefore there is no overall impact on the net spending requirement. This means the County Council will not generally top-up ring-fenced grants from Council Tax or general grants.

2.7 We have received provisional notification of the Council Tax base from district councils. This is higher than estimated in the budget consultation and is reflected in the final draft budget published on 11<sup>th</sup> January and in tables 2 & 4 above. We will receive final notification of the tax base by the end of January together with any balances on this year's collection funds.

The final draft budget will confirm the intention to increase the KCC precept for all Council Tax bands by 1.99%, increasing the County Council Band D rate from £1,089.99 to £1,111.77. The final draft budget will also confirm the intention to apply the additional social care precept up to the full 2% increasing the County Council Band D rate further to £1,133.55.

2.8 We have not received notification of our 9% share of the business rates from district councils, although we have included an estimate in final draft budget published on 11<sup>th</sup> January and in tables 2 and 4 above. We should receive notification of our share of business rates by the end of January and any variation from the estimate will be reported to County Council on 11<sup>th</sup> February.

2.9 Appendix 1 sets out the high level picture of the revised funding, spending and savings assumptions which are proposed for 2016/17 included in the draft MTFP published on 11<sup>th</sup> January (pending any last minute changes between the publication of this report and the final version being agreed).

This appendix is exempt from publication until the final Budget and MTFP is published. There may be further changes to the final draft budget for 2016/17 following final notification of all Government grants and local tax bases (including collection fund balances). As in previous years any changes from the amounts published will be reported to County Council in February.

The MTFP includes forecasts for 2017/18 and 2018/19 although at this stage we cannot allocate the majority of these to individual directorates and there are significant unidentified savings required which will need to be resolved in the coming months.

- 2.9 Appendix 2 sets out a more detailed extract from the MTFP setting out the main changes between 2015/16 and 2016/17 relating to the Growth, Environment and Transport directorate. This information is included in the draft MTFP published on 11<sup>th</sup> January, pending any last minute changes.

This appendix is exempt from publication until the final Budget and MTFP is published. The council's budget and MTFP is structured according to directorate responsibilities. This means presenting information that is relevant to individual Cabinet Committees is not straight forward. We do not have the time or resources to re-present this information to exclude elements outside the remit for individual committees.

- 2.10 Appendix 3 sets out an extract from the draft Budget Book setting out the relevant budgets for 2015/16 and 2016/17 for the A to Z entries relating to the Growth, Environment and Transport directorate. This information is as published on 11<sup>th</sup> January, pending any final last minute changes.

This appendix is exempt from publication until the final Budget and MTFP is published. The information in appendix 3 is consistent with the information included appendix 2 and thus includes elements outside the remit of individual committees.

- 2.11 Appendix 4 sets out the draft capital programme for the Growth, Environment and Transport directorate. This information will be published on 11<sup>th</sup> January, pending any final last minute changes. This appendix is exempt from publication until the final Budget and MTFP is published.

### **3. Budget Consultation**

- 3.1 The consultation and engagement strategy for 2015 included the following aspects of KCC activity:

- Press launch on 13<sup>th</sup> October.
- A question seeking views on Council Tax open from 13<sup>th</sup> October to 24<sup>th</sup> November (principally accessed on-line).
- An on-line budget modelling tool to evaluate 20 areas of front line spending open from 13<sup>th</sup> October to 24<sup>th</sup> November.
- A free text area for any other comments.
- A simple summary of updated 2015/18 MTFP published on KCC website.
- Web-chat on 16<sup>th</sup> November with Deputy Cabinet Member for Finance & Procurement, Corporate Director for Finance & Procurement and other finance staff.
- Workshops with business and voluntary & community sectors on 18<sup>th</sup> November.
- Workshop session with managers and staff.
- Presentation and discussion with Kent Youth County Council on 15<sup>th</sup> November.

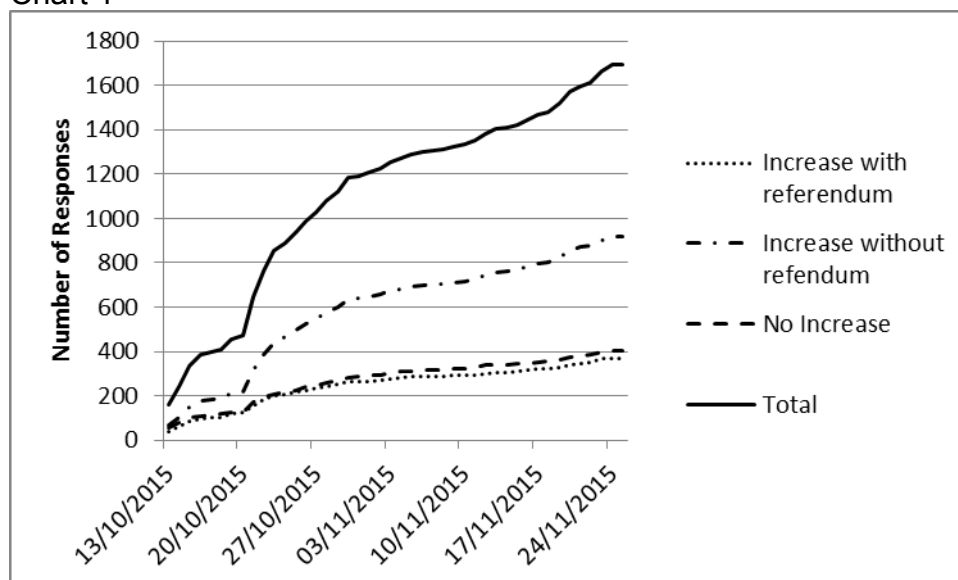
A full analysis of the responses to the consultation will be reported to Cabinet on 28<sup>th</sup> January. A draft of this analysis is available as background materials for Cabinet Committees in January. The final analysis reported to Cabinet will also be available as background material for the County Council meeting in February.

3.2 The consultation did not include any questions about the 2% precept for social care as we were unaware of this possibility at the time. The results from the Council Tax question and on-line budget modelling tool are set out in appendices 5 & 6 to assist committee members in scrutinising the budget proposals set out in the exempt appendices. These appendices with the consultation results are not exempt.

3.3 In addition to the activity outlined above the council has also commissioned independent consultants to carry market research to validate the responses with a representative sample of residents via more in depth research and analysis. This included face to face interviews with a structured sample of 750 residents using the same information as the on-line materials he Kent.gov.uk website and half-day deliberative workshops with a smaller sample. The full consultant's report is unlikely to be available in time for cabinet committees but will be available as background material for the full County Council budget meeting in February.

3.3 We have received 1,693 responses to the Council Tax question. This is less than the 1,962 responses received last year. This can be partly attributed to the shorter time available for consultation (6 weeks compared 7 weeks the previous year), however, we need to do further research as we received the majority of responses in the first 3 weeks as demonstrated in the chart 1 below. Overall 54.3% of respondents (920) supported a 1.99% council tax increase (the maximum allowed without requiring a referendum), 23.9% (404) preferred no increase, and 21.8% (369) supported a higher increase with a referendum. The overall number supporting an increase compared to those preferring a freeze is consistent with previous years' consultation although within this the number supporting a higher referendum backed increase is lower than last year.

Chart 1



3.4 We have received 1,153 submissions via the budget modelling tool. This is more than the 853 submissions received via this mechanism last year. This is encouraging as we believe this tool is an effective way to gather information about which services are most highly valued and thus inform budget priorities. We are aware of some criticisms about the time it takes to complete the survey and it can pose some challenging service combinations. A further 479 submissions were abandoned part way through and we need to undertake more research whether a 30% drop-out rate is exceptional or acceptable.

An analysis of the responses via this tool is shown in appendix 6 together with the responses from the face to face interviews with 750 sample residents conducted by the independent market research (there is no discernible difference between the responses on-line and face to face interviews).

#### **4. Specific Issues for Growth, Economic Development and Communities Cabinet Committee**

4.1 Appendices 2, 3 and 4 set out the main budget proposals relevant to Growth, Environment and Transport directorate). These proposals need to be considered in light of the general financial outlook for the county council for 2016/17 (overall reduced funding) and the medium term (flat cash assuming annual Council Tax increases. Committees will also want to have regard to consultation responses in considering budget proposals.

4.2 Specific issues highlighted within the Autumn Statement/Provisional settlement in relation to this cabinet committee include:

- Whilst not funding for KCC per se, £2.3 billion of funding for 1,500 flood defence schemes across the country was identified.
- The Government reiterated their original commitment of £12bn in the Local Growth Fund but have yet to confirm if there will be a round 3 process or how the remaining balance of £5bn will be allocated.

4.3 The MTFP includes significant **spending demands** placed upon the directorate, in relation to this committee, and are identified below in relation to classification. The quantum of each pressure/demand will be available for the meeting itself. Examples of these additional spending demands include the following:

- The full impact of legislative changes around the Coroners service has been reflected in terms of both the transfer of responsibilities for Coroners' officers from Kent Police to KCC, as well as the additional responsibilities for now having to ascertain cause of death for individuals under Deprivation of Liberty Safeguards (DoLS).
- Re-basing pressures from the decision to not proceed with establishing an LRA Trust at the current time, with the previously identified costs (governance, VAT exposure) now removed from the 16/17 budget.
- Other smaller pay pressures where contracts or consumables are subject to inflationary increases.

4.4 The MTFP includes a number of budget reduction initiatives (reduction in gross spend, income generation etc.) that formed part of the previous iteration and/or where the full year impact will be achieved in 2016/17. Examples of such initiatives include the following:

- The previous MTFP had identified a financial savings target of £1.3m should an LRA Trust be established. Despite the decision to not pursue a Trust model at this time, the financial target remains for the in-house commissioned LRA service to deliver.
- Procurement and non-staffing savings (including grants).
- Other efficiencies, such as service re-design/delaying (including management layers, spans of control), or income generation across a wide range of services.

4.5 Savings from any new policy initiatives are shown in the exempt appendices and any significant issues will be raised during the Cabinet Committee meeting following publication of the final draft budget on 11<sup>th</sup> January. Due to the exempt nature of the appendices these proposals cannot be covered in detail in the report.

## **5. Conclusions**

5.1 The financial outlook for the next 4 years continues to look challenging. Although the medium term outlook is around flat cash i.e. we should have a similar budget in 2019/20 to 2015/16, there is a dip in 2016/17 and 2017/18. Furthermore, within the flat cash equation is the additional funding raised through Council Tax, the 2% precept for social care and the Better Care Fund (at this stage we have no indication whether this will come with additional spending requirements) and reductions in RSG. On top of the flat cash we continue to have a number of additional spending demands. This means the Council will still need to find substantial savings in order to cover any shortfall between the additional income raised (from Council Tax, etc.) against spending demands and to compensate for the reductions in RSG (and any other changes in specific grants including those referred to in this report).

5.2 We will be responding to the provisional settlement (deadline 15<sup>th</sup> January) and in particular the impact of late and unforeseen changes in the grant distribution methodology. These late changes have a significant impact on the budgets for 2016/17 and 2017/18. This is exacerbated by the proposed one-off proposals to deal with the late reductions which have a further consequence in 2017/18.

5.3 At this stage the forecasts for 2017/18 to 2019/20 are our best estimates. At this stage we are undecided if we will take-up the offer of a guaranteed 4 year settlement. Based on these forecasts substantial further savings will be needed each and every year to balance the budget.

5.4 Appendices 2 and 3 include the latest estimates for unavoidable and other spending demands for 2016/17 and future years. These estimates are based

on the latest budget monitoring and activity levels as reported to Cabinet in November (quarter 2). Committees no longer receive individual in-year monitoring reports and therefore members may wish to review the relevant appendices of the Cabinet report before the meeting.

## 6. Recommendation(s)

### **Recommendation(s):**

**The Growth, Economic Development and Communities Cabinet Committee** is asked to note the draft Budget and MTFP (including responses to consultation and Government announcements) and make recommendations to the Cabinet Member for Finance and Procurement, Cabinet Member for Economic Development and Cabinet Member for Community Services on any other issues which should be reflected in the budget and MTFP prior to Cabinet on 25<sup>th</sup> January 2016 and County Council on 11<sup>th</sup> February 2016

## 7. Background Documents

- 7.1 Consultation materials published on KCC website
- 7.2 The Chancellor of the Exchequer's Spending Review and Autumn Statement on 25<sup>th</sup> November 2015 and OBR report on the financial and economic climate
- 7.3 The provisional Local Government Finance Settlement 2016/17 announced on 17<sup>th</sup> December 2014
- 7.4 Any individual departmental announcements affecting individual committees

## 8. Contact details

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Summary of Responses to Consultation on Council Tax



Response to proposal to increase Council Tax: Summary

KCC has a mandate to increase Council Tax by 1.99% with the majority of respondents and participants in favour of an increase.

- However, the degree to which this was supported varied between responses to the online survey on the KCC website and the face to face random and demographically representative survey.
- Respondents in the online survey on the KCC website were **more supportive** of an increase in Council Tax with over three quarters (76%) in favour, compared to a more even split between the respondents surveyed face to face who were almost evenly split between those favouring some level of increase in Council Tax (51%) and those favouring no increase (49%).
- Participants at the beginning of the deliberative events more closely resembled the on-street respondents with 57% in support of an increase and 42% in favour of no increase or a reduction in Council Tax.
- However, this proportion did change as a result of their deliberations so that by the end of the events 68% were in support of an increase and 32% were in favour of no increase or a reduction.
- Although the base size for the deliberative events is small, this movement demonstrates that the better informed residents are of the budget challenges facing KCC and the scope of services it provides, the more supportive they are of an increase in Council Tax.
- It also shows that deliberative event participants by virtue of being more informed moved closer to the position held by those respondents motivated to complete the question on the KCC website, who by definition were respondents who were more aware and interested in this issue than the average Kent resident.

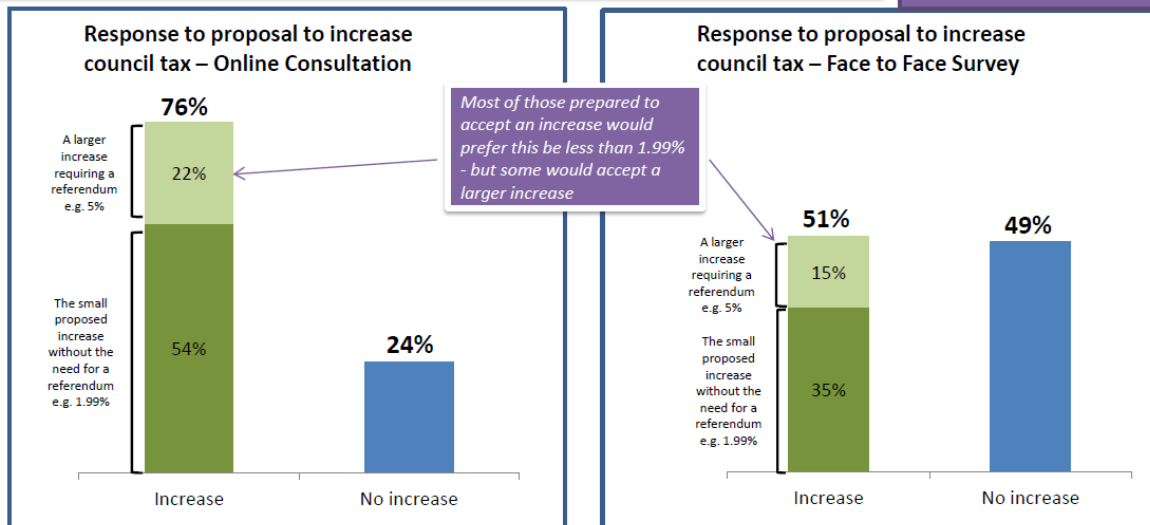


Council Tax: Quantitative data

- Strong support for an increase in Council Tax in the online consultation.
- Views of face to face respondents are more mixed – but just over half would accept an increase.
- Differences likely to reflect differing interest in/ knowledge of budget issues/ challenges.

Significant Findings:

- Those working full time were significantly more likely to accept an increase in Council Tax.
- Those who were retired were also significantly more likely to accept an increase.
- Men were significantly more likely than women to accept a higher increase over 2%.
- See Annex 3 for further detail.



Bases: Face to face survey = 757 respondents, Online consultation = 1693 respondents.  
 Question: KCC is proposing a small increase in Council Tax to contribute towards the additional spending demands being placed on council services and to provide some protection for local services from the savings that would otherwise need to be found...How much Council Tax would you be willing to pay towards the financial challenge the authority faces next year?. Illustrations of the equivalent monetary increase per week and per year were given. The "No increase" option was framed as "No increase and make equivalent cuts to and make equivalent cuts to services (of around £11m per year) on top of the estimated £80m already needed to balance the budget"





Summary of Responses to Max Diff Budget Modelling Tool



“Max Diff” exercise: Summary

- Highest priority placed on services to protect the most vulnerable
- Essential infrastructure activity (with universal impact) next most important
- Discretionary “Quality of life” services least important

	Which services?	Who does it impact?
<b>ABSOLUTE PRIORITY</b> Care of society’s most vulnerable	<ul style="list-style-type: none"> <li>• Care at home</li> <li>• Foster care</li> <li>• Refuge</li> </ul>	<ul style="list-style-type: none"> <li>• Elderly</li> <li>• Children</li> <li>• Women</li> </ul>
<b>Important</b> Essential infrastructure needs	<ul style="list-style-type: none"> <li>• Potholes</li> <li>• Gritting</li> </ul>	<ul style="list-style-type: none"> <li>• All residents</li> </ul>
<b>Less important</b> Support care services	<ul style="list-style-type: none"> <li>• Respite</li> <li>• Assessment</li> <li>• Accommodation</li> </ul>	<ul style="list-style-type: none"> <li>• Families with vulnerable dependents</li> <li>• Children leaving care</li> <li>• Those with learning disabilities</li> </ul>
Lower priority infrastructure needs	<ul style="list-style-type: none"> <li>• Waste disposal</li> <li>• Recycling</li> <li>• Street light faults</li> <li>• Subsidised bus routes</li> </ul>	<ul style="list-style-type: none"> <li>• All residents</li> </ul>
Discretionary “quality of life” services	<ul style="list-style-type: none"> <li>• Libraries</li> <li>• Youth centres</li> <li>• Taxi transport</li> <li>• Bus passes</li> </ul>	<ul style="list-style-type: none"> <li>• Young people</li> <li>• Children with special educational needs</li> </ul>

Note the ranking is *relative* – residents do value discretionary/ quality of life services and would prefer them to be protected if a choice did not have to be made.

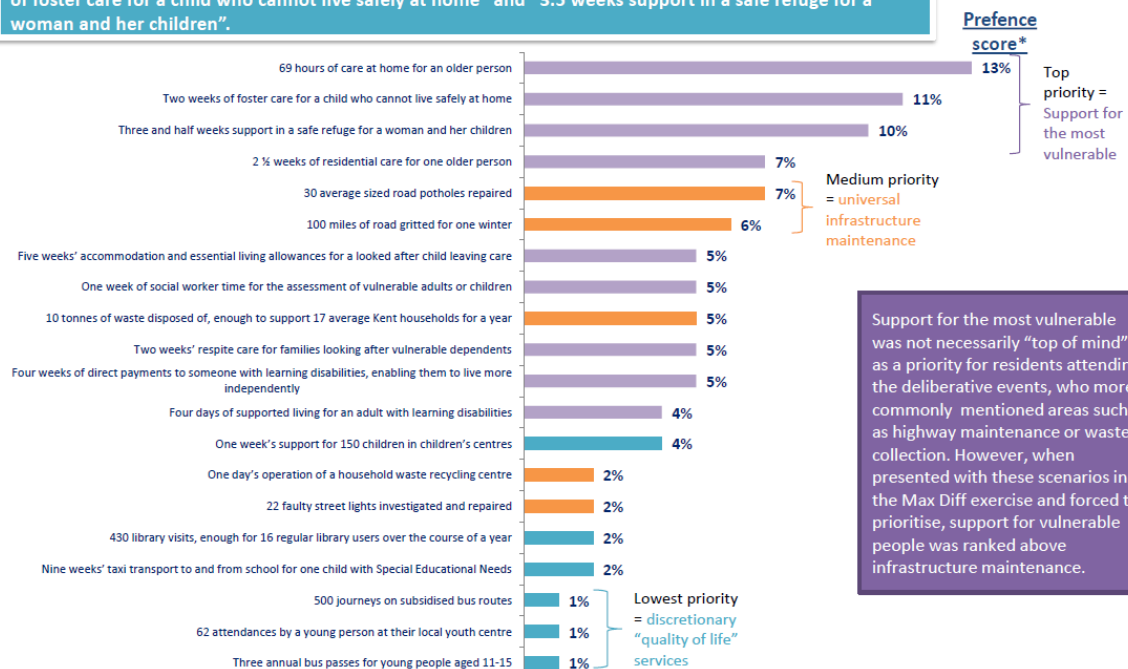
FACTS international

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“Max Diff” exercise: Detail

The top ranked service area tested is “69 hours of care at home for an older person”, followed by “2 weeks of foster care for a child who cannot live safely at home” and “3.5 weeks support in a safe refuge for a woman and her children”.



Combined results from face to face and online surveys - Base = 1,955 respondents. (Little difference between on-street and online results. For comparison see Annex 6). From Q3: You will now see a series of screens that list key services and what £1,000 of council spending buys. Please think about your household’s circumstances and tell us which of these services are most and least important to you. \*Preference score = a statistical index figure showing the overall level of preference given to a service by respondents completing the survey.



## “Max Diff” exercise: Sub-group comparisons

### Top 3 service items by respondent age group

There was little difference in the ranking of the items tested amongst respondent sub-groups. Some small points of divergence included:

- **Online respondents** placed potholes and gritting above residential care and gave slightly higher preference scores for these items than those completing the on-street survey (8% potholes, 7% gritting compared with 5% each among on-street respondents).
- **Younger residents aged 18-34** prioritised foster care and safe refuge above care at home.
- **Older residents aged 55+** placed a higher than average distance between their top ranked item (care at home for an older person) and their second ranked item (foster care).
  - Those aged 55+ completing the online consultation placed pot hole repair in 3<sup>rd</sup> priority position.
  - The oldest 75+ age group rated residential care for an older person highly, but placed this well behind care at home.
- A full breakdown of results by survey methodology (face to face vs online) and age group is set out in Annex 6.

18-34*	Rank and Preference score	
	On-Street survey	Online survey
Foster care (2 weeks)	1: 12%	1: 14%
Safe refuge for a woman and her children (3.5 weeks)	2: 12%	2: 12%
Care at home for an older person (69 hrs)	3: 11%	3: 10%

35-54	Preference score	
	On-Street survey	Online survey
Care at home for an older person (69 hrs)	1: 12%	1: 13%
Foster care (2 weeks)	2: 11%	2: 12%
Safe refuge for a woman and her children (3.5 weeks)	3: 9%	3: 10%

55+	Preference score	
	On-Street survey	Online survey
Care at home for an older person (69 hrs)	1: 14%	1: 17%
Foster care (2 weeks)	2: 9%	2: 11%
Safe refuge for a woman and her children (3.5 weeks)	3: 8%	4: 8%
Potholes repaired (30)	= 5: 6%	3: 9%

From Q3: You will now see a series of screens that list key services and what £1,000 of council spending buys. Please think about your household's circumstances and tell us which of these services are most and least important to you. Bases: 18-34 – face to face = 214, online = 163 (note the online survey was open to residents aged 16+), 35-54 – face to face = 256, online = 521, 55+ – face to face = 282, online = 403.

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

To: Growth and Economic Development and Communities Cabinet Committee (GEDCC) – 12 January 2016

**Subject: Progress on Internally Commissioning Library, Registration and Archive Services**

Classification: Unrestricted

Past Pathway of Paper: Corporate Management Team (CMT)  
 Commissioning Advisory Board (CAB)

Future Pathway of Paper: N/A

Electoral Division: All

**Summary:** This report outlines the proposed approach for internally commissioning Libraries, Registration and Archives (LRA) against outcomes which it is proposed commences from 1<sup>st</sup> April 2016 and the issues yet to be resolved.

**Recommendation:** members of GEDCC are asked to discuss, comment and endorse:

- the service specification for LRA;
- the commissioning approach outlined in this paper; and
- other issues associated with delivering the internal commissioned approach

## 1. Introduction

1.1. In June 2015 KCC Cabinet decided that until it was possible for the full Library, Registration and Archive (LRA) service to transfer to a charitable Trust model that LRA would be internally commissioned to deliver the outcomes that KCC requires. The approach outlined in this paper will make the service ‘Trust ready’ as primary legislation does not currently allow the Registration service element to be delivered through an external Trust.

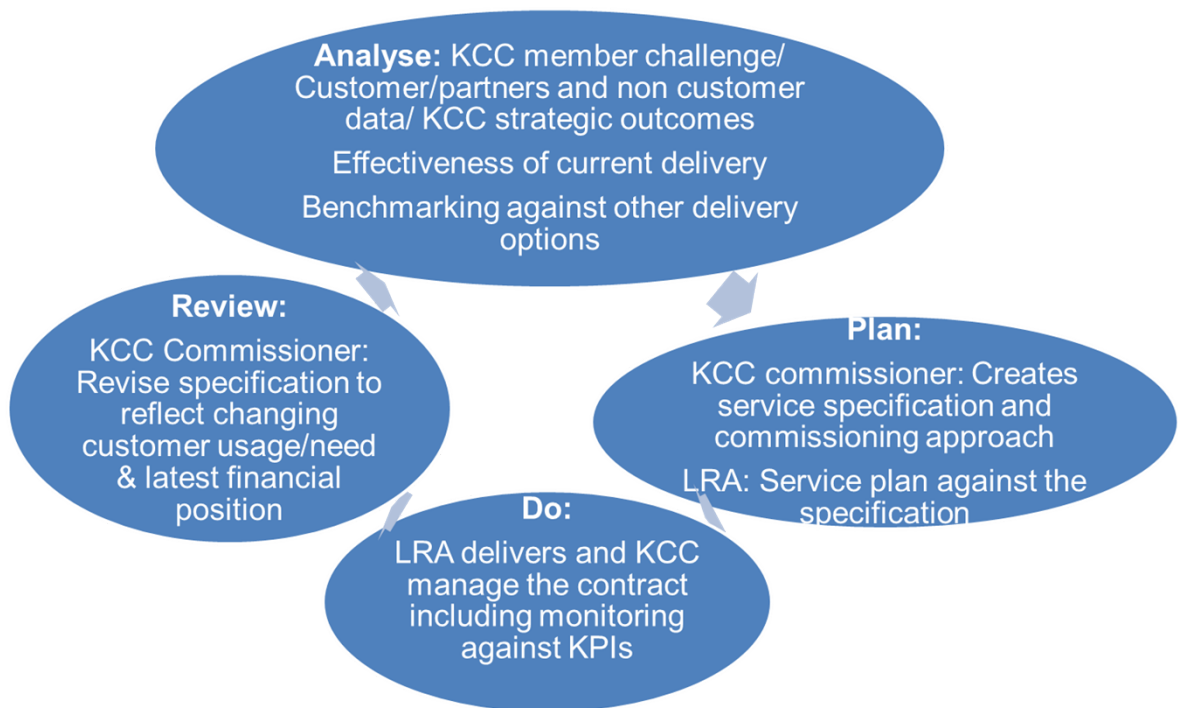
1.2. Since that decision the service, supported by other parts of KCC, has been exploring what the internal commissioning model should look like. It has considered the freedoms and flexibilities that such a service model will need to ensure it can maximise potential benefits. This model will also allow LRA to test some of the principles of an external delivery model in preparation for a potential future transfer to the Trust model.

1.3. LRA is one of the first KCC services to be internally commissioned and as such the proposals were developed in conjunction with the corporate team

to ensure they align with the KCC commissioning approach. This paper sets out how LRA will be commissioned against the KCC outcome framework and how KCC will ensure these outcomes are delivered for maximum benefit to Kent's residents.

## **2. Commissioning LRA against outcomes: The service specification**

- 2.1. The proposed service specification is included as Appendix A. This document outlines what KCC expects LRA to deliver in 2016/17 and is 'owned' by KCC - the LRA service will have to articulate how they will deliver against it.
- 2.2. The proposed service specification has been reviewed by the LRA service management team and Commissioning Advisory Board (CAB).
- 2.3. It is proposed that during the first year the service specification is used to test (and subsequently refine) the approach. The specification document will be available on the LRA service website so that customers can comment to ensure that the service specification reflects reality. All feedback received during the first year will be used by the 'commissioner' to inform any changes to the specification document going forward.
- 2.4. It is proposed that the service specification is reviewed and refreshed on an annual basis to ensure it continues to reflect the latest priority outcomes for KCC, the latest financial position and informed by detailed service user and market knowledge and analysis, as well as by the previous year's performance data.
- 2.5. The LRA service will respond to the specification through its annual service plan where it will detail how it will meet the required outcomes.
- 2.6. The diagram below illustrates the annual commissioning cycle proposed for Libraries, Registration and Archives;



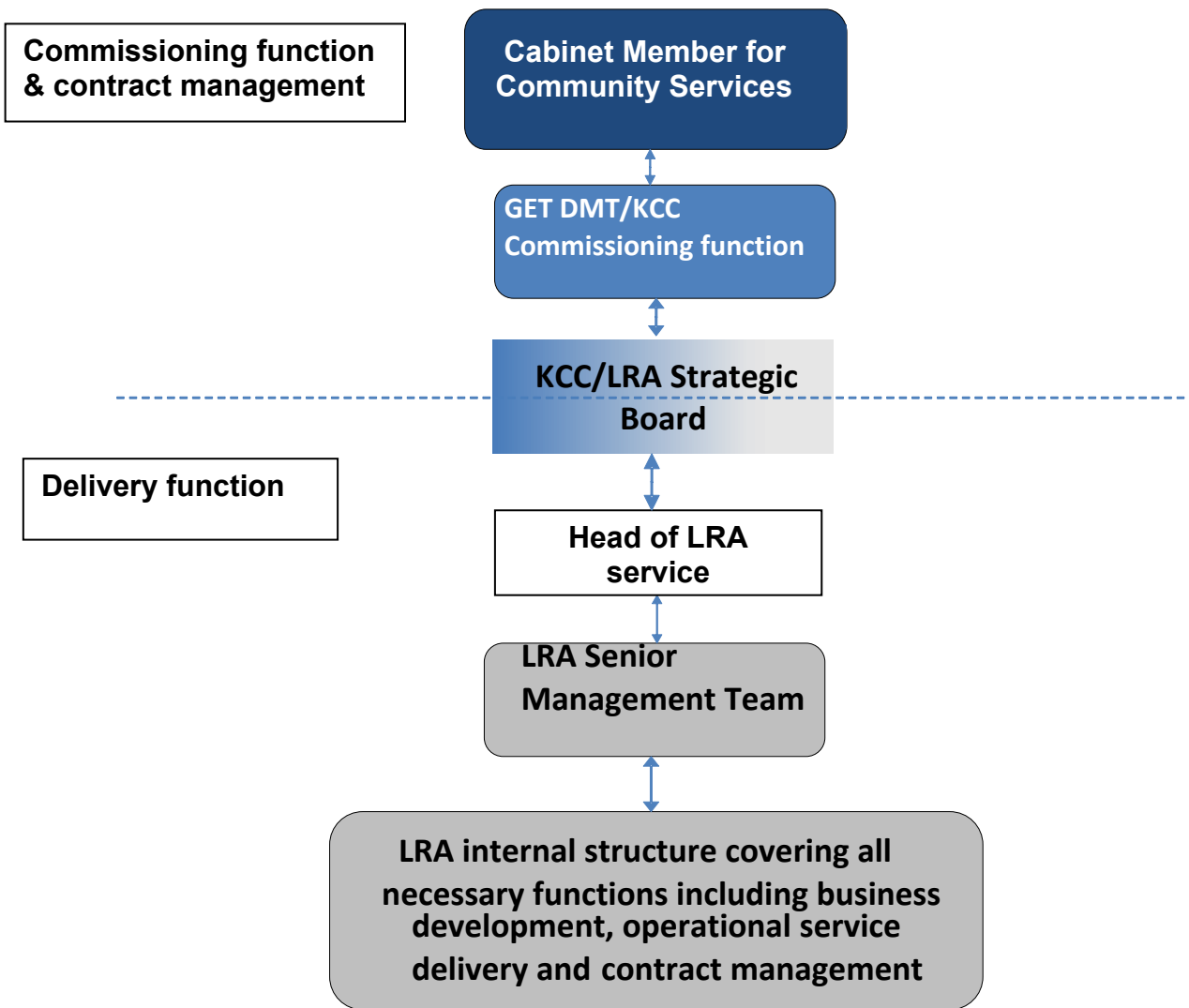
This process is designed to ensure the service remains focussed on the outcomes required, evolves to meet ever changing customer need, delivers best value for money and is benchmarked against other delivery options.

### 3. Performance management: The commissioning approach

3.1. The key principle underpinning the proposed commissioning approach is that the LRA service will be commissioned as a whole service and held to account by KCC using a similar approach to that applied to an externally commissioned service. This will support the service's proposed transition to operating within a Trust model, and will provide KCC with confidence that LRA services are delivering the outcomes required.

3.2. Figure 1 below provides an overview of the proposed structure to support the LRA commissioning approach. The whole 'commissioning system' is shown below as it is important to ensure that the commissioning function is developed to align with the function of the LRA service.

**Figure 1: Overview of proposed structure to support the LRA internal commissioning approach**



3.3. It is proposed that the KCC ‘commissioner’ will be held within the Growth, Environment and Transport Directorate (GET) at the Directorate Management Team (DMT) level. The Corporate Director for GET would be the ultimate commissioner and contract manager from DMT.

3.4. The LRA Head of Service and senior management team are responsible for the delivery of the service and for producing the annual service plan.

3.5. The key link in the process will be the LRA Strategic Board. It is proposed that the membership of this Board includes:

- 2 x KCC Members including Cabinet Member for Community Services
- Relevant KCC Corporate Director/s including the Corporate Director for GET
- LRA Head of Service



3.6. The responsibilities of this Board will be to:

- Provide leadership to the commissioning of the LRA service
- Ensure that the service is delivering to outcomes as effectively as possible. Sign off any substantive changes to the specification
- Agree the rolling five year budget for the commissioned service
- Operate as the vehicle through which KCC confirms any changes to budgeted funding available to the commissioned service
- Consider and review new services and ideas from the commissioned service

3.7 The GET DMT commissioning function will hold the commissioned service to account for delivery of the outcomes in the service specification and be accountable for the regular monitoring of the key performance indicators specified by:

- Monitoring performance against the agreed KPIs on a monthly basis
- Requiring the service to submit regular management reports to enable early identification of any potential issues
- Requiring the service to produce an annual report which will be made publically available
- Reviewing the annual business plan developed by the commissioned service to ensure that it meets the aims of the specification and reflects the priorities and operating principles of KCC
- Gathering independent data to inform the commissioning of the service, including information from KCC's research and intelligence function, comparative authorities, and from customers

3.8 It is envisaged that this proposed approach will require no additional staffing resource and that this can be absorbed into existing GET roles

3.9 It is proposed that the commissioning approach outlined in this paper be reviewed after 12 months to ensure that it is operating effectively for both KCC and the commissioned service. This review will be led by KCC working closely with the commissioned service.

#### **4. LRA delivery function**

4.1. The LRA Senior Management Team which comprises the Head of Service and the senior service managers from the commissioned service will:

- Detail how the service will meet the outcomes detailed in the service specification through the service's annual business plan
- Oversee the effective delivery of the contract/SLA between KCC and the commissioned service

- Deal with operational issues that impact on the delivery of the contract/SLA
- Review performance against agreed KPIs
- Agree an action plan for improvement should it be required
- Escalate any significant performance and financial risks and issues to the LRA Strategic Board as required
- Report back on actual performance at the end of the year

4.2. It is proposed that the annual performance report on LRA would go to the Growth, Economic Development and Communities Cabinet Committee for review.

## **5. Funding arrangements**

5.1. KCC will confirm the funding that will be provided to the commissioned service on a five year basis but agreed annually. Any changes to the five year budget will be communicated to the LRA Head of Service.

5.2. Discussion of funding for the following financial year will need to allow sufficient time for the service to plan and implement any changes to delivery for the start of the financial year, with final confirmation by KCC to the commissioned service by December each year.

## **6. Change management**

6.1. GET DMT will review and refresh the specification on an annual basis, to take effect from the beginning of the financial year.

6.2. These annual changes to the specification will need to be agreed with the KCC/LRA strategic board and then with the LRA Head of Service/Senior Management Team.

6.3. Minor one-off changes within any year can be managed as regular contract variations by the GET DMT together with the LRA HOS and senior management team as long as these do not fundamentally alter the overarching objectives of the specification, contravene KCC policies or procedures, or impact on agreed budget. Tolerances on performance/budget will be agreed as part of the specification to enable the service to manage by exception and not have to accelerate every matter.

6.4. Any more fundamental changes to the specification will require a Change Management process to be invoked which will have been agreed between KCC and the service.

## **7. LRA Support Service SLAs**

7.1. While the service is internally commissioned it is proposed that the service develops Service Level agreements (SLAs) with its support services including; ICT, HR, Finance, and Property, Contact Centre,

Communications, Health & Safety and Digital Services. It is proposed that these are agreed by 1<sup>st</sup> April 2016.

7.2. Good progress has already been made at developing these. The challenge is in taking the overall SLAs that these services already have for KCC as a whole and making them bespoke to the needs of LRA.

7.3. Developing an SLA with the Health and Safety team is nearing completion and this has demonstrated the value of this approach. It has already helped to better define roles and responsibilities for both LRA and for the H&S team.

## 8. Other issues

8.1. LRA is also seeking to take forward other issues that will enable the service and KCC to maximise the benefits of the internal commissioning. LRA would like to propose a vision for a separately branded service that has a total picture of its costs which include all the corporate costs. These are key factors in moving this model forward. In summary;

- flexibility in the application of long term contracts in place such as Total Facilities management contract
- development of more bespoke branding, image and website tailored very specifically to LRA and customer needs
- Will an externally commissioned service have the potential freedom to market test for its support services in the future?
- Continue to explore how LRA becomes more business focussed and developing income generation opportunities. Connected to this is how income is dealt with. Initial positive discussions have taken place with Property around building related income and a pragmatic approach is proposed that will define when income goes to property or the service.

## 9. Recommendation

**Summary:** This report outlines the proposed approach for internally commissioning Libraries, Registration and Archives (LRA) against outcomes which is proposed commences from 1<sup>st</sup> April 2016 and the issues yet to be resolved.

**Recommendation:** Cabinet Members are asked to discuss, comment and endorse:

- the service specification for LRA;
- the commissioning approach outlined in this paper; and
- other issues associated with delivering the internal commissioned approach

## 10. Attachments

Appendix A- Proposed LRA service specification

## **11. Contact details**

Andrew Stephens, Head of Service, Libraries, Registration & Archives  
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**LIBRARIES, REGISTRATION AND ARCHIVE (LRA) SERVICE SPECIFICATION**  
**Version 12**

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## 1. INTRODUCTION

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

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

KCC expects that LRA will:

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

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

## 2. OVERVIEW OF KENT'S LRA SERVICE

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

We will do this by:

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

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

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



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

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

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

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

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

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

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

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

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

We are contracted to deliver the following services:

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

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

### 3. OUTCOMES

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

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

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

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

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

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

KCC Outcome	Supporting Outcomes supported through the provision of LRA services	LRA activity	Key PIs/How it will be measured While qualitative measures may demonstrate the impact of LRA activities, LRA will continue to work with KCC and partners to identify PIs which better link targeted activities to outcomes	Baseline 14/15 /Target 15/16
	The attainment gap between disadvantaged young people and their peers continues to close	Provide space and resources targeted to disadvantage young people	Number of children attending homework clubs, code clubs and taking up volunteering opportunities. Feedback from children and parents/carers LRA to demonstrate how it is meeting the needs of disadvantaged young people and their peers.	Homework clubs 1790 / 1950 Code clubs n/a Young people volunteering
	All children, irrespective of background, are ready for school at age 5	Provide a range of interventions to ensure children 0-5 are ready for school	Bookstart as above Number of attendees at relevant events/activities Feedback from parents/carers	65,983 / tbc
	Children and young people have better physical and mental health	Provide space and resources to better inform young people	Feedback from children/parents/carers Wellbeing Zones evaluation Feedback from users of specialist accessible software Feedback from participants in Reading Well Books on Prescription for young people	Tbc /tbc
	All children and young people are engaged, thrive and achieve their potential through academic and vocational education	Provide access, either physical or digital to the resources needed to enable children and young people to achieve their potential	Number of public access computers and wifi availability in LRA buildings Use of online resources Increase in new borrowers aged 5-11 Number of book issues to children/young people	% of children and young people using total pc and wifi / tbc Usage of online resources tbc / tbc

KCC Outcome	Supporting Outcomes supported through the provision of LRA services	LRA activity	Key PIs/How it will be measured While qualitative measures may demonstrate the impact of LRA activities, LRA will continue to work with KCC and partners to identify PIs which better link targeted activities to outcomes	Baseline 14/15 /Target 15/16
				New borrowers 7,518 / tbc Book issues 1,990,306 / tbc
	Kent young people are confident and ambitious with choices and access to work, education and training opportunities	Increased participation of young people 11-30	Number of work clubs held within libraries Survey work club attendees Number of sessions on MyWorkSearch Number of apprenticeships in LRA Number of young people volunteering in LRA	Work Club attendees 929/1,000 MyWorkSearch sessions tbc /tbc Apprenticeships 1 / 14 Volunteers tbc /tbc
<b>Outcome 2: Kent communities feel the benefit of economic growth by being in work, healthy and enjoying a good quality</b>	Physical and mental health is improved by supporting people to take more responsibility for their own health and wellbeing	Provide access to information on health and wellbeing Ensure ease of access to service to all users	Books on Prescription – Issues and feedback from professionals Wellbeing Zones -Evaluation of project by Public Health Dementia friendly libraries – feedback from customers	Issues tbc /tbc  Improved signage
	Kent business growth is supported by having access to a well skilled local	Support Kent businesses Provide services to businesses and use, where	A business service will be provided by the LRA service and each business will be recorded.	550 / 575 % of libraries with public wifi tbc / 100%

KCC Outcome	Supporting Outcomes supported through the provision of LRA services	LRA activity	Key PIs/How it will be measured While qualitative measures may demonstrate the impact of LRA activities, LRA will continue to work with KCC and partners to identify PIs which better link targeted activities to outcomes	Baseline 14/15 /Target 15/16
of life	workforce with improved transport, broadband and necessary infrastructure	possible, technology to enable business to utilise building spaces. Wifi provided in all libraries. Enable people to have the best chance to get a job	Number of approved premises Number of work clubs Number of volunteers Number of people undertaking work experience and apprenticeships in LRA	AP 227 / tbc Work clubs tbc / tbc Volunteers tbc / tbc Work experience tbc / tbc
	Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and sporting opportunities	Provide spaces which residents value and provide a range of activities to assist them to lead a good quality of life	Number of ceremonies offered including Citizenship and attendees Customer feedback  Number of events and activities – to include appropriate activities to support all members of the community Number of visitors to the search room Number of archival documents utilised by the	6,109 ceremonies which includes Citizenship ceremonies which were attended by 2,224 citizens/ tbc Customer satisfaction levels. Events 17,263 / tbc Search room visitors tbc / tbc Archive

KCC Outcome	Supporting Outcomes supported through the provision of LRA services	LRA activity	Key PIs/How it will be measured While qualitative measures may demonstrate the impact of LRA activities, LRA will continue to work with KCC and partners to identify PIs which better link targeted activities to outcomes	Baseline 14/15 /Target 15/16
			public – physical and digital Number of visits to the archives online catalogue Number of archive enquires answered Number of supported reading groups	documents tbc /tbc Online catalogue tbc / tbc Enquiries tbc / tbc Reading groups tbc / tbc
<b>Outcome 3: Older and vulnerable</b>	Families and carers of vulnerable and older people have access	Promote library buildings as community and knowledge hubs. Maximise use of the LRA buildings Targeted services to meet lower levels deprivation  Targeted services to improve take-up of new and emerging technologies and IT	Number of partners co-located in LRA premises and vice versa Use of LRA premises out of opening hours Business plan developed to deliver targeted services in areas of deprivation Take-up of technology learning sessions.	Tbc – baseline being constructed
		Provide access and resources to enable families and carers to	Books on Prescription – Issues and feedback from professionals Wellbeing Zones -Evaluation of project by	BoP issues tbc / tbc No of Wellbeing

KCC Outcome	Supporting Outcomes supported through the provision of LRA services	LRA activity	Key PIs/How it will be measured While qualitative measures may demonstrate the impact of LRA activities, LRA will continue to work with KCC and partners to identify PIs which better link targeted activities to outcomes	Baseline 14/15 /Target 15/16
<b>residents are safe and supported with choices to live independently</b>	to the advice, information and support they need	obtain the health information they need	Public Health  Dementia friendly libraries – feedback from customers Number of talk time participants and participant feedback  Staff trained in dementia awareness	Zones 0 / 8 Survey results from Wellbeing Zones Improved signage Talk time participants 24,726 / tbc Pulse survey of talk time participants Staff trained tbc / tbc
	People with mental health issues and dementia are assessed and treated earlier and are supported to live well	People with mental health issues and dementia have access to services tailored to their needs	Staff trained in mental health and dementia awareness Number of read aloud groups and feedback from participants Wellbeing Zones -Evaluation of project by Public Health	Staff trained tbc / tbc Read aloud groups 1/ 3
	Older and vulnerable residents feel socially included	Older and vulnerable residents have access to the LRA service	Customer feedback Number of home library customers Number of customers using postal loan service Feedback from customers assisted to access	Customer feedback HLS customers 1,488 / tbc PLS 1,080 / tbc



<b>KCC Outcome</b>	<b>Supporting Outcomes supported through the provision of LRA services</b>	<b>LRA activity</b>	<b>Key PIs/How it will be measured</b> While qualitative measures may demonstrate the impact of LRA activities, LRA will continue to work with KCC and partners to identify PIs which better link targeted activities to outcomes	<b>Baseline 14/15 /Target 15/16</b>
			the internet independently Number of talk time session participants and participant feedback Number of volunteers	Volunteers tbc / tbc
<b>Outcome 4: KCC complies with all legislation relating to Library, Registration and Archives legislation. See Appendix 3</b>	N/A	Delivery of LRA in line with or above minimum service standards (see later list)	LRA is required to report its service delivery against minimum standards (reference Section 5) A periodic compliance audit will be conducted by KCC	Pass no breaches
	N/A	Library, Registration and Archive service delivers value for money	Delivery of service within allocated budget	Budget on target and delivery to KPI's
	N/A	Customer satisfaction	Customer satisfaction surveys of all major parts of the service. % of customers who are satisfied and very satisfied.	Baseline 90% Target 95%

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

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

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

KCC has a statutory obligation to provide;

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

## Principles and professional practise

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

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

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

## Access points

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

## **Employees**

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

## **Volunteers**

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

## **Reading and literacy**

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

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

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

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

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

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

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

### **Registration services**

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

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

## **Social Inclusion**

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

LRA will offer safe places that are available to everyone.

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

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

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

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

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

## **Learning and skills development**

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

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

## **Digital Services and Internet provision**

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

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

## **Community engagement**

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

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

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

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

### **Service Changes**

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



## 5. SOCIAL VALUE

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

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

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

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

## 6. PERFORMANCE REPORTING AND MONITORING

### Annual Performance Framework

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

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

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

### Monthly and Quarterly Performance Reporting

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

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

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

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

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

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

## Exit Strategy

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

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

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

### Gender profile

Female 54%

Male 31%

Undetermined 15%

### Age profile

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

### Ethnicity profile

32.1% White British

5.2% Other ethnic origin

62.7% unknown/not declared

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

In 14/15 2.3% “ “ “ “ “ “

Registration services are used by everyone at point of need.

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

### **Libraries Legislation**

Libraries and Museums Act 1964

Copyright, designs and Patents Act 1988

The Copyright and Rights in Performances (Disability) Regulations 2014

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

The Copyright (Public Administration) Regulations 2014

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

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

Public Lending Right Act 1979

Registration Acts and Statutory Instruments

### **Births and Deaths**

Births and Deaths Registration Act 1953

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

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

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

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

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

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

Legitimacy Act 1976

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

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

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

The Cremation (England and Wales) Regulations 2008

The Human Fertilisation and Embryology Act 2008

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

## **Marriages**

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



**Adoptions**

Adoptions and Children Act 2002

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

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

**Civil Partnership**

The Civil Partnership Act 2004

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

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

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

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

**Gender recognition**

Gender Recognition Act 2004

The Gender Recognition Register Regulations 2005 (SI2005/912)

**Local Authorities / Miscellaneous**

The Registration Service Act 1953

The Registration of Births, Deaths and Marriages Regulations 1968

Statistics and Registration Act 2007

The Freedom of Information Act 2000

The Data Protection Act 1998

Mental Capacity Act 2005

Equality Act 2010

**Fees**

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

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

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

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

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

### **Archive Legislation**

Public Records Act (1958 and subsequent amendments)

Historical Manuscripts Commission Warrant 1869 extended 1959

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

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

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

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

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

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

Environmental Information Regulations 2004

### **Archive Standards:**

Public Services Quality Group

A Standard for Access to Archives (2008)

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

From: Paul Carter, Leader of the Council  
Mark Dance, Cabinet Member for Economic Development  
Michael Hill, Cabinet Member for Community Services  
  
David Cockburn, Corporate Director, Strategic and Corporate Services  
Barbara Cooper, Corporate Director, Growth, Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee - 12 January 2016

Subject: Cabinet Members' Priorities for Business Plans 2016/17

Classification: **Unrestricted**

**Past Pathway of Paper:** N/A

**Future Pathway of Paper:** N/A

**Summary:** This report presents Cabinet Members' priorities that they wish to see reflected in the 2016/17 directorate business plans so that the Cabinet Committee can comment on them before the business plans are drafted.

**Recommendation(s):**

(1) The Cabinet Committee is asked to comment on the Cabinet Members' priorities for the 2016/17 directorate business plans

**1. Introduction**

- 1.1 On 10 September 2015, P&R Cabinet Committee received the annual report on business planning and approved the proposed process for developing the 2016/17 business plans.
- 1.2 The paper approved by County Council on 10 December about embedding strategic commissioning as business as usual also reinforces the changes to business plans for 2016/17 to ensure that they support and strengthen the authority's strategic commissioning approach.
- 1.3 The review of the 2015/16 business planning process found that although they reflect the priorities of Cabinet Members, in some cases these priorities were captured mid-way through the process, leading to redrafting.
- 1.4 To address this, the proposal for business planning in 2016/17 included a commitment for Cabinet Members to identify the top priorities that they wish to see reflected in the 2016/17 directorate business plans before the drafting process begins. This will ensure that they are incorporated into and shape the

development of the directorate business plans.

## **2. Cabinet Members' Priorities**

- 2.1 Cabinet Members each took part in a 1:1 meeting with the Director of Strategy, Policy and Assurance to identify their top priorities during October. They identified both priorities for their own portfolio, and a number of cross-cutting priorities that apply more widely across KCC.
- 2.2 The priorities that each Cabinet Member identified were aggregated and discussed at Leader's Group in early November, where they were slightly amended and collectively agreed.
- 2.3 The full list of priorities identified by the Cabinet Members is provided in Appendix 1.
- 2.4 The priorities that will need to be reflected into the business plans that this Cabinet Committee will receive are below:

### **Cabinet Member priorities for Economic Development and Community Services relevant to this Cabinet Committee that will be reflected in the Growth, Environment and Transport Directorate Business Plan 2016/17:**

#### **Economic Development**

- Coordination of marine activity including development & regeneration, skills & employment, manufacturing, ports, tourism and recreation
- Provide strategic planning and highways support to Districts to unlock sustainable housing development
- Work with partners to deliver strategic infrastructure to unlock housing and employment sites, particularly Lower Thames Crossing, Junction 10a of M20 and delivering superfast broadband across the county
- Secure funds for and look at opportunities for providing business support and build on the RGF to ensure recycled loans are used to best effect
- Maximise opportunities to leverage developer contribution, for example through S106, CIL and Commuted Sums for priority council services

#### **Community Services**

- Quickly progress the transformation of LRA and CLS into internally commissioned services
- Explore opportunities to deliver social value in council contracts through cultural commissioning
- Work with Turner Contemporary to identify and exploit commercial opportunities
- Embed arts and sports to deliver wider KCC strategic outcomes, including working with Public Health

#### **Cross-cutting priorities**

- Progress District Deals, taking a wider remit including health
  - Growth, Environment and Transport Directorate to lead
- Further embed the PREVENT strategy across the council
  - All Directorates

- 2.5 As well as the priorities identified specifically for the Directorate, there will be links and cross-over with the priorities identified for other Directorates, so Directorate Management Teams will be provided with the entire list as shown at Appendix 1 so they can reflect these links as appropriate.
- 2.6 In addition, Cabinet Members have identified a number of priorities around the way in which all Directorates need to work as we continue in our journey to become a strategic commissioning authority. These will inform the development of the directorate business plans, and will be put into practice in the implementation of the business plans during 2016/17. The priorities around ways of working reinforce the approach we have already set out in the Strategic Statement and Commissioning Framework. They are:
- Strengthen commissioning, procurement and contract management
  - Ensure information requirements are clear in all contracts
  - Better cross-support between Directorates
  - Communicate better externally – messages to be linked to strategy
  - Stronger evidence base for transformation decisions and better engagement with the public on the big service changes required

### 3. Next Steps on Drafting Directorate Business Plans

- 3.1 Each Directorate Management Team (DMT) will now begin drafting their 2016/17 business plan with support from Strategy, Policy and Assurance.
- 3.2 The draft directorate business plans will be brought to the relevant Cabinet Committees in March 2016 for comments before they are approved.
- 3.3 The timescales for the development, approval and publication of 2016/17 directorate business plans are provided in Table 1 below:

Activity	Timescale
Development and agreement of Cabinet Members' priorities	Sept - Nov 2015
Development of directorate and divisional priorities by DMTs	Dec 2015 - Jan 2016
Drafting of directorate business plans including all the required information including approved County Council budget	Feb - Mar 2016
Draft directorate business plans to Cabinet Committees	March 2016 round of meetings
Directorate business plans finalised taking into account Cabinet Committee comments	April – May 2016
Final collective approval of directorate business plans by Cabinet Members and publication on the KCC website	May 2016

**Table 1: Timescales for development of 2016/17 directorate business plans**

- 3.4 Divisional and service level plans will be developed alongside Directorate level plans and approved in time to be published on KNet in May 2016.

#### 4. Recommendations

##### 4. Recommendation:

- 4.1 The GEDC Cabinet Committee is asked to comment on the Cabinet Members' priorities for the 2016/17 Directorate Business plans

#### 5. Appendices

Appendix 1: Cabinet Members' priorities for the 2016/17 Directorate Business Plans

#### 6. Background Documents

- 'Annual Business Planning Review', P&R Cabinet Committee 10<sup>th</sup> September 2015  
<https://democracy.kent.gov.uk/documents/s59334/Item%20C1%20-%20Business%20Planning%202016%2017%20PR%20Committee%20draft%20v2.pdf>
- 'Embedding Strategic Commissioning as Business As Usual', County Council 10<sup>th</sup> December 2015  
<https://democracy.kent.gov.uk/documents/s61206/Strategic%20Commissioning%20Business%20as%20usual%20-%20Final.pdf>

#### 7. Contact details

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## **Appendix 1: Cabinet Members' priorities for the 2016/17 Directorate Business Plans**

### **Finance and Procurement**

- Make sure there is an effective system of contract management – corporate approach as well as resilience in services
- Commissioning improvement programme to develop better links between commissioning and procurement
- Fully exploit the Iproc Collaborative online systems to reduce cost
- Focus on cost control
- Examine discretionary and non-discretionary powers

### **Corporate and Democratic Services**

- Work with a strategic partner to rethink the ICT infrastructure to support the organisation
- Deliver ICT systems integration
- Further progress the One Public Estate programme
- Review New Ways of Working to ensure it is fit for purpose - property assets must be in the right locations for our services and more quickly disposed of where no longer required
- Review the schools estate and put protocols in place for the quick disposal of unneeded assets
- HR to work with directorates to put proper succession planning protocols in place
- Develop the appropriate interface between the Business Service Centre and the directorates and ensure the BSC delivers on its budget commitments
- Manage the Member role in commissioning, ensuring they are appropriately trained, informed and involved and using Cabinet Committees and CAB appropriately

### **Commercial and Traded Services**

- Implement Commercial Services business plan and deliver £6.7 million dividend
- Deliver transformation of external communication function linking with all Directorates to deliver less, better quality communication which is in line with wider strategy
- Deliver transformation of Legal Services – form a Joint Venture

### **Economic Development**

- Coordination of marine activity including development & regeneration, skills & employment, manufacturing, ports, tourism and recreation
- Provide strategic planning and highways support to Districts to unlock sustainable housing development
- Work with partners to deliver strategic infrastructure to unlock housing and employment sites, particularly Lower Thames Crossing, Junction 10a of M20 and delivering superfast broadband across the county
- Secure funds for and look at opportunities for providing business support and build on the RGF to ensure recycled loans are used to best effect
- Maximise opportunities to leverage developer contribution, for example through S106, CIL and Commuted Sums for priority council services

## **Education**

- Continue to increase take up of free places for two year olds
- Ensure school sufficiency and work with Gov to ensure new Free Schools are opened where they are most needed and make the most of Gov funding and engagement
- Continue implementation of special schools review, effective implementation of EHCPs, work with CCGs to deliver enhanced speech and language therapy, reduce out of county placements, delivery and expansion of new SEN transport through route optimisation
- Deliver higher levels of Good and Outstanding schools, work with schools to embed new system of assessment. Development of options to deliver an Education Learning Trust that are wide-ranging and of sufficient scale
- Deliver NEETs action plan, address skills tracking and structural issues including working with private providers

## **Environment and Transport**

- Maintain the highways assets to a good standard to ensure safe and efficient journeys across Kent (with a particular focus on potholes and resurfacing, carriageway maintenance, introduction of LED street lighting and drainage )
- Develop a highways asset management strategy for approval
- Develop a single point of knowledge and evidence base to profile future population growth and needs through the GIF which is continually updated – embed the GIF, implement its ten-point plan and encourage partners and stakeholders to adopt it
- Ensure all major contracts and commissions including waste, highways maintenance, public transport and infrastructure provide optimal value for money for KCC
- Work with Highways England and partners to deliver a solution to Operation Stack
- Progress the development of Thanet Parkway
- Work with Districts to maximise the efficiency of waste collection and disposal
- Deliver Local Growth Fund projects and identify a prioritised programme for any future rounds of LGF
- Make on-street parking arrangements across the county more cost effective to deliver significant revenue savings
- Build the profile of the needs and opportunities of the heritage agenda
- Better work with the interests involved in the rural agenda
- Embed and coordinate delivery of Kent Environment Strategy
- Identify opportunities for income generation to enable delivery of better services without impacting the council tax payer
- Help to shape Local Plans to deliver sustainable growth and infrastructure ensuring KCC's interests are recognised and incorporated into the supporting Infrastructure Delivery Plans

## **Community Services**

- Quickly progress the transformation of LRA and CLS into internally commissioned services
- Explore opportunities to deliver social value in council contracts through cultural commissioning
- Work with Turner Contemporary to identify and exploit commercial opportunities



- Embed arts and sports to deliver wider KCC strategic outcomes, including working with Public Health
- Build on the success of the integrated Resilience and Community Safety teams to provide better multi-agency working including closer working with health partners
- Further develop the intelligence-led approach to Public Protection, including building on joint working between Trading Standards and Community Safety

### **Specialist Children's Services (Subject to revision)**

- Continue to make delivering our statutory safeguarding responsibilities the top priority
- Develop efficient edge of care service to ensure that numbers of children in care are kept to a minimum
- Recommence direct management of the Adoption Service in line with the evolving partnership with Coram
- Lobby government for a national distribution scheme for Unaccompanied Asylum Seeking children (UASC)
- Lobby Government to fully fund the true cost of UASC and for full repayment of historical UASC underfunding
- Increase number of appropriate step downs from Specialist Children's Services to Early Help
- Develop a new pathway for the transition of young people with a disability from children's to adults' services
- Ensure the transformation of delivery and optimisation of process becomes embedded in the business as usual
- Raise awareness of all elected members on their role and responsibilities as a corporate parent.

### **Adult Social Care and Public Health and Health Reform**

- Continue to make delivering our statutory safeguarding responsibilities the top priority
- Clarify roles, responsibilities and accountabilities within the commissioning cycle in line with embedding strategic commissioning into business as usual
- Ensure the right balance of non- residential and residential models of care and sufficient capacity in line with the overall strategy for adults with learning disabilities
- Manage demand for support for older people, managing increasing frailty and social isolation
- Ensure the continuing sustainability of the residential and domiciliary care market in Kent and the social care workforce
- Put systems in place to ensure that Transformation continues to be sustainable once transferred into business as usual
- Continue the KCC and NHS integration programme, including Pioneer and BCF work and initiatives including the vanguard, Integrated Commissioning Organisation, Healthy New Towns in North Kent and LD integrated commissioning
- Ensure the pathway to major improvement to the social care client systems is developed and progressed
- Ensure implementation of the Workforce Planning Strategy 2015-2020 with regards to succession planning, talent management and retaining critical roles within the organisation

- Continue to build KCC's relationship with the Voluntary and Community Sector, particularly around the preventative agenda
- Ensuring effective transformation of the adult and children public health improvement programmes in line with statutory guidance and within allocated financial resource
- Deliver the supporting transformation programmes including the new health inequalities strategy and the District health improvement deal
- Delivering the refresh of the JSNA and ensuring that it becomes a widely used and effective tool planning tool for the wider health and care sector, and drives the refresh of the Kent Health and Wellbeing Strategy
- Ensure a coordinated and effective programme of Health Improvement Campaigns across the health and care sector, delivering consistent health improvement messages to the public.

### **Cross-cutting priorities**

- Look at ways to make the council more entrepreneurial
  - Strategic Business Development and Intelligence (Strategic and Corporate Services Directorate) to lead
- Ask the market to solve problems
  - Strategic Business Development and Intelligence (Strategic and Corporate Services Directorate) to lead
- Be more creative in anticipating and solving problems
  - Strategic Business Development and Intelligence (Strategic and Corporate Services Directorate) to lead
- Develop the preventative model and reduce demand
  - Strategy, Policy and Assurance (Strategic and Corporate Services Directorate) to lead
- Development of a devolution deal for Kent
  - Strategy, Policy and Assurance (Strategic and Corporate Services Directorate) to lead
- Continue to build KCC's relationship with the Voluntary and Community Sector, particularly around the preventative agenda
  - Strategy, Policy and Assurance (Strategic and Corporate Services Directorate) to lead
- Progress District Deals, taking a wider remit including health
  - Growth, Environment and Transport Directorate to lead
- Succession planning – develop a High Potential Development Scheme
  - Engagement, Organisational Design and Development (Strategic and Corporate Services Directorate) to lead
- Further embed the PREVENT strategy across the council
  - All Directorates

### **Priorities around ways of working**

- Strengthen commissioning, procurement and contract management
- Ensure information requirements are clear in all contracts
- Better cross-support between Directorates
- Communicate better externally – messages linked to strategy
- Stronger evidence base for transformation decisions and better engagement with the public on the big service changes required

## Appendix 1

### Cabinet Members' priorities for the 2016/17 Directorate Business Plans

#### **Finance and Procurement**

- Make sure there is an effective system of contract management – corporate approach as well as resilience in services
- Commissioning improvement programme to develop better links between commissioning and procurement
- Fully exploit the Iproc Collaborative online systems to reduce cost
- Focus on cost control
- Examine discretionary and non-discretionary powers

#### **Corporate and Democratic Services**

- Work with a strategic partner to rethink the ICT infrastructure to support the organisation
- Deliver ICT systems integration
- Further progress the One Public Estate programme
- Review New Ways of Working to ensure it is fit for purpose - property assets must be in the right locations for our services and more quickly disposed of where no longer required
- Review the schools estate and put protocols in place for the quick disposal of unneeded assets
- HR to work with directorates to put proper succession planning protocols in place
- Develop the appropriate interface between the Business Service Centre and the directorates and ensure the BSC delivers on its budget commitments
- Manage the Member role in commissioning, ensuring they are appropriately trained, informed and involved and using Cabinet Committees and CAB appropriately

#### **Commercial and Traded Services**

- Implement Commercial Services business plan and deliver £6.7 million dividend
- Deliver transformation of external communication function linking with all Directorates to deliver less, better quality communication which is in line with wider strategy
- Deliver transformation of Legal Services – form a Joint Venture

#### **Economic Development**

- Coordination of marine activity including development & regeneration, skills & employment, manufacturing, ports, tourism and recreation
- Provide strategic planning and highways support to Districts to unlock sustainable housing development
- Work with partners to deliver strategic infrastructure to unlock housing and employment sites, particularly Lower Thames Crossing, Junction 10a of M20 and delivering superfast broadband across the county
- Secure funds for and look at opportunities for providing business support and build on the RGF to ensure recycled loans are used to best effect
- Maximise opportunities to leverage developer contribution, for example through S106, CIL and Commuted Sums for priority council services

#### **Education**

- Continue to increase take up of free places for two year olds

- Ensure school sufficiency and work with Gov to ensure new Free Schools are opened where they are most needed and make the most of Gov funding and engagement
- Continue implementation of special schools review, effective implementation of EHCPs, work with CCGs to deliver enhanced speech and language therapy, reduce out of county placements, delivery and expansion of new SEN transport through route optimisation
- Deliver higher levels of Good and Outstanding schools, work with schools to embed new system of assessment. Development of options to deliver an Education Learning Trust that are wide-ranging and of sufficient scale
- Deliver NEETs action plan, address skills tracking and structural issues including working with private providers

### **Environment and Transport**

- Maintain the highways assets to a good standard to ensure safe and efficient journeys across Kent (with a particular focus on potholes and resurfacing, carriageway maintenance, introduction of LED street lighting and drainage )
- Develop a highways asset management strategy for approval
- Develop a single point of knowledge and evidence base to profile future population growth and needs through the GIF which is continually updated – embed the GIF, implement its ten-point plan and encourage partners and stakeholders to adopt it
- Ensure all major contracts and commissions including waste, highways maintenance, public transport and infrastructure provide optimal value for money for KCC
- Work with Highways England and partners to deliver a solution to Operation Stack
- Progress the development of Thanet Parkway
- Work with Districts to maximise the efficiency of waste collection and disposal
- Deliver Local Growth Fund projects and identify a prioritised programme for any future rounds of LGF
- Make on-street parking arrangements across the county more cost effective to deliver significant revenue savings
- Build the profile of the needs and opportunities of the heritage agenda
- Better work with the interests involved in the rural agenda
- Embed and coordinate delivery of Kent Environment Strategy
- Identify opportunities for income generation to enable delivery of better services without impacting the council tax payer
- Help to shape Local Plans to deliver sustainable growth and infrastructure ensuring KCC's interests are recognised and incorporated into the supporting Infrastructure Delivery Plans

### **Community Services**

- Quickly progress the transformation of LRA and CLS into internally commissioned services
- Explore opportunities to deliver social value in council contracts through cultural commissioning
- Work with Turner Contemporary to identify and exploit commercial opportunities
- Embed arts and sports to deliver wider KCC strategic outcomes, including working with Public Health

- Build on the success of the integrated Resilience and Community Safety teams to provide better multi-agency working including closer working with health partners
- Further develop the intelligence-led approach to Public Protection, including building on joint working between Trading Standards and Community Safety

### **Specialist Children's Services**

- Continue to make delivering our statutory safeguarding responsibilities the top priority
- Develop efficient edge of care service to ensure that numbers of children in care are kept to a minimum
- Recommence direct management of the Adoption Service in line with the evolving partnership with Coram
- Lobby government for a national distribution scheme for Unaccompanied Asylum Seeking children (UASC)
- Lobby Government to fully fund the true cost of UASC and for full repayment of historical UASC underfunding
- Lobby Government to encourage other LAs not to place their CIC into Kent
- Increase number of appropriate step downs from Specialist Children's Services to Early Help
- Develop a new pathway for the transition of young people with a disability from children's to adults' services
- Ensure the transformation of delivery and optimisation of process becomes embedded in the business as usual
- Focus on the priorities of suitable accommodation, employment and training opportunities for care leavers
- Raise awareness of all elected members on their role and responsibilities as a corporate parent.

### **Adult Social Care and Public Health and Health Reform**

- Continue to make delivering our statutory safeguarding responsibilities the top priority
- Clarify roles, responsibilities and accountabilities within the commissioning cycle in line with embedding strategic commissioning into business as usual
- Ensure the right balance of non- residential and residential models of care and sufficient capacity in line with the overall strategy for adults with learning disabilities
- Manage demand for support for older people, managing increasing frailty and social isolation
- Ensure the continuing sustainability of the residential and domiciliary care market in Kent and the social care workforce
- Put systems in place to ensure that Transformation continues to be sustainable once transferred into business as usual
- Continue the KCC and NHS integration programme, including Pioneer and BCF work and initiatives including the vanguard, Integrated Commissioning Organisation, Healthy New Towns in North Kent and LD integrated commissioning
- Ensure the pathway to major improvements to the social care client systems is developed and progressed
- Ensure implementation of the Workforce Planning Strategy 2015-2020 with regards to succession planning, talent management and retaining critical roles within the organisation

- Continue to build KCC's relationship with the Voluntary and Community Sector, particularly around the preventative agenda
- Ensuring effective transformation of the adult and children public health improvement programmes in line with statutory guidance and within allocated financial resource
- Deliver the supporting transformation programmes including the new health inequalities strategy and the District health improvement deal
- Delivering the refresh of the JSNA and ensuring that it becomes a widely used and effective tool planning tool for the wider health and care sector, and drives the refresh of the Kent Health and Wellbeing Strategy
- Ensure a coordinated and effective programme of Health Improvement Campaigns across the health and care sector, delivering consistent health improvement messages to the public.

### **Cross-cutting priorities**

- Look at ways to make the council more entrepreneurial
  - Strategic Business Development and Intelligence (Strategic and Corporate Services Directorate) to lead
- Ask the market to solve problems
  - Strategic Business Development and Intelligence (Strategic and Corporate Services Directorate) to lead
- Be more creative in anticipating and solving problems
  - Strategic Business Development and Intelligence (Strategic and Corporate Services Directorate) to lead
- Develop the preventative model and reduce demand
  - Strategy, Policy and Assurance (Strategic and Corporate Services Directorate) to lead
- Development of a devolution deal for Kent
  - Strategy, Policy and Assurance (Strategic and Corporate Services Directorate) to lead
- Continue to build KCC's relationship with the Voluntary and Community Sector, particularly around the preventative agenda
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- Further embed the PREVENT strategy across the council
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### **Priorities around ways of working**

- Strengthen commissioning, procurement and contract management
- Ensure information requirements are clear in all contracts
- Better cross-support between Directorates
- Communicate better externally – messages linked to strategy
- Stronger evidence base for transformation decisions and better engagement with the public on the big service changes required



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From: **Mark Dance, Cabinet Member for Economic Development;**  
**Matthew Balfour, Cabinet Member for Environment and Transport;**  
**Barbara Cooper, Corporate Director for Growth, Environment and Transport**

To: **Growth and Economic Development Cabinet Committee - 12 January 2016**  
**Environment and Transport Cabinet Committee - 13 January 2016**

Subject: **Kent County Council Response to the Department for Transport Report on the First Interim Evaluation of High Speed 1**

Decision No: N/A

Non-Key/Key decision: N/A

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: All

**Summary:**

This report sets out Kent County Council's response to the Department for Transport's First Interim Evaluation of High Speed 1. It summarises the key transport and economic / regeneration impacts of High Speed 1, and outlines the principal enhancements to Kent's High Speed rail services that the County Council will propose for inclusion in its submission to the forthcoming Department for Transport consultation on the specification for the new Southeastern franchise.

**Recommendations:**

The Cabinet Committee is asked to:

1. **CONSIDER** this report; and
2. **ENDORSE** the proposed service enhancements that Kent County Council will seek in its response to the Department for Transport's consultation on the new Southeastern franchise specification.

**1. Introduction**

- 1.1 In 2013, the Department for Transport (DfT) commissioned Atkins, with Aecom and Frontier Economics, to prepare an evaluation of the impacts of High Speed One (HS1), focusing on the impacts on transport users and providers,

regeneration and the economy. Kent County Council (KCC) was consulted during the early stages of the study, which represents the first comprehensive and systematic report to have been prepared on the impacts of HS1.

- 1.2 The DfT published the first interim report in autumn 2015. As the benefits of HS1 will accrue over the long term, the report provides an initial assessment of the impacts, and will be revised further. However, at this early stage, the report demonstrates that the impact of HS1 is very significant, quantifying the anecdotal evidence that KCC has gathered locally. This report summarises these impacts, before setting out the principal enhancements to Kent's High Speed (HS) rail services which the County Council will propose for inclusion in its submission to the DfT consultation on the specification for the new franchise.

## 2. Impacts of HS1 on Transport Users and Providers

- 2.1 The full services enabled by HS1 began operation in December 2009. Journey time savings have been significant, while the frequency of services (and the choice of London termini) have increased:

### Journey Time Impacts of HS1 – Peak Services (AM)

[Source: Current timetable, Southeastern, December 2015]

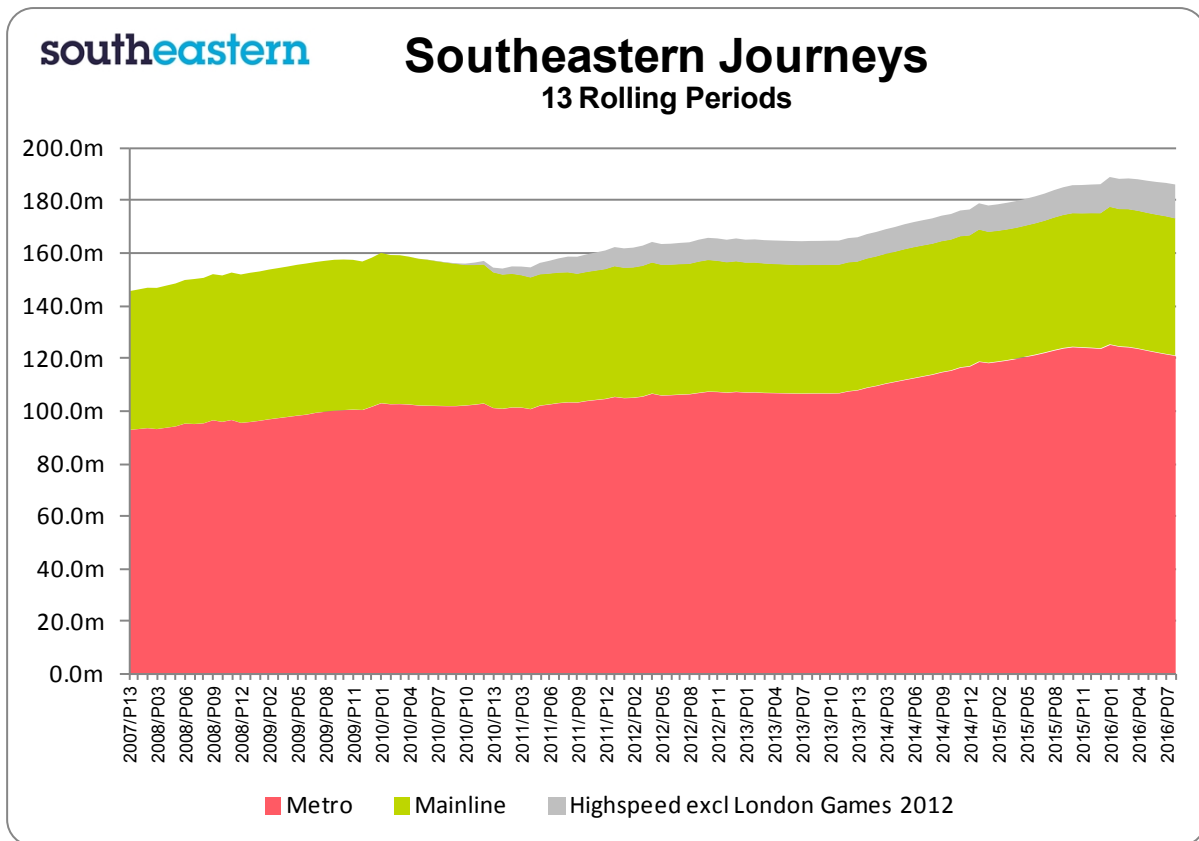
Station	Mainline journey Time (minutes)	HS1 Journey Time (minutes)	Time Saving (minutes)
Ashford	83	36	47
Ebbsfleet	-	19	-
Gravesend	42	20	22
Maidstone West	*67	53	14
Sittingbourne	65	58	7
Faversham	78	66	12
Canterbury West	102	54	48
Folkestone Central	102	55	47
Dover Priory	116	66	50
Ramsgate	119	74	45

\*Journey time from Maidstone East

- 2.2 The DfT evaluation of HS1 reports that the combination of sizeable demand for HS1 enabled services, together with very significant improvements in journey times, is forecast to result in the delivery of substantial transport user and provider benefits over a 60 year operating period. These benefits are calculated by the DfT using current Treasury and DfT guidance to be over £10 bn (all figures at 2010 prices), reflecting combined international and domestic HS service user travel time benefits of close to £4.7 bn; additional transport user impacts, including benefits associated with modal shift from car to rail, valued at a further £0.9 bn; and a combined additional international and domestic rail revenue of £5.9 bn. These benefits are only slightly offset by a loss of road user

tax receipts to the Government of just over £0.8 bn over the 60 year evaluation period.

2.3 These monetised benefits underline the significant additional passenger volumes that have been generated by HS1, some of which are attributable to the new HS services and some of which are attributable to the increase in Kent’s population during the period of HS operation. The graph below demonstrates the significant increase in total domestic passenger journeys in Kent since HS1 was fully operational. In December 2009, when the full HS domestic service commenced, there were about 10,000 passenger journeys on HS services and 55,000,000 on Mainline. In December 2015 there were about 15,000,000 journeys on HS and 50,000,000 on Mainline – an overall increase in new passenger journeys of about 10,000,000 which are directly attributable to HS1 and population growth in the county. This high level of demand for HS services has continued to increase throughout 2016, despite the premium fares charged for journeys made using HS1.



### 3. Forecast Wider Economic Impacts of HS1

3.1 The DfT evaluation of HS1 reports that the shorter journey times and greater frequencies of service delivered by HS1 increase the connectivity, whilst reducing access costs to individuals and firms for making journeys. In the process, the reductions in effective distances that HS1 delivers bring firms closer to potential customers, employees and partners, giving them access to larger labour and product markets and to a greater range of potential suppliers and partners. Adopting the DfT’s standard approach to calculation of these impacts, the net value of these wider economic impacts from HS1 over a 60 year operating period is forecast to be a benefit of over £1.3 bn at 2010 prices.

This is equivalent to an annual wider economic benefit (in addition to the value of benefits to passengers) of approximately £21 million.

- 3.2 KCC recognises these significant wider economic impacts. There has been a general growth in expressions of interest by businesses considering locating in areas of Kent served by the HS domestic services, as well as specific examples of individual businesses making location decisions based primarily on HS service provision. For example, the Discovery Park Enterprise Zone near Sandwich now includes businesses whose location decisions were based primarily on the new HS service to Deal and Sandwich, originally provided with financial support from KCC and now incorporated into the Southeastern franchise as an all-day HS service around the East Kent coast.

#### **4. Regeneration Impacts of HS1**

- 4.1 The DfT evaluation of HS1 reports that there is evidence of early stage real estate and regeneration effects along the HS1 corridor. Stakeholders have expressed confidence that HS1 will influence the development and property market and lead to future regeneration, an outcome which has been reflected in the adaptation of land use plans and policies to the development of HS1. The DfT report also explains that the lead times associated with major investment and business location decisions meant that the regeneration effects of HS1 will continue to emerge over the coming years. However, the exceptionally adverse conditions in the wider economy and development market in the early years following the completion of HS1 will have delayed the emergence of these effects and it will take longer to fully quantify the impacts
- 4.2 KCC recognises the potential opportunity for regeneration at sites with access to HS1, which include, as the DfT report states, the proposals for Paramount Park adjacent to Ebbsfleet station, as well as the wider development planned at Ebbsfleet Garden City. Ashford Borough Council (ABC) has also identified key sites in the vicinity of Ashford International station, which are already attracting commercial and retail development. The critical importance of the Ashford Spurs project, which will deliver the required upgrade to the signalling at Ashford to enable the new generation of international trains to serve this station and which is being promoted jointly by KCC and ABC, will be essential in ensuring the continued status of Ashford as an international station on HS1.
- 4.3. In addition, there is strong anecdotal evidence of benefits to the East Kent Coast, as improved journey times to London encourage the growth of the residential market and support the development of the visitor economy. Work currently underway to deliver further improvements in journey times between Ashford and Ramsgate, jointly funded by KCC through the Regional Growth Fund and Network Rail, will support these positive impacts.

#### **5. Improved High Speed services within the new Southeastern franchise**

- 5.1 In 2016, the DfT will consult on the service specification for the new SouthEastern franchise, which is due to commence in June 2018. KCC will make a formal response to the consultation, which will take place from June to October 2016. A pre-consultation questionnaire has been sent to all members of the Kent and Medway Economic Partnership (KMEP) seeking members'

views on the service levels required during the period of the next franchise, on both High Speed and Mainline services.

- 5.2 The key service level requirements provisionally proposed by KCC for the HS services in Kent are as follows:

**Summary of KCC's key requirements for HS services in new SouthEastern franchise:**

- HS service enhancements: sufficient capacity to London and principal HS stations in Kent, including enhanced service frequency on HS services to Ebbsfleet and Ashford (where demand already exceeds existing HS peak capacity); to Maidstone West, Canterbury West, Folkestone and Dover; and with provision for extension of HS services via Ashford and Rye to Hastings and Bexhill in East Sussex dependent on approval of electrification of Ashford to Ore in Network Rail's Control Period 6;
- HS fleet requirements: commitment from the DfT to require investment by the new franchisee in an enhanced HS fleet with up to 26 new 6-car sets if the required level of HS service is to be delivered during the course of the new franchise;
- Kent's regulated rail fares (season and peak tickets) on HS and Mainline services to increase by no more than the national increase in regulated fares, and KCC to monitor any deterrent effect of the premium fares charged on HS services on business location decisions in Kent.

**6. Financial Implications**

- 6.1 There are no financial implications for KCC arising from this report.

**7. Legal implications**

- 7.1 There are no legal implications for KCC arising from this report.

**8. Equalities implications**

- 8.1 There are no equalities implications for KCC arising from this report.

**9. Other corporate implications**

- 9.1 This report refers to the separate Ashford Spurs project in which KCC officers are engaged. KCC supports the delivery of this project, which will deliver an upgrade to the signalling on the spurs which link HS1 with Ashford International station. As the lead partner in this project, KCC is bidding for capital funding from the LGF through the LEP to ensure finance is secured for its delivery.

**10. Governance**

- 10.1 The Principal Transport Planner – Rail is already engaged in the ongoing actions to which this report refers, viz. the inclusion of improved HS rail services

for Kent in the specification for the new SouthEastern franchise, and delivery of the Ashford Spurs project. There are no other governance implications.

## 11. Conclusions

11.1 The DfT First Interim Evaluation of HS1 recognises the very high benefits which HS1 has brought to Kent. There have clearly been quantifiable wider economic benefits, and although the economic recession deferred the realisation of the full regeneration benefits of HS1 around Ebbsfleet and Ashford stations, both are now seeing the beneficial effects of HS1 through regeneration plans at both locations.

11.2 KCC's role now will be to ensure that the specification for the new SouthEastern franchise, due to commence in June 2018, includes a substantial improvement in HS service levels to meet the ever increasing demand from all parts of the HS network for greater service capacity and frequency.

11.3 In terms of both economic activity and passenger service, Kent continues to benefit enormously from the delivery of HS1 to the county. HS1 continues to support economic growth, while providing a greatly enhanced HS rail service within Kent, to and from London, and via Eurostar services to Paris, Lille and Brussels. In short, HS1 has been and will continue to be a transformational investment for Kent.

## 12. Recommendations:

The Cabinet Committee is asked to:

1. **CONSIDER** this report; and
2. **ENDORSE** the proposed service enhancements that Kent County Council will seek in its response to the Department for Transport's consultation on the new Southeastern franchise specification.

## 13. Background Documents

13.1 *First Interim Evaluation of HS1*, Department for Transport, 15 October 2015

The report is located via the following link to the DfT website:

<https://www.gov.uk/government/publications/hs1-first-interim-evaluation>

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

To: **Growth, Economic Development and Communities Cabinet Committee - 12 January 2016**

Subject: **Enterprise Zones in Kent and Medway**

Classification: **Unrestricted**

Past pathway of paper: **None**

Future pathway of paper: **None**

Electoral Division: **Electoral divisions in Dartford, Dover, Gravesham and Maidstone**

**Summary:** In November, Enterprise Zone status was awarded to Ebbsfleet Garden City, Kent Medical Campus at Maidstone and Rochester Airport Business Park. This will mean that businesses in these locations will be eligible for business rate discounts, with the local authority reimbursed by Government. It is anticipated that 9,900 new jobs will be supported through the development of the designated sites.

This report explains the new Enterprise Zone designation and sets out how it will complement Kent's existing Enterprise Zone at Discovery Park.

**Recommendation:** The Growth, Economic Development and Communities Cabinet Committee is recommended to CONSIDER this report.

## 1. Introduction

- 1.1. Enterprise Zones are sites designated by the Government, within which a package of incentives is offered to new occupiers to encourage business expansion and faster take-up of premises.
- 1.2. Originally introduced in the 1980s, the Government launched a new programme of Enterprise Zones in 2011. These offer business rate discounts for new occupiers of up to 100% for five years on specific sites, with Government fully reimbursing the local authority. A number of other specific grants have also been made available to support infrastructure development associated with Enterprise Zone sites. In exchange, local partners are encouraged to adopt streamlined planning arrangements, such as Local Development Orders, and Local Enterprise Partnerships have been encouraged to prioritise Enterprise Zones for other infrastructure support.

## 2. Enterprise Zones in Kent

### Discovery Park Enterprise Zone

- 2.1. In 2011, the Government designated the former Pfizer site at Discovery Park, Sandwich, as an Enterprise Zone. This designation formed part of a package of measures to attract new investment into Discovery Park and East Kent following Pfizer's decision to exit. This included the £35 million Expansion East Kent business loans programme, delivery of sea defences at Sandwich and further enhancements to the rail line served by High Speed One.
- 2.2. The business rate discount took effect from 1 April 2012. Businesses locating at Discovery Park before 31 March 2018 may receive a 100% business rate discount for five years up to the state aid limit (equivalent to £55,000 per year).
- 2.3. When Pfizer announced its decision to exit, 2,400 jobs were directly threatened. The site has since recovered to previous levels of employment: currently, there are around 2,400 jobs based at Discovery Park, including a retained presence by Pfizer. In December 2015, there were 125 businesses located at Discovery Park, the majority of which are small businesses engaged in a diverse range of activities associated with research and development. Experience at Discovery Park suggests that Enterprise Zone designation was an important element of the wider investment package, with the clear indication of local and national government support associated with the Enterprise Zone brand as important as the business rate discount itself.

### The North Kent Innovation Zone

- 2.4. In July 2015, the Government issued a further call for new Enterprise Zones. Applications were sought for clear sites, where there was evidence of developer interest which could be brought forward through Enterprise Zone designation and where planning permission had either been granted or was anticipated in the near future.
- 2.5. Thames Gateway Kent Partnership, with the support of KCC and the local authorities in North Kent and Maidstone, submitted an application for a 'North Kent Innovation Zone' (NKIZ). Following a prioritisation exercise managed by Kent and Medway Economic Partnership, the Government approved this application in November.
- 2.6. The North Kent Innovation Zone is a multi-location Zone consisting of three sites:
  - **Ebbsfleet Garden City** (23.5 hectares). Enterprise Zone designation will cover two areas within the Ebbsfleet Garden City:

- Ebbsfleet Valley North East, adjacent to the Station Quarter. This will offer up to 30,000 sq. m of innovation space, suitable for smaller businesses and start-ups, likely to be focused on the IT, communications and business services sectors; and
  - Northfleet Embankment, offering larger sized units.
- **Kent Medical Campus, Maidstone** (16 hectares). Adjacent to the Kent Institute of Medicine and Surgery, the Kent Medical Campus offers scope for up to 98,000 sq. m of business space suitable for the medical technologies and life science sectors.
  - **Rochester Airport Technology Park** (21.2 hectares). Adjacent to BAE Systems and the Medway Innovation Centre, the Technology Park offers scope for further innovation and general business space as part of a master plan for the site that will also include the retention of the operational Rochester Airport.
- 2.7. Overall, it is estimated that the North Kent Innovation Zone will generate around £11.6 million annually in business rates by 2020, and will accommodate 9,900 jobs.
- 2.8. Companies which enter the North Kent Innovation Zone between 1 April 2016 and 31 March 2022 will receive a 100% business rate discount up to the state aid limit (£55,000 per year) for five years. In addition, Local Enterprise Partnerships will retain 100% of all business rate growth for 25 years, in the expectation that this will support the further development of the Zone.

### **3. Governance and management**

- 3.1. The governance arrangements for Enterprise Zones are relatively simple. At Discovery Park, an Enterprise Zone Board has been established, chaired by the Leader of Dover District Council and including representation from KCC, Locate in Kent and Discovery Park Ltd (the owner of the site). This Board is responsible for supporting the marketing and promotion of the site and for reporting progress to Government.
- 3.2. It is envisaged that similar arrangements will apply in the North Kent Innovation Zone, subject to further Government guidance, which is expected in January.

### **4. Contribution to Kent's wider economic strategy**

- 4.1. Kent and Medway is fortunate in now having four Enterprise Zone sites, all in areas of significant growth potential, and with strengths in some of Kent's

priority growth sectors (such as life science and medical technologies at both Discovery Park and Kent Medical Campus). All of the sites now defined as Enterprise Zones also feature as priority locations within the Strategic Economic Plan and the Growth and Infrastructure Framework.

- 4.2. However, as the direct incentives offered by Enterprise Zone designation are relatively modest, it will be important to build on the experience of the original Discovery Park Zone to ensure that Enterprise Zone status is one element of a wider investment and business support package.

## 5. Risks and uncertainties

- 5.1. There are two risks associated with Enterprise Zone designation. First, as Enterprise Zone status provides a financial advantage to businesses locating on individual sites, there is a risk that investment may be simply displaced from other locations within the county. Experience at Discovery Park suggests that this risk is low, given the specific sectoral focus of the designated sites.
- 5.2. Second, it is unclear at present how local retention of business rates from Enterprise Zones will relate to the Government's general policy of business rates localisation and whether this will have any financial impact on KCC. Further guidance is expected from Government in January.

## 6. Other implications

- 6.1. There are no other financial, legal or equalities implications associated with this report.

## 7. Recommendations

<p><b>Recommendation:</b> The Growth, Economic Development and Communities Cabinet Committee is recommended to CONSIDER this report.</p>
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### Contact details

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From: **Mike Hill - Cabinet Member for Community Services**  
**Barbara Cooper, Corporate Director - Growth, Environment and Transport**  
**Katie Stewart, Director of Environment, Planning and Enforcement**

To: **Growth Economic Development and Communities Cabinet Committee – 12 January 2016**

Subject: **PE and School Sport in Kent**

Classification: **Unrestricted**

Past Pathway: **Not Applicable**

Future Pathway: **None**

Electoral Division: **All**

**FOR INFORMATION ONLY**

**Summary:** This paper provides Members with an overview of the current position regarding PE and School Sport in the county and how it contributes to KCC’s strategic outcomes. It describes how the current ‘Primary PE and Sport Premium funding’ from the Government is utilised by schools as they themselves determine. The report then goes on to briefly describe how inter school competitive sport is delivered, how talented athletes of school age are supported and other physical activity opportunities available to support young people in schools.

**Recommendation**

Members are asked to NOTE the report and the work jointly undertaken with partners to support PE and sport in schools

**1. Introduction**

1.1 Kent County Council, through the Sport and Physical Activity Service in Growth, Environment and Transport, and through School Improvement in Education and Young People Services, plays an important role in supporting Physical Education and school sport across Kent. This work supports the County Council’s Strategic Outcomes by ensuring:

- (a) Children and young people in Kent get the best start in life – *sub-outcome: Children and young people have better physical and mental health;*
- (b) Kent communities feel the benefit of economic growth by being in work, healthy and enjoying a good quality of life – *sub-outcome: Kent residents enjoy*

*a good quality of life and more people benefit from greater social, cultural and sporting opportunities.*

## **2. Background and Context**

- 2.1 Members will be aware that schools operate independently with delegated budgets, and that decision making powers rest with their Governing Bodies and Head Teachers.
- 2.2 Historically, schools have been part of 'PE and School Sports Partnerships', with Government funding being used to support Partnership Development Managers, School Sports Coordinators, Primary Link teachers and Continuing Professional Development for Primary teachers. The funding for this was directed through the Youth Sports Trust until recently and nearly every school in Kent was signed up to a School Sports Partnership. However, in 2010 the Coalition Government ended funding for School Sport Partnerships but did provide funding for a new network of School Games Organisers and developed the School Games model credited to, and based at local level on, the Kent School Games.
- 2.3 In 2013, a ring fenced funding stream was also created, and directed straight to Primary schools through the Primary PE and School Sport Premium mechanism, in order to improve the quality of the PE and sport activities primary schools offer their pupils. ***Appendix 1 provides Ofsted background guidance on this funding and examples of how it can be spent.***
- 2.4 This funding has come from the Departments for Education, Health, and Culture, Media and Sport, with the requirement that schools should focus the funding upon the teaching of high quality PE to achieve genuine impact. Impact is measured through increases in the number of children being physically active and aware of their own health, increased competitive opportunities in school, and access to school sports clubs, to provide opportunities to try different sporting activities. Government is also clear on the contribution of PE and sport to supporting pupils' attainment improvement, their life skills and their so-called 'Character Development'.
- 2.5 Whilst Government has given guidance, there is still some confusion amongst schools, as the terms PE and sport appear at times to be misinterpreted. Government has encouraged schools to use sports coaches, in order to upskill their teaching force, as well as coaches' ability to offer a wider variety of sports clubs. However, this has led to a lack of distinction between PE and sport. PE aims to develop physical literacy and movement skills within individual young people, with a view to developing active and healthy lifestyles in later life. Sport is largely competitive and takes place primarily outside of school hours and often in community settings. School sport is what is provided through after school activities and intra or inter school competitions.
- 2.6 With this Primary PE and School Sport Premium funding, schools are required to add value to their existing programmes and clearly articulate on their websites how they use the grant. There is a need for schools to be supported in their use of the funding, in order to meet the needs outlined in paragraph 2.4 above

2.7 KCC's Sport and Physical Activity Service, through its work as the Sport England funded County Sports Partnership, provides such support and guidance for Primary schools through an online resource [http://www.kentsport.org/cyp\\_primary\\_premium.asp](http://www.kentsport.org/cyp_primary_premium.asp); through a regular magazine to Kent schools; and is facilitating a PE Conference this month. Although Kent County Council removed its PE Advisers from the now Education and Young People's Directorate in the 2010 restructure, there is some expertise within the EYP Directorate's School Improvement team to support schools on this agenda.

2.8 In order to develop support for PE and School Sport in the County, it is important that KCC has positive partnerships with the School Games Organiser network, as well as with organisations such as Sport England and the Youth Sport Trust. The Sport and Physical Activity Service works with School Improvement and together have formed a PE and Sport Group with representation from HE providers, health partners, and the Youth Sport Trust to discuss how schools can be best supported, advised and up-skilled. This group will be advocating use of the Primary School PE & Sport Premium funding through a Primary PE Conference at the end of January 2016; a recently produced DVD of how Northdown Primary School are using the funding; and promoting a new self-assessment process for ensuring funding supports the least active children in schools.

### **3. PE Curriculum provision in schools**

3.1 PE is a foundation subject within the curriculum in both the Primary and Secondary phase and has dedicated curriculum time. School sports clubs are set up out of school hours and are organised usually around learning skills for a specific sport. Secondary schools usually have a department of PE specialists, but in primary schools, class teachers teach PE, along with all other subjects. Training in PE may vary considerably and many primary school teachers have minimal training in this area and need further support in their schools.

3.2 Some private organisations and secondary schools hosting the School Games Organisers offer packages of support for PE and Sport, which other schools can and do financially buy into. Such packages also provide localised CPD opportunities and provide general support for PE and school sport.

3.3 The support provided by the plethora of organisations, although well intentioned, can vary and KCC is unable to monitor this across the county. The provision can risk deskilling the teachers, who may devolve responsibility for teaching PE to these organisations, rather than seeking to improve their own teaching of PE. Additionally, there is no quality assurance that the work of the coaches or use of the coaches is appropriate.

### **4. Competitive Opportunities**

4.1 Competitive opportunities for school sport is currently provided in a number of ways. Funding from Government has supported School Games Organisers to be employed for three days a week in geographical areas as part of the national School Games programme, to provide competitive opportunities for all age ranges.

4.2 Some governing bodies of sport or other organisations have traditionally run school based competitive opportunities, including Rugby, Cricket, Football, Athletics and Panathlon (a multi-sport event for children with severe disability). These competitions have also been included within the School Games.

4.3 The School Games Programme operates over the academic year (Sept-July). Every year since 2011 is a Sainsbury's School Games, and every second year additional elements are provided on top of the 'basic' Sainsbury's School Games to make the Games a Kent School Games. **Appendix 2 provides further details.**

## 5. Other Opportunities and Activities

5.1 The following table provides a summary of other programmes and work supporting schools and young people in Kent

INSPIRE Programme	Funded through the Kent Schools' Funding Forum and the Sport and Physical Activity Service, is providing a legacy programme from London 2012. This includes Athlete visits <b><i>The latest INSPIRE Progress Report is provided as Appendix 4.</i></b>
Government & Premier League Deal	Whilst details of this programme have not been released, it is anticipated that Charlton Athletic FC and Gillingham FC will receive funding to extend their work in the community and to visit schools in Kent.
Satellite Clubs	Sport England funded programme, where every secondary school and FE College in Kent is offered the opportunity to host a Satellite Club for 11-25 year olds, linked to a local community sports club. These Clubs are targeted at young people who would not necessarily be in the school teams or have the confidence to attend a sports club. <b><i>See Appendix 5 for further details.</i></b>
Sportivate	Approx. £200k per year from Sport England to distribute to local organisations, including schools. Sportivate is aimed at 11-25 year olds, and enables 6-8 weeks of coaching to be offered in a wide variety of sporting activities.
Free Access for National Sports People (FANS) scheme in Kent	Caters for sports people who are performing at National level across a wide range of ages and sports. FANS members in full-time education can also apply for a small grant, provided by other sources of funding, from the Sport and Physical Activity Service, in order to support them in their training and development. <b><i>Further information on the Kent FANS scheme and small grants is provided as Appendix 3.</i></b>
KCC Talented Performers Grants	Includes school aged talented performers nominated through their Governing Bodies of Sport, through which young Kent performers such as Millie Knight (Winter Paralympian at Sochi 2014), Ross Wilson (Paralympic medallist at London 2012) and Jemima Yeats-Brown (Commonwealth Games Medallist at Glasgow 2014)



	received support. This funding will reduce from 16/17, as part of the Service's MTFP budget reductions
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## 6. Risks

- 6.1 The funding for PE and sport in schools is directly held and managed by schools and they have total with autonomy on how the funding is spent.
- 6.2. Financial constraints have resulted in less funding available from KCC but the service is focusing on priorities and still delivering the Kent School Games, supporting talented performers and utilising external funding to support programmes for young people.
- 6.3 Funding by Central Government for School Games Organisers and future School Games events is uncertain after summer 2016. However, the DCMS new Sport Strategy "Sporting Future: a New Strategy for an Active Nation" indicates that these posts and the School Games programme will continue in future but will be reviewed to ensure it meets future Government priorities for children and young people. The Government has also committed to provide the Primary PE & Sport Premium Funding throughout this current Parliament.

## 7. Conclusion

- 7.1 PE and School Sport in Kent is delivered through a wide range of individual schools and local networks. Due to funding being provided directly to schools, the County Council's role is largely to provide support, guidance and signposting to schools in order to support them in delivering high quality PE & School Sport programmes for all of their pupils. The programmes highlighted in this committee report demonstrate how the Sport and Physical Activity Service adds value to KCC in meeting its Strategic Outcomes, as well as supporting the statutory function of Education. Externally funded programmes will continue to be used to support PE and Sport opportunities for young people in Kent schools.

## 8. Appendices

- Appendix 1 – Primary School PE & Sport Premium Funding – Ofsted Guidance  
Appendix 2 – School Games Programme Information  
Appendix 3 – FANS Scheme and Small Grants  
Appendix 4 – Satellite Club Programme  
Appendix 5 – Kent INSPIRE newsletter

## 9. Recommendation

<p><b>Recommendation:</b> Members are asked to NOTE the report and the work jointly undertaken with partners to support PE and sport in schools.</p>
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### **Appendix 1 – Primary School PE & Sport Premium Funding – Ofsted Guidance**

#### Background

In April 2013, the Government announced new funding of £150 million for physical education (PE) and sport. This funding should be used to improve the quality and breadth of PE and sport provision.

Funding will be allocated to all maintained and state-funded schools with primary phase pupils, including: primary, middle, special and non-maintained special schools, academies and pupil referral units from 1 September 2013. A typical primary school will receive about £9,250 annually.

Schools are free to determine how best to use this funding to improve the quality and breadth of PE and sport provision, including increasing participation in PE and sport so that all pupils develop healthy lifestyles and reach the performance levels they are capable of. Examples of different ways to make effective use of the funding are:

- Paying the most effective teachers an enhanced allowance to lead improvements in PE and school sport and provide staff training on how to teach PE well
- Employing Specialist PE teachers or qualified coaches to work alongside teachers in lessons to increase their subject knowledge and confidence in PE
- Employing a specialist teacher or providing professional development for staff to lead after-school sports clubs for disabled pupils and those with special educational needs
- Providing cover staff to release teachers for professional development in PE and sport
- Procuring quality-assured professional training for staff to raise their confidence and competence in teaching PE and sport
- Paying staff or external sports coaches to run competitions, or to increase pupils' participation in national school games competitions
- Quality assuring the work of sports coaches and instructors employed to coach in PE lessons and after-schools sports clubs
- Buying into existing local sports networks such as school sport partnerships or community sports coaching initiatives
- Pooling funding with other local schools to employ a specialist teacher to train existing teachers and teach PE across a cluster of schools

- Pooling funding to employ qualified teaching assistants to provide regular sports tournaments, festivals and competitions for pupils of all ages
- Employing expert advice to evaluate the school's current strengths and weaknesses in PE and sport, and implement plans for improvement
- Providing places for pupils in after-school sport clubs and holiday courses
- Engaging the least active pupils in after schools activities, for example 'Change 4 Life' after school clubs
- Providing high-quality training for volunteers, parents and carers, governors and adults other than teachers to run sports teams, after school clubs and assist in organising large school sports events
- Providing training and payment for midday supervisors to introduce playground games at breaks and lunchtimes
- Employing a local coach to provide weekly after-school sport on the school site and at the local club in evenings, weekends and school holidays
- Forging links with PE teachers with local secondary schools to help primary staff improve their PE and sports provision
- Establishing strong, sustainable partnerships with local community sports clubs where no links have been made in the past
- Establishing a house system to enable regular, inter-house sports competitions for pupils of all ages
- Paying for transport, pool hire and instruction to provide additional swimming lessons for those pupils unable to swim by the end of Year 6
- In small, rural or city schools with limited indoor space for PE, paying for transport and access to indoor leisure facilities for weekly PE lessons
- Providing extra, additional activities such as outdoor and adventurous activities
- Introducing new initiatives such as basic movement skills in the Early Years Foundation Stage, or developing young sports leaders in Key Stage 2
- Purchasing specialist equipment and teaching resources to develop a non-traditional activity such as rhythmic gymnastics or a new sport such as competitive cycling
- Providing pupils who are gifted and talented in sport with expert, intensive coaching and support

## **Appendix 2 – School Games Programme Information**

- There are four levels to each year's School Games
  - Level 1 – Intra School competition. The school organises and funds this itself.
  - Level 2 – Inter School competition. In a number of areas Schools pay their local School Games Organiser by buying into a package of annual inter school sport competitions, CPD opportunities and other support . Each schools pays between £500 and £1500 roughly per annum, depending how much inter-school competition they want to be a part of and for other support included in the local package.
  - Level 3 – County level competition (Kent School Games Finals). This is currently funded via KCC and Lottery funding (see below). If a charge was to be made it could only be applied to those schools which have successfully reached this level of competition. Effectively we would be financially penalising them for winning and being successful at level 2.

- Level 4 is the National level competition and KCC is not involved as participants and teams are selected through the National Governing Bodies of Sport
- There is a 'Sainsbury's School Games' every year. It is only every second year that there is a Kent School Games. All School Games activities are planned on the academic year and therefore always straddle two financial years and thereby needing funding annually.
- The 'additional elements' of a Kent School Games year are:
  - Size and scale (e.g. over 30 sports vs 23 sports; 21 county level event days vs 19 county level event days; over 6000 competitors in Finals vs 5300 competitors in Finals); This has impact upon event management costs and other costs such as hiring facilities, equipment and purchasing tee-shirts and medals for competitors
  - a KSG year includes certain sports that are more expensive to run competitive finals in, such as table tennis;
  - a KSG year involves training additional sport specific sport leaders (i.e. young people) to coach and officiate;
  - a KSG year sources and trains a large team of young volunteers, involving them in interactive workshops and sessions around Site Orientation, Event Information, Working with Children and then training in their specific volunteering role from Media, VIP, Sport, Event Ranger and Mascot duty;
  - Kent School Games Cultural Celebration Event;
  - Providing additional PR support agreed with the Corporate Communications team
- The County Sports Partnership receives £90,000 every year to ensure a Sainsbury's School Games is staged. This is Sport England monies, and ring-fenced for the purpose of this programme.
- Elite Athletes used in the Kent School Games and Sainsbury's School Games programmes include Kelly Holmes (Athletics), Mel Clewlow (Hockey), Chris Cook (Swimming), Abi Oyepitan (Athletics), Kirsty Mackay (Hockey), Mark Hawkins (Handball) and Dina Asher-Smith (Athletics)

### **Appendix 3 – FANS Scheme and Small Grants**

The FANS Scheme is managed by KCC's Sport and Physical Activity Service but is run in partnership with all of Kent's local authorities, including Medway Council. There are over 60 facilities involved in the scheme, which provide free use, usually at 'off-peak' times for training and preparation for events. Talented performers can apply to join the scheme if they are a resident in any of the 12 Kent local authority areas or Medway Council and meet any of the following criteria:

- Are part of a national team or squad at any age level,
- Are ranked in the top 10 in their sport nationally at any age level or
- Have a top 10 finish in a national level event at any age group.

In 2014/15, 56 small grants were awarded to FANS members totalling £10,700, with 28 being awarded to males and 28 to females and 2 being awarded to disabled young people – one male and one female.

### **Appendix 4 – Satellite Club Programme**

The Satellite Club programme started in 2013 and is currently funded to March 2016, although Sport England has indicated it will fund the programme through to March 2017. In this financial year Kent has approximately £189,000 to develop Satellite Clubs, with funding available for example to purchase equipment, pay for facility hire or pay coaches from local clubs.

To date 122 schools and FE colleges across the County have been offered the opportunity to host a Satellite Club and receive support. Up to December 2015, 141 Satellite Clubs had been established with further applications to establish Clubs being developed (some schools host more than one Satellite Club). It is projected that 4,420 young people will have participated in a Satellite Club by March 2016, since the programme started.

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## Delivering The Legacy for schools and young people



### Progress Report - November 2015

#### The final phase of INSPIRE, leading up to the Rio 2016 Games

As members are aware, the INSPIRE Legacy programme was set up following the success of London 2012 to ensure young people attending Kent County Council schools would benefit and participate in a range of exciting experiences to encourage them to increase their participation in physical activity, sport and the arts. In doing so our young people would also experience working alongside Olympic and Paralympic role models and leading professionals working in some of the world class arts and culture organisations across the county.

Within this progress report you will also see how the INSPIRE partnership of role models from sport and arts organisations has continued to flourish and has impacted in such a positive way in so many of our schools. More than a third of KCC schools were directly involved in at least one of the Inspire programmes that took place during the course of the last academic year.



In this academic year, I am pleased to report that the INSPIRE programme has been extended to now include the Kent Children and Young People's Wellbeing team in our new programme 'INSPIRED Ways to Rio'.

This new programme aims to encourage children to increase their participation in sport, health related activities and the arts. In addition the programme is continuing to foster a range of personal development opportunities through working alongside role models from sport, the arts and the health sector. We are also planning an exciting Carnivals programme which will take place in every district in the summer of 2016 to generate interest and excitement for the Rio 2016 Games. In this way the INSPIRED Ways to Rio programme will contribute to Kent children's wellbeing in an innovative, fun and supportive way, leading up to the next Olympic and Paralympic Games and hopefully help us all to relive the excitement of London 2012.

I have included a brief overview of how our new programme INSPIRED Ways to Rio is being structured and delivered but members are able to access full details by going to the following link on our website.

[www.kentschoolsinspired.org.uk](http://www.kentschoolsinspired.org.uk)

The progress report that follows is divided into two distinct sections. Part one provides members with an oversight of how we are working with schools during the course of this academic year as we build up to the Rio 2016 Games. Part two of the report provides for members some examples of the work that has been taking place with schools over the last 12 months. Please **view a film** of one of our Arts programmes that took place during the last academic year to get a real flavour of the inspirational work that has been offered to children through the INSPIRE programme.

*Danny O'Donovan, Kent Schools' Olympic Legacy Programme County Co-ordinator*



# INSPIRED Ways to Rio - the final phase of the Kent schools' legacy programme leading up to the Rio 2016 Olympic and Paralympic Games



Building on the excitement and legacy of London 2012, INSPIRED Ways to Rio is an exciting programme, bespoke to Kent, that encourages children and young people to increase their participation in physical activity and sport, the arts, and personal development. By combining these elements, INSPIRED Ways to Rio is a programme running during the 2015/16 academic year that will contribute to children's wellbeing in an innovative, fun and supportive way, leading up to the Rio 2016 Olympic and Paralympic Games.

The INSPIRED Ways to Rio programme will support schools to:

- Encourage children and young people to participate in physical activity and sport
- Connect role models to the school for the benefit of children's health
- Increase children's awareness of healthier lifestyles and their own emotional wellbeing
- Understand the Six Ways to Wellbeing and how this can be adopted in school
- Work collaboratively with other schools in the district
- Develop a bespoke school action plan which incorporates up to a minimum of three activities from a menu of opportunities that has been developed by the Inspire team.



## INSPIRED WAYS TO RIO Menu of Opportunities 2015-16



SPORT & PHYSICAL ACTIVITY	EDUCATION THROUGH ROLE MODELS	ARTS & CULTURE
<ul style="list-style-type: none"> <li>Kent School Games / Sainsbury's School Games - Level 1 and 2 ^~</li> <li>Extra-curricular Olympic or Paralympic sport club</li> <li>School Games Organisers - Local Packages ~</li> <li>Satellite Sports Clubs ~</li> <li>Traditional Games and International Sports</li> <li>Change 4 Life Sports Clubs ~</li> <li>Six Ways to Wellbeing Workshop ^~</li> <li>Health Calendar Campaigns ^~</li> </ul>	<ul style="list-style-type: none"> <li>Neuro-Linguistic Programming Workshop ^*</li> <li>Your Mind, Your Body, Your Emotions Workshop ^*</li> <li>Comfort Zones Workshop ^*</li> <li>Healthy Eating and Lifestyle Sessions ^*</li> <li>Zippy's Friends - Teacher Training ^~</li> <li>Change4Life Champions ^~</li> <li>Smoke Free Education ^~</li> <li>INSPIRE Six Ways to Wellbeing Workbook ^~</li> <li>Health and Wellbeing Legacy Planning ^~</li> </ul>	<ul style="list-style-type: none"> <li>Rio INSPIRED Carnival preparation workshop ^~</li> <li>Creative &amp; Choreographic workshops ~</li> <li>Shakespeare Theatre &amp; Performance ~</li> <li>Discover new ways of seeing, learning and thinking ~</li> <li>Six Ways to Wellbeing with Superheroes ~</li> <li>Music for Change project ~</li> <li>Develop Performance workshops ~</li> <li>Charivari Day carnival workshops ~</li> <li>Participatory Arts activities ~</li> <li>Folkestone Artsworks Walks ~</li> <li>Dance and Digital workshop ~</li> <li>Care for the Planet Cardboard Creations ~</li> </ul>

Key:   
● BE ACTIVE    ● KEEP LEARNING    ● CONNECT    ● TAKE NOTICE    ● CARE    ● GIVE  
 ^ Available as part of INSPIRED Ways targeted offer to Group One, Two or Three    ~ Available through a partner or organisation involved in INSPIRED Ways

Up to seven schools in each of Kent's education districts have been invited to be part of the INSPIRED ways to Rio programme. These schools were chosen because they have either been very proactive in engaging with INSPIRE programmes over a number of years or they are schools that have been identified by the Kent Children and Young People's Wellbeing Team as working in areas with Kent's highest health inequalities.

All of the targeted schools were invited to attend one of a series of county workshops during July 2015 where the INSPIRE team informed and enthused schools about the INSPIRED Ways to Rio programme. Plans for the programme's rollout were well-received by teachers and senior leaders alike, especially the opportunity to explore the impact on the emotional health and wellbeing of children and young people using the Six Ways to Wellbeing framework.





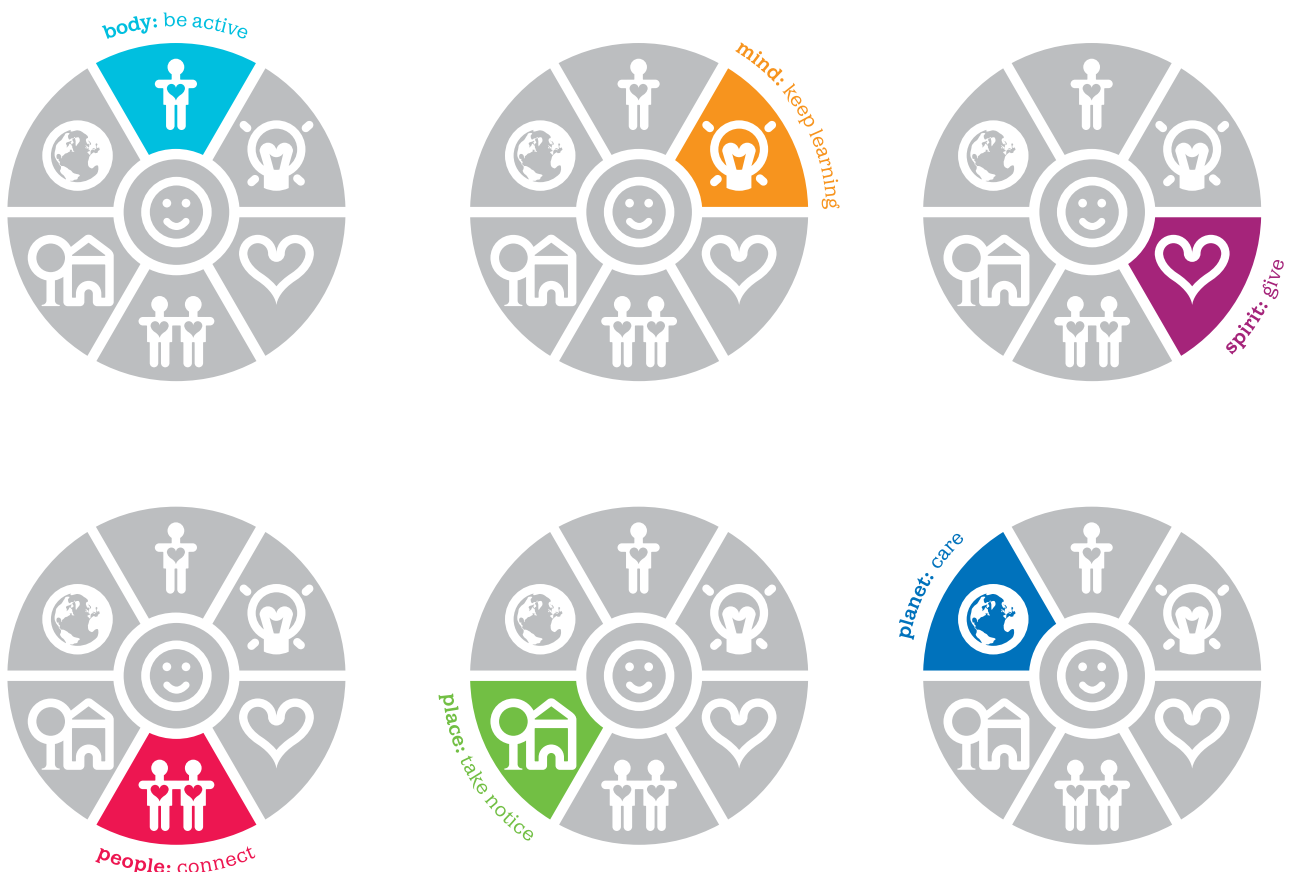
## Health and Wellbeing, using the Six Ways to Wellbeing

Good emotional health and wellbeing leads to a sense of achievement and being inspired. The INSPIRED Ways to Rio activities have purposefully been linked to each of the Six Ways to Wellbeing to ensure that we inspire our children and young people to recognise their own emotional health and wellbeing.

Through INSPIRED Ways to Rio, the Kent Children and Young People's Wellbeing Team offers additional resources, training and workshops for both pupils, teachers and senior leaders in our targeted schools. The programme has successfully ensured a joined up approach by several KCC Services through one exciting and coherent opportunity.

The Wheel of Wellbeing was designed in 2008 as part of a Big Lottery programme. More and more research is showing us how certain things we do can improve our moods, reduce the risk of depression, strengthen relationships, keep us healthy and even add seven healthy years to our lives!

Connect; Be active; Take notice; Keep learning; Give; and Care for the planet .... a review of the most up-to-date evidence suggests that building these actions into our everyday lives is important for wellbeing. The Six Ways to Wellbeing run throughout the INSPIRED Ways to Rio programme, and our menu of opportunities is mapped against each of the Six Ways to Wellbeing.



### Arts & Culture, and Rio INSPIRED Carnivals



Our network of Kent's world class INSPIRE arts organisations are working with schools to support the INSPIRED Ways to Rio Carnival Arts programme. In addition, they have highlighted ways in which their education programmes can help schools to develop the Six Ways to Wellbeing.

As part of 'INSPIRED Ways to Rio', INSPIRE Culture Schools in each Kent district are working with local schools to plan a celebration of the Pride Values to be held in July 2016. Young leaders from the INSPIRE Culture Schools will commission one of our leading Kent based arts organisations to help them design a 'Carnival' programme and to deliver workshops for seven schools in each district. As well as working closely with professional artists, young leaders will benefit from taking part in the 'Role Models' programme. Olympic swimmer Chris Cook and Paralympic athlete Tim Prendergast will provide additional support to help them as they take on this ambitious challenge.

### Education through Role Models



Learning from role models is an important part of all of our lives, especially during our younger years as we explore what it is that inspires us. The INSPIRED Ways to Rio programme uses the positive influence of role models to impart key personal development messages to young people throughout the academic year. This year's focus is on three specific workshops, commissioned by Kent County Council and developed by Olympic Swimmer Chris Cook and Paralympic Athlete Tim Prendergast;

- Neuro-Linguistic Programming
- Comfort Zones
- Your Mind, Your Body, Your Emotions.

Each targeted school will receive the minimum of a one-day visit working with children and young people, and an additional whole school staff development workshop to ensure that the INSPIRED Ways to Rio programme is embedded within the school's vision and ethos.

### Sport & Physical Activity



Competitive sport is clearly at the forefront of all Olympic and Paralympic Games and as with London 2012 we must use the stimulus of the Games in Rio to encourage our children to enjoy taking part in regular physical activity and to try out a wide range of different sports in both recreational and competitive settings where appropriate to the age and ability of the children. Engagement of our children through a varied and high quality physical education and sports programme is an important factor in helping to improve children's health and wellbeing in our schools.

I am pleased to report that KCC's Sport & Physical Activity Service are working in partnership with the INSPIRE team to support schools in all aspects of PE and School Sport development. This includes encouraging schools to be actively involved in the Kent School Games, providing training for teachers and liaising directly with governing bodies of sport to encourage their qualified coaches to run extra-curricular Olympic and Paralympic sports clubs in our schools. This support is not only being offered to our targeted schools, but also to all KCC schools across the county through a close working partnership with the Youth Sport Trust funded School Games Organisers who are operating in all Kent education districts.

### PRIDE Values



Throughout the life of the INSPIRE Programme, the PRIDE Values have been a cornerstone for schools. The PRIDE Values provide an opportunity to recognise the commitment and enthusiasm of young people in demonstrating one or more of the Olympic and Paralympic Values, not only through their work in school but also through their help and support of the INSPIRED Ways to Rio Programme, or through perhaps their activity outside of school. Medals and certificates are available to schools to present to children who have been able to demonstrate through their work in school or their community, one or more of the following PRIDE Values.

**P**ersonal Excellence  
**R**espect and friendship  
**I**nspiration  
**D**etermination and courage  
**E**quality

## INSPIRED Ways to Rio - InspiRecipes

As part of the Health and Wellbeing theme the INSPIRE team, working with the Kent Children and Young People's Wellbeing Team, is creating an additional opportunity for INSPIRED Ways to Rio schools.

InspiRecipes is a programme providing teachers with a collection of recipes that introduce healthy foods and cooking to children and young people. Inspired by South American cuisine and the Rio 2016 Olympic and Paralympic athletes, the InspiRecipes programme will form the basis for inspiration in the classroom, for individual, group and whole-class activities. The programme aims to be adaptable, and teachers will use InspiRecipes as a starting point and change the activities to fit their school opportunities and delivery style. An initial collection of 10 InspiRecipes will be developed for launch in January, and is being accompanied by an afternoon cooking workshop for children and an after-school parental engagement session for all targeted INSPIRED Ways to Rio schools.



## INSPIRED Ways to Rio - Targeted Schools

Ashford	Downs View Infant, Beaver Green Community Primary, Great Chart Primary, Ham Street Primary Academy, The John Wallis Academy, Godinton Primary and Highworth Grammar.
Canterbury	Hersden Primary, St John's CE Primary, Wincheap Foundation Primary, Hampton Primary, Simon Langton School for Girls, and St Alphege CE Infant.
Dartford	Manor Community Primary, Dartford Primary Academy, Oakfield Community Primary, Temple Hill Primary, The Brent Primary, Stone St Mary's CE Primary, and Wilmington Boys' Grammar.
Dover	Hornbeam Primary, St Martin's, Priory Fields, Barton Junior, St Marys CE Primary, Selsted CE Primary, Vale View Community Primary and Astor College
Gravesham	Painters Ash Primary, Culverstone Green Primary, Cecil Road Primary, Meopham Community Primary, Northfleet School for Girls, and St John's Catholic Primary.
Maidstone	Sutton Valence Primary, Treetops Academy, Ulcombe CE Primary, Molehill Academy, Lenham Primary, Sandling Primary, and Valley Park.
Sevenoaks	St Bartholomew's Catholic Primary, St John's CE Primary, Four Elms Primary, Hextable Primary, Sevenoaks Primary, and Milestone Academy.
Shepway	St Nicholas CE Primary, St Eanswythe's CE Primary, Brockhill Performing Arts College and Hythe Bay CE Primary
Swale	Eastchurch Primary, Minster in Sheppey Primary, Rose Street Primary, Teynham Parochial CE Primary, and St Peters Catholic Primary.
Thanet	Holy Trinity & St John's CE Primary, Cliftonville Primary, Laleham Gap, Northdown Primary, Bromstone Primary, Chatham & Clarendon Grammar and Priory Infant.
Ton Malling	Snodland CE Primary, St Katherine's, Aylesford Sports College, Hadlow School and Hillview School for Girls.
Tun Wells	Cranbrook CE Primary, St Barnabas CE Primary, Rusthall St Paul's CE Primary and Pembury Primary.

Due to budget constraints we have only been able to offer the enhanced programme within INSPIRED ways to Rio to a maximum of 72 schools. We have however provided for all KCC schools access to a wide range of resources via our website which schools can download and use during the course of this academic year. Targeted schools are also being challenged to link up with neighbouring schools to share ideas and invite both staff and some of their pupils to take part in events that are being organised through the INSPIRED Ways to Rio programme.



### **INSPIRE 2014-15 Leading through Culture - INSPIRED Futures**

In September 2014 leading Kent arts providers challenged Young Arts Leaders from all across the county to work alongside them to solve problems and create outstanding art works.

600 Young Arts Leaders from 60 Leading through Culture Schools worked alongside artists to take the challenge and learn more about how artists work. They led 'challenge teams' in their schools to work on problems like "Most girls only dance the pretty dances, and most boys don't dance at all. Why?! How do we get dance to be more equal? How do we learn more skills? How do we 'Step Up'?"

Kent pupils aged 3 -18 learned about what it takes to be an artist by working to real life briefs and solving real life art questions. Each arts organisation held a 'Work like an artist day', bringing together all of the young leaders who they were working with on their challenge. They shared their skills and experience and gave the students the chance to meet arts leaders from other Kent schools. Our young leaders developed as artists and as arts leaders. Perhaps most importantly, they developed their ability to reach high to meet their own goals and the challenges set by others.

Throughout the autumn term 2014, schools worked hard to produce dance, films, sculptures, poetry, marketing campaigns, textiles, photographs, puppets, performances, songs – and even some cakes!

In March 2015, the young leaders met again to present and share the results of the challenges. Four 'Big Share Days' were held at fantastic venues in all four corners of Kent. Students, teachers and artists shared what they had done, swapped ideas and learned about how different artists work. Each 'Big Share Day' ended with a 'Call for Action'; the young leaders told us exactly why working with artists is so important to them. Each 'Call' was different; from origami promises in Folkestone's Payers Park, to a Rio inspired conga around the Brook Theatre in Chatham – complete with placards!

Here is a flavour of some of the activities that we saw at the 'Big Share Days'. To see our film about INSPIRED Futures, click [here](#).



**Big Share Day - LV21, Gillingham Pier 23rd April 2015**

Young leaders and teachers from The Brent, Fleetdown, Sevenoaks, Holy Trinity, Pembury, Hadlow, Cage Green and Pembury Primary Schools, Wilmington Boys Grammar and Broomhill Bank were invited aboard LV21 to share and celebrate.

On a wonderful sunny day the ship was alive on deck and below with arts activities, presentations, film screenings and an awards ceremony, all led by the young leaders.

The children saw a fantastic range of work made in response to the challenges set by LV21 and Animate Arts. The Paper Orchestra is just one example of the amazing work created - click [here](#) to watch.



**Big Share Day - Gulbenkian Theatre, Canterbury 26th April 2015**

The whole of the Gulbenkian and Colyer Ferguson Concert Hall at the University became an INSPIRE Big Share space for young leaders from St Alphege Infants, Herne Infants, Bromstone, Newlands, St Nicholas, St Joseph's Primary Schools and St Anselms, King Ethelbert, Charles Dickens and Chatham and Clarendon Grammar School.

Young leaders showcased superb work made in collaboration with Animate Arts, Tall Tales Big Moves, and Dreamland. Priory Infants were unable to attend, but sent their own challenge to the other young leaders with an animal hunt and exhibition of their work.

Poet Dean Atta worked throughout the day with the young leaders to write a joint performance piece which was presented as a joint call for action at the close of the day. Every young leader made their voice heard in a passionate 'shout' for the Arts.



**Big Share Day - Folkestone Quarterhouse  
24th April 2015**

Young leaders gathered from Godinton, Kingsnorth, Mersham, Green Park, Sandwich and Hythe Bay Primary Schools along with Dover ARC, Hillview, The North School, Towers School and Highworth Grammar School for Girls. The Quarterhouse gave young leaders, artists and teachers free run of the building for a day of seminars, exhibitions, group reflection and artist 'speed dating'!

Young leaders had worked with Stour Valley Arts, Creative Foundation artist Dawn Cole, The Jasmin Vardimon Dance Company and Turner Contemporary.

Brockhill young leaders led a collective origami session. Everyone wrote their arts wishes onto paper then folded into a beautiful flower. Turner Contemporary Navigators invited the students to write promises of action for the arts on Japanese 'Ema' at the end of the day, young leaders, artists and teachers formed a procession to nearby Payers Park and laid the flowers and 'Ema' for the community to read.

**Big Share Day - Brook Theatre, Chatham  
30th April 2015**

The Brook Theatre threw open its doors for an Art Party, hosted by Icon Theatre. Young leaders from Riverview and Riverhead Primary Schools, St John's Academy and Gravesend Grammar had worked with Flexer & Sandiland, building up to the day.

The students were shown how to dance interpretively, and invited to lay on the floor to watch gravity defying films made by Valence School projected onto the ceiling. Propeller Theatre Company and their young leaders from Gateway Primary, Milestone Academy and Valley Park led performances that brought Shakespeare and the curriculum together.

Young leaders from Our Lady's, Painters Ash, New Ash Green and St John's Primary Schools, with Northfleet School for Girls and Northfleet Nursery together showcased the art of puppetry and puppet making.

A song was composed, and banners and placards were made for a final joyful 'Art demonstration' as the day ended dancing around the Brook Theatre to the tune of a Rio Samba beat.



### Inspirational Role Model Visits to Schools

Thousands of children across Kent were inspired by the visits from Paralympian and Olympian Tim Prendergast and Chris Cook. The fundamental aim of this personal development programme, commissioned by KCC and bespoke to Kent schools, was to inspire young people to set and achieve their personal goals, to celebrate their achievements and to make a positive contribution to their school and community. The programme content was developed by Athlete Mentor and role model Chris Cook, former Olympic swimmer, European and World medalist, and Commonwealth Gold medalist.

Throughout the programme, identified children and young people were guided through:

- The exploration of their personal dreams, goals aims and ambitions, learning how to goal set and raise their own bar in life.
- Tasks that will encourage them to identify their own personal comfort zone and how they can take steps to face challenges with resilience.
- Ways to maintain healthy mind, body and emotion.
- How children and young people can all work together, through peer support, to create and encourage a supportive environment where everyone's success is important.
- Why it is important to have great role models and how they can become great role models too.

So many children from primary schools across Kent were inspired by the visits from Tim Prendergast, Paralympic athlete, and Chris Cook, Olympic Swimmer, that they decided to share their dreams and aspirations but also their favourite moments from the school visits.

Chris said, 'to see so many children eager to write or draw their feelings about the school visit really does demonstrate impact. I'm always blown away by how children take in the key messages from my story and then apply it to where they feel they are in their lives. It feels amazing to be part of this programme especially when you see so many young people and schools excited to explore their aspirations.'

The INSPIRE programme has aimed to inspire children, students and teachers but both Tim and Chris were often the ones leaving a school feeling inspired themselves by the aspirations of some young people.



**For further information about INSPIRE, the Kent Schools' Olympic Legacy Programme, please visit [www.kentschoolsinspired.org.uk](http://www.kentschoolsinspired.org.uk)**

**INSPIRE, the Schools' Olympic Legacy Programme is delivered by:**

**Kent INSPIRE Programme Team  
Kent Sport & Physical Activity Service  
Kent Children and Young People's Wellbeing Team  
Kent Arts and Culture Service**



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

To: Growth, Economic Development and Communities Cabinet Committee – 12 January 2016

Subject: **Locate in Kent**

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: N/A

Electoral Division: Countywide

**Summary:** This report provides an update on the performance to date of the inward investment services contract with Locate in Kent. An update on the procurement of a new inward investment services contract will be provided verbally to Members.

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

**1. Introduction**

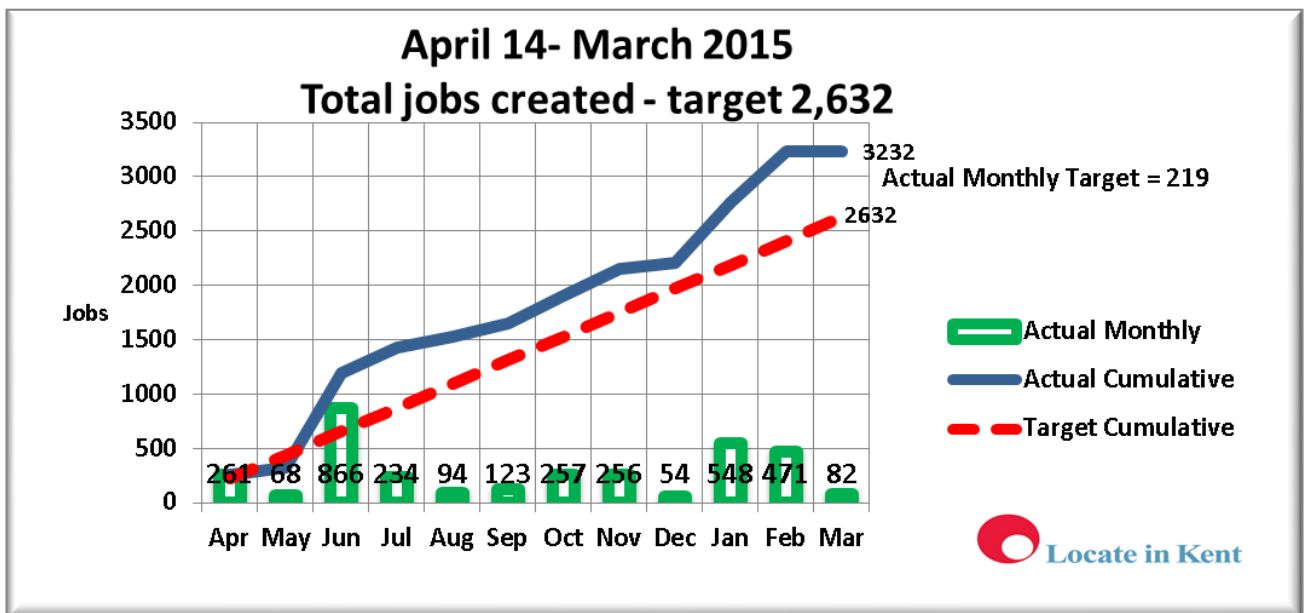
- 1.1 The County Council has an existing inward investment services contract with Locate in Kent (LIK), which commenced in April 2014 following an OJEU compliant process. The current contract is for 24 months, which expires in March 2016, and has an optional extension of one year.
- 1.2 At the meeting of this Committee on 1 December 2015, Members asked for an update on the performance to date of the inward investment services contract with Locate in Kent. Members also requested an update on progress of the procurement of a new inward investment services contract, in particular on the outcomes of the proposed market engagement and levels of interest from prospective suppliers.
- 1.3 At the time of writing this report, the initial market engagement stage of the procurement process had only just commenced. A verbal update on the outcomes of market engagement and the levels of interest from prospective suppliers will therefore be provided at the meeting.

**2. Performance against current contract**

- 2.1 By the end of March 2015, which was one year into the current contract with LIK, there was a pipeline of 293 active projects under consideration by the agency. Although a number of these had been carried forward from the previous year, over 200 were new projects that had been identified in 2014-15. The majority (70%) were UK based projects, the remainder being potential

foreign direct investment (FDI) projects mainly from near-Europe countries and North America. The top five sectors were life sciences, manufacturing, construction and property, environmental technologies and retail/wholesale.

- 2.2 During the same period, LIK had recorded some 3,200 job outcomes for Kent, 58% of which were new jobs, 24% were safeguarded jobs and the remainder were jobs that were indirectly created by suppliers. This compares with a target of 2,600 job outcomes for 2014-15. The pattern of growth in job outcomes over the year is shown below.



- 2.3 In contrast, over the same period the numbers of job outcomes either in professional, management and knowledge based positions (894, or 28% of the total) or in key sectors of the economy (974, or 29%) were below the targets for the year (which are 50% and 75% respectively). This is because a large number of job outcomes for the year were in retail distribution, and therefore were not counted among the targets.

- 2.4 Between April and November 2015, a further 124 new projects were added to LIK's pipeline, although a similar number of projects were also removed from the pipeline over the same period. This is not unusual for an inward investment service, because initial interest shown by some companies will inevitably drop off as they decide either not to relocate to Kent, or they move to other locations outside the County. This means that LIK currently has a pipeline of some 300 active projects, a small increase overall over the year, of which 69% are UK based and 31% are FDI projects mainly from USA and near Europe. The top five sectors are currently manufacturing, life sciences, construction and property, retail/wholesale and business services.

- 2.5 By the end of November 2015, LIK had reported some 1,700 job outcomes, 48% of which were new jobs and the remainder (52%) either safeguarded or indirect jobs.

- 2.6 As part of its service to prospective inward investing businesses, LIK maintains an extensive property database comprising industrial and commercial properties

and land availability, which is based on information supplied by Kent based property agents. The statistics show an ongoing demand for quality floorspace across the County, especially by smaller businesses looking for properties (up to 5,000 sq ft and in the 10,000 to 30,000 sq ft size range).

- 2.7 Locate in Kent also provides an “aftercare” service that has three main objectives: to identify Kent based companies that have potential expansion plans with job growth; to assist those companies that have particular opportunities and challenges; and to support those companies that are under pressure to consider relocating out of Kent which would result in jobs lost to the County. There are currently some 200 companies in LIK’s aftercare portfolio, and its role is to assist companies to find solutions to issues and concerns identified by them.
- 2.8 Some of the main issues identified by businesses supported by LIK’s aftercare service are summarised below:
- Most companies have recovered from the economic recession and are now experiencing growth in turnover and profitability. However, market conditions remain challenging and this has meant that many companies have been looking at new approaches to doing business;
  - Difficulties are being experienced in expanding into existing space, either because sites or premises have limited capacity or because of a lack of new premises in the immediate area. This has led to some companies having to reconsider relocation to other parts of Kent, or outside the County altogether (including other parts of the world);
  - Most of the companies experience difficulties in recruiting the right people, particularly at the higher skilled, professional or senior management levels. Recruitment of qualified engineers is often cited by them as being particularly difficult;
  - Some companies are also beginning to experience problems with an ageing workforce and difficulties in succession planning or attracting younger people. Many are now introducing workplace training programmes and increased use of apprenticeships;
  - Several companies have reported that there are still issues of raising finance for some projects, and this has resulted in overseas parent companies considering moving operations outside the UK.

### **3. Financial implications**

- 3.1 Currently, the value of the County Council’s contract with Locate in Kent is £625,000 per annum.

### **4. Legal implications**

- 4.1 There are no legal implications arising from this report.

### **5. Equalities implications**

- 5.1 There are no equalities implications arising from this report.

**Background Documents - None**

**Contact details**

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From: Peter Sass, Head of Democratic Services

To: Growth, Economic Development and Communities Cabinet Committee – 12 January 2016

Subject: **Work Programme 2016**

Classification: **Unrestricted**

Past Pathway of Paper: **None**

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:** That the Growth, Economic Development and Communities Cabinet Committee considers and agrees its Work Programme for 2016.

**1. Introduction**

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

**2. Terms of Reference**

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

**Economic Development**

- Economic & Spatial Development
- Strategy & Development
- International Affairs
- Regeneration Projects including Grant and Loan schemes and other ‘bid for funded’ projects
- LEP reporting and monitoring
- Kent Film Office

## **Communities**

Arts

Sport

Libraries

Registration and Archives

Volunteering

Big Society

### **3. Work Programme 2016**

- 3.1 The proposed Work Programme has been compiled from items in the Future Executive Decision List and from actions arising and from topics, within the remit of the functions, listed in paragraph 2.1 above, of this Cabinet Committee, identified at the agenda setting meetings [Agenda setting meetings are held 6 weeks before a Cabinet Committee meeting in accordance with the Constitution]. The attendees of the agenda setting meetings are; Mr Wickham, (Chairman), Mr Holden, (Vice Chairman) and 3 Group Spokesmen, Mr Clarke, Mr Truelove, Mr Baldock; and Mr Dance (Cabinet Member for Economic Development) and Mr Hill (Cabinet Member for Community Services).
- 3.2 An agenda setting meeting was held on 27 November 2015, when items for this meeting's agenda and future agenda items were agreed. The Cabinet Committee is requested to consider and note the items within the proposed Work Programme, set out in appendix A to this report, and to suggest any additional topics to be considered at future meetings where appropriate.
- 3.3 The schedule of commissioning activity 2015-16 to 2017-18 that falls within the remit of this Cabinet Committee will be included in the Work Programme and considered at future agenda setting meetings to support more effective forward agenda planning and allow Members to have oversight of significant services delivery decisions in advance. The next agenda setting meeting is scheduled for Thursday, 21 January 2016.
- 3.5 When selecting future items the Cabinet Committee should give consideration to the contents of performance monitoring reports. Any 'for information' items will be sent to Members of the Cabinet Committee separately to the agenda and will not be discussed at the Cabinet Committee meetings.

### **4. Conclusion**

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

<p><b>5. Recommendation:</b> That the Growth, Economic Development and Communities Cabinet Committee considers and agrees its Work Programme for 2016.</p>
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**6. Background Documents**

None.

**7. Contact details**

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**GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE**  
**WORK PROGRAMME 2016**

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

<b>FORTHCOMING EXECUTIVE DECISIONS (19/10/2015 to 30/04/2016)</b>		
<b>Decision</b>	<b>Decision Taker</b>	<b>Lead officer</b>
Old Town Hall, Gravesend	Cabinet Member for Economic Development	Tba
Libraries, Registration and Archives internal specification	Cabinet Member for Communities	
<b>STANDARD AGENDA ITEMS</b>		
<b>Item</b>	<b>Cabinet Committee to receive item</b>	
Verbal updates by the relevant Cabinet Members and Directors	At each meeting	
Portfolio Dashboard	At each meeting	
Budget Consultation	Annually (November/December)	
Final Draft Budget	Annually (January)	
Annual Equality and Diversity Report	Annually (September)	
Risk Register – Strategic Risk Register	Annually (last submitted in April 2015)	
Directorate Business Plan	March 2016	
Work Programme	At each meeting	

<b>PROPOSED AGENDA ITEMS</b>		
<b>Proposed Agenda Item</b>	<b>Date requested</b>	<b>Cabinet Committee meeting</b>
Paramount Theme Park project on Swanscombe Peninsula	29/07/13	Regular updates
Ebbsfleet Garden City UDC Master Plan	14/10/14 <i>(agenda setting meeting)</i>	3 March 2016

A report on BioKent Bio-gateway (Invite Paul Wookey)	22/01/15	Further updates (January 2016 )
Social Impact of Turner Contemporary	15/9/15	3 March 2016 or 17 May 2016 Invite Turner Contemporary Director, Victoria Pomery, OBE
Update on the work of the Kent Film Office	15/9/15	tba
KCC response to Interim Evaluation for HS1	19/11/15 Directorate email	12 January meeting
Lower Thames Crossing - Update on consultation		Deferred from January to 3 March 2016

PRESENTATIONS		
Proposed Topic	Date requested	Cabinet Committee meeting
Ebbsfleet Garden City		Moved from January 2016 to March 2016
Margate Seafront	14/10/14	tba Following visit to Margate. Update to include Dreamland Paper + possible presentation
Kent Universities to be invited to present how they are facilitating and encouraging economic development in Kent. The discussion would include current programs and planned initiatives along with consideration specific challenges faced. Requested by Mr Clark. (link includes some high level case studies <a href="https://www.gov.uk/government/speeches/contribution-of-uk-universities-to-national-and-local-economic-growth">https://www.gov.uk/government/speeches/contribution-of-uk-universities-to-national-and-local-economic-growth</a> )	4/12/14	Dave Hughes liaising with Universities Ongoing programme <ul style="list-style-type: none"> <li>University of Creative Arts attending the 12 January meeting</li> <li>University of Kent - Carole Barron and Phillippe De Wilde attending 3 March 2016 meeting.</li> </ul>
Presentations on the 4 District Deals (TWBC, TMBC and SBC)	22/01/15	Depending on decision route and timetable for agreeing deals
To ask the Chambers of Commerce if they would help in asking their members, (maybe via an anonymous	31/07/15	Invite Kent Invicta Chambers of Commerce – Chief Executive, Ms Jo James; and Thanet and East Kent

<p>questionnaire) any issues or concerns they have with KCC and any obstacles to expansion. This could then be collated and presented to the committee so that we can better understand what help and assistance Kent businesses need from KCC. The results of which could advise future agenda items.</p>		<p>Chamber of Commerce, Chief Executive, Mr David Foley, and the Chairman of the Kent and Medway Economic Partnership, Mr Geoff Miles KMEP, to give a presentation to include the conclusions of the questionnaire carried out by the Chambers of Commerce etc.          [Following on, hold a separate meeting (consider a small group of Members) with local businesses to discuss issues that affect them]          Members to make recommendations on their findings to be submitted to the Cabinet Member for consideration.</p>
<p>Kent Savers Credit Union</p>	<p>13/10/15</p>	<p>Tba</p>

VISITS		
<p>Visit to be arranged to the regeneration sites in Margate</p>	<p>22/1/15</p>	<p>tba</p>

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