GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Wednesday, 21st June, 2017

10.00 am

Council Chamber, Sessions House, County Hall, Maidstone

Kent County Council
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AGENDA

GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Wednesday, 21 June 2017 at 10.00 am
Council Chamber, Sessions House, County Hall, Maidstone

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

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

Membership (16)

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

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

Labour (1) Mr D Farrell

Webcasting Notice

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

1   Introduction/Webcast announcements

2   Apologies and Substitutes

To receive apologies for absence and notification of any substitutes present

3   Election of Vice-Chairman

To elect a Vice-Chairman of the Cabinet Committee

4   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.

5   Minutes of the meetings held on 22 March and 25 May 2017 (Pages 7 - 20)

To consider and approve the Minutes as a correct record

6   Presentation by Canterbury Christ Church University on Kent businesses and Brexit transition

A presentation by Professor Mark Hammond and Dr Amelia Hadfield.

7   Ashford District Deal - Review and Refresh (Pages 21 - 50)

To receive a report of a review of the current District Deal with Ashford Borough Council and a proposed refresh of the Deal, and to comment on and either endorse or make a recommendation to the Leader of the County Council on the proposed decision to enter into the refreshed deal with Ashford Borough Council.

8   Update on Libraries Deliver: Ambition for Public Libraries in England 2016 - 2021 (Pages 51 - 56)

To receive a report summarising the key points from the national Libraries Taskforce strategy document 'Libraries Deliver' and setting out how the Library, Registration & Archive (LRA) service proposes to respond to it.

9   European Funding (Pages 57 - 72)

To receive a report setting out an update on Kent County Council and Kent projects reliant on EU funding and summarising the European funding schemes which remain open for further bids.

10   Update on Apprenticeships Reforms (Pages 73 - 78)

To receive a report setting out an overview of the Apprenticeship reforms.

11   Performance Dashboard (Pages 79 - 90)

To receive a report of the Growth, Economic Development and Communities Performance Dashboards, which show progress made against targets set for Key Performance Indicators.

12   Libraries, Registration and Archives performance against the service specification 2016-2017 (Pages 91 - 178)

To receive a report of the performance that Libraries, Registration and Archives (LRA) has made against its outcome-based specification for 2016-2017 and the proposed development of the internal commissioning approach for LRA for 2017-2018 and the priorities it has identified for 2017-2018.

13   Regional Growth Fund Programmes and Framework for Monitoring Report (Pages 179 - 192)

To receive a report setting out the progress of various programmes and an update on the allocation of funds to companies.

14   Work Programme 2017/18 (Pages 193 - 196)

To receive a report by the Head of Democratic Services which gives details of the proposed Work Programme for this Cabinet Committee.

EXEMPT ITEMS

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

John Lynch,
Head of Democratic Services
03000 410466

Tuesday, 13 June 2017

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

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KENT COUNTY COUNCIL

GROWTH ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

MINUTES of a meeting of the Growth Economic Development and Communities Cabinet Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Wednesday, 22 March 2017.

PRESENT: Mr M A Wickham (Chairman), Mr S Holden (Vice-Chairman), Mrs A D Allen, MBE (Substitute for Vacancy), Mr N J Bond (Substitute for Mr M Baldock), Mr A H T Bowles, Mr D L Brazier, Mr B E Clark, Mr J A Kite, MBE, Mr G Lymer, 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) and Mrs A Hunter (Principal Democratic Services Officer)

UNRESTRICTED ITEMS

210. Apologies and Substitutes
(Item A2)

Apologies for absence were received from Mr Baldock and Mr McKenna. Mr Bond and Mrs Allen attended as substitutes for Mr Baldock and the vacancy respectively.

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

There were no declarations of interest.

212. Minutes of the meeting held on 19 January 2017
(Item A4)

Resolved that the minutes of the meeting held on 19 January 2017 are a correct record and that they be signed by the Chairman.

213. Presentation - Promoting Kent Food and Drink Exports
(Item A5)

(1)   Steve Samson (Trade Development Manager) and Stephanie Durling (Manager – Produced in Kent) gave a presentation which is available online as an appendix to these minutes.

(2)   In response to Members' questions and comments, officers said that EU funding was in place for the next 2.5 years and efforts to minimise the impact of Brexit on Kent business included maintaining links with the various chambers of commerce and the food and drink sector networks as well as continuing to work with the Department of International Trade and identifying other sources of funding to replace EU funds. Officers also said that both

large and small companies were supported to expand by developing export markets.

(3)   Resolved that the presentation be noted.

214. Verbal updates by Cabinet Members and Corporate Director
(Item A6)

(1)   Mr Dance (Cabinet Member for Economic Development) gave a verbal update. He said that Made in Kent had recently been launched with a view to helping public and private sector organisations and business to access funding held by government from the Apprenticeship Levy to re-train staff and create apprenticeships in Kent.

(2)   Mr Dance said the Kent Sales Academy, which was a partnership with Hadlow College and a social organisation was about to be launched with a view to helping small companies to increase their gross value added.

(3)   Mr Hill (Cabinet Member for Community Services) said the libraries in Snodland and Dartford had recently re-opened and Meopham Library was currently undergoing a refurbishment.

(4)   Mr Hill also said that the third voluntary sector conference had been held in Faversham on 28 February. The event had been attended by 100 people representing 87 organisations and the feedback had been very positive.

(5)   Resolved that the verbal updates be noted.

215. 16/00148 A2 Bean and Ebbsfleet Junction Improvement - funding contribution by the Strategic Transport Infrastructure Programme (STIP)
(Item B1)

(1)   Andrew Moreton (Project Manager HT&W) introduced the report which asked the Cabinet Committee to consider and endorse or make recommendations to the Cabinet Member for Economic Development on a proposed decision to approve the full and final contribution from the Strategic Transport Infrastructure Programme (STIP) towards the A2 Bean and Ebbsfleet junction improvements and to support the approach that KCC would not forward fund or guarantee the proposed contribution.

(2)   Mr Moreton said that although the project was being funded by Highways England there was a requirement for the STIP fund to make a contribution. He also said that STIP Members had discussed three options which were set out in paragraph 4.2 of the report before deciding on option 2.

(3)   Resolved that the Cabinet Committee endorsed the proposed decision of the Cabinet Member for Economic Development to:

a)   Approve the full and final contribution from the Strategic Transport Infrastructure Programme (STIP) towards the A2 Bean and Ebbsfleet junction improvements;

b)   Support the approach that KCC will not forward fund or guarantee the proposed contribution.

216. 17/00017 Dartford Town Centre transport improvements and public realm works - Approval to enter in to a Legal Agreement
(Item B2)

(1)   Andy Moreton (Project Manager HT&W) introduced the report which asked the Cabinet Committee to consider and endorse, or make recommendations to the Cabinet Member for Economic Development on the proposed decision to delegate authority to the Corporate Director for Growth, Environment and Transport and the Corporate Director Finance and Procurement to negotiate and execute legal and/or partnership agreements for the delivery of the Dartford Town Centre scheme.

(2)   Mr Moreton said a scheme of work within Dartford Town Centre had been included in the Kent Thameside Strategic Infrastructure Programme. A project like this would ordinarily be managed by the Major Projects Team within KCC; however Dartford Borough Council had made a request to be the lead authority on the procurement, design and implementation of the agreed works. To make this possible a third party, back to back legal agreement was required between KCC and Dartford Borough Council.

(3)   A question was asked about whether a specific reference to the need for approval of the Homes and Community Agency and the South East Local Economic Partnership should be included in the proposed decision.

(4)   Comments were made about the value of KCC's input to the project, its response to the request by Dartford Borough Council to lead the project and in particular to the invaluable professional advice given by Mr Moreton.

(5)   Resolved that the Cabinet Committee endorse the proposed decision of the Cabinet Member for Economic Development to delegate authority to the Corporate Director for Growth, Environment and Transport and the Corporate Director Finance and Procurement to negotiate and execute legal and/or partnership agreements for the delivery of the Dartford Town Centre scheme.

217. 17/00018 KCC Records Management storage reprocurement
(Item B3)

(1)   Mr Hill (Cabinet Member for Community Services) introduced the report which asked the Cabinet Committee to consider and endorse the proposed approach or make recommendations on a proposed decision to delegate the award and signing of the contract to KCC officers following completion of the tender evaluation process

(2)   Barbara Bragg (Strategic Manager – Specialist and Support Services) said that the Records Management Service was an internal service managed by Libraries, Registration and Archives in partnership with the KCC Records Manager to ensure that KCC was compliant with the Lord Chancellor's Code of Practice on records management issued under section 46 of the Freedom of Information Act 2000. She said the current contract, which was worth about

£200,000 a year, was due to expire on 30 July 2017 and it was proposed to let a contract for up to ten years. Ms Bragg also said that the only secure method of retaining some records, particularly for social care relating to looked after children and adopted children, was in a physical format and that they had very long retention periods.

(3)   In response to Members' questions she said: archivists were very aware of documents and other records that needed to be retained because of their historic and other value; the need to retain particular records was reviewed at regular intervals in conjunction with the "owner" of the record; and that during the life of the new contract different approaches, including increasing the use of digital archiving, would be explored.

(4)   Resolved that the Cabinet Committee endorse the proposed decision to delegate the award and signing of the contract to KCC officers following completion of the tender evaluation process.

218. Draft Cultural Strategy
(Item B4)

(1)   Mr Hill (Cabinet Member for Community Services) introduced the report which asked the Cabinet Committee to consider the draft strategy document.

(2)   David Smith (Director of Economic Development) said that the draft Cultural Strategy had been subject to extensive stakeholder consultation during 2016 and that the views of the Cabinet Committee were being sought before the final draft strategy was considered by Council in the summer 2017.

(3)   Tony Witton (Culture and Creative Economy Manager) circulated some copies of the first design draft to enable the Cabinet Committee to see the how the final version would look.   He also said the results of the stakeholder consultation had been generally positive with a number of queries about particular aspects of the strategy

(4)   In response to comments and questions, Mr Witton said: the strategy was a high level document and individual cultural activities and projects would be included in its implementation plan; and that the Cultural Transformation Board intended the strategy to set out a vision for the sector that was supported by specific high level outcomes under three actions of "Create, Innovate and Sustain".

(5)   Resolved that the draft strategy document be endorsed.

219. 17/00032 Local Growth Fund, Round Three and SELEP working group schemes
(Item B5)

(1)   Mr Dance (Cabinet Member for Economic Development) introduced the report which set out the projects for which grant funding was being sought, and asked the Cabinet Committee to consider and endorse or make recommendations to the Cabinet Member on a proposed decision to accept

grant funding. He also said that KCC had to have a robust project plan in place to deliver the LGF projects in Kent before Essex County Council, as the accountable body for the South East Local Economic Partnership, would agree to transfer funding to KCC for projects.

(2)   Sarah Nurden (KMEP Strategic Programme Manager) outlined the four projects for which the funding was being sought. She said funding from the LGF would be received in quarterly instalments, in advance, subject to the completion of a transport business case for each project and approval by the SELEP Accountability Board

(3)   Resolved that the Cabinet Committee endorse the proposed decision of the Cabinet Member for Economic Development to:

(a)   Accept Government grant funding of £12.95m capital to deliver the following schemes:

- Fort Halstead in Sevenoaks (£1.53m)
- Kent & Medway Engineering, Design, Growth and Enterprise (EDGE) Hub (£6.12m)
- Leigh Flood Storage Area and East Peckham– Unlocking Growth (£4.636m)
- SELEP Coastal Communities – Housing Led Economic Regeneration in Cliftonville West/Margate Central (£0.666m);

(b)   Enter into agreements for the transfer of the Local Growth Fund to the respective delivery organisation for the three schemes; and

(c)   Delegate to the Director of Economic Development and Director of Environment, Planning and Enforcement the authority to conclude arrangements to secure the recovery of administration costs associated with KCC's management of the grant agreements.

220. Transport Improvements to Support The Open
(Item C9)

(1)   Mr Hill (Cabinet Member for Community Services) said he welcomed the decision taken by the Royal and Ancient Golf Club in favour of holding The Open Championship at the Royal St George's Golf Course in Sandwich and hoped the Cabinet Committee would also welcome it.

(2)   Stephanie Holt (Head of Countryside, Leisure and Sport) introduced the report. She said the 2011 Open at Sandwich had resulted in £24million of direct spending in Kent and had attracted 180,091 visitors. She said hosting the Open would significantly raise the county's profile as a tourism destination and have a positive economic impact. It was anticipated that visitors would increase for the 2020 Open, and that a significant number would travel by train to Sandwich. Transport improvements costing about £1m were required to accommodate the 12-carriage trains and to improve access from the station to the golf course.   A financial contribution of £350,000 had been committed by the East Kent district councils and KCC, the South East Local Enterprise Partnership had agreed, subject to receipt of a robust business case, to

provide another £300,000 using underspends from other projects with the Royal and Ancient providing the balance.

(3)   In response to comments, Ms Holt said that visitors would be encouraged to travel by train and the fact that Sandwich town centre could not cope with more buses had been acknowledged.

(4)   Resolved that:

(a)   The announcement by the Royal and Ancient Golf Club to host The Open 2020 at Royal St Georges be welcomed; and

(b)   The work underway to deliver the associated transport improvements at Sandwich Station be noted.

221. Growth, Environment and Transport Directorate Business Plan 2017-18
(Item C1)

(1)   Karla Phillips (Strategic Business Adviser for GET) introduced the report which outlined the draft Growth, Environment and Transport Directorate Business Plan (2017-18) for consideration and comment. She drew particular attention to paragraph 2 of the report which set out the new features in the 2017/18 plans.

(2)   In response to questions, Ms Cooper (Corporate Director of Growth, Environment and Transport) said that contracts were monitored closely to ensure they were delivered in line with expectations. She also said the Member Highway Grants process was being reviewed and an improved process would be in place from May 2017.

(3)   Resolved that:

(a) The final draft Growth, Environment and Transport Directorate Business Plan (2017-18) be endorsed;

(b) The intention to publish the final Directorate Business Plan online in April 2017 be noted.

222. Risk Management: Growth, Environment and Transport Directorate
(Item C2)

(1)   Mark Scrivener (Corporate Risk Manager) introduced the report which set out the strategic risks relating to the Growth, Economic Development and Communities Cabinet Committee in addition to two risks on the Corporate Risk Register for which the Corporate Director was the designated "Risk Owner".

(2)   In response to questions, officers said that risks and actions to mitigate the risks were reviewed on a quarterly basis.

(3)   Resolved that the directorate risk register and relevant corporate risks outlined in appendices 1 and 2 of the report be noted.

223. Impact of 2017 Business Rate Revaluation and Small Business
(Item C3)

(1)   Dave Shipton (Head of Financial Strategy) introduced the report which set out the background to the 2017 revaluation, the impact of the revaluation on Kent properties compared to South East and to the rest of England. It also provided further information on the transitional arrangements announced in the 2016 Autumn Budget Statement and Local Government Finance settlement to support the implementation of the revaluation, and the changes for small businesses announced in the March 2016 Budget.

(2)   Mr Shipton said that: properties were categorised into one of four main groups and there were some differences in the assessment of the open market value of properties in each category; the National Non Domestic Rates (NNDR) multipliers for 2017/18 had been reduced by 1.8p compared with 2016/17; and that consultation on the transitional arrangements to apply from 2017 in order to mitigate the impact of excessive increases and reductions in business rates bill following the revaluation had been held in September – October 2016.

(3)   Mr Shipton said, as a result of the Valuation Office Agency's revaluation announced in September 2016, some areas, particularly London and the South East, had seen substantial increases in rateable values.

(4)   In response to questions, he said the multiplier was set by legislation and increased in line with inflation or CPI. He also said the bands for rateable values were set out in legislation.

(5)   In response to comments about businesses demolishing empty buildings to save paying rates, Mr Shipton said that following a consultation held about 18 months ago, about possible alternatives to the existing scheme, the government had concluded that there was not a better alternative and that the current scheme was consistent with schemes in other countries.

(6)   Resolved that the impact of the 2017 business rates revaluation, including the recalibration of the NNDR multiplier and transitional arrangements, and the additional reliefs for small businesses be noted.

224. Kent Wide Area Review 2016/17
(Item C4)

(1)   Allan Baillie (Skills and Employability Manager) introduced the report which provided an overview and summary of the Area Review process. He said: the Kent area review had begun in December 2016; Kent was in the final wave of the national review programme; it was anticipated the national review would be completed by April; and that the Steering Group would identify and debate potential options at its meeting scheduled for April 2017.

(2)   Mr Baillie referred in particular to paragraphs 2 and 3 of the report which set out the purpose of area reviews and the governance arrangements for their conduct.

(3)   Resolved that the progress to date of the Kent Area Review be noted.

225. Kent and Medway Employer Guilds
(Item C5)

(1)   Mr Dance (Cabinet Member for Economic Development) said the first Guild (Hospitality and Tourism) had been created in 2015 and had been important in raising the awareness of job and career opportunities in the sector among young people.

(2)   Allan Baillie (Skills and Employability Manager) introduced the report which set out progress on the operation of the Kent and Medway Employer Guilds as well as explaining their inception, development, membership, early impact and future priorities.

(3)   Mr Baillie referred, in particular, to paragraph 3, paragraph 4 and paragraph 5 of the report which set out information about the development of the guilds, their impact and the next steps.

(4)   It was suggested that the Cabinet Committee received a further report at its meeting in November 2017 setting out details of progress against targets.

(5)   Resolved that:

(a)   The report be noted;

(b)   The progress of the Guilds in delivering clear outcomes and their impact on education/employer engagement be noted.

226. Ebbsfleet Development Corporation's Implementation Framework
(Item C6)

(1)   Mr Smith (Director of Economic Development) said that Mr Kite and Mr Dance, who were members of the Ebbsfleet Development Corporation (EDC), were already very familiar with the Implementation Framework being discussed.

(2)   Stephen Dukes (Economic Development Programme Manager) introduced the report which provided an update on the current position of the EDC's Implementation Framework. He said the EDC had been established on 21 April 2015, granted planning powers with effect from 1 July 2015 and had received £310 million in capital funding in the Comprehensive Spending Review and Autumn Statement in 2015.

(3)   Mr Dukes said the EDC was not a plan-making body and had to work within the existing policy frameworks set out in Dartford Borough Council's Core Strategy and Gravesham Borough Council's Local Plan, KCC's Minerals and Waste Local Plan and any other supplementary planning documents adopted by the local authorities. The EDC was therefore seeking endorsement of the Ebbsfleet Implementation Framework setting out its vision for the Garden City. Mr Dukes drew attention to paragraph 5.5 of the report which set out the comments made by Dartford Borough Council and Gravesham Borough

Council following consideration of the Ebbsfleet Implementation Framework on 26 and 30 January 2017 respectively.

(4)   Resolved that the Cabinet Member for Economic Development be recommended to advise the Ebbsfleet Development Corporation that the County Council:

(a)   Endorses the Ebbsfleet Implementation Framework as the EDC's statement of ambition for the Garden City, and

(b)   Will work closely with the EDC to secure the necessary infrastructure to deliver well planned housing and economic growth for the benefit of the local community and the wider area.

227. Building our Industrial Strategy Green Paper - Briefing
(Item C7)

(1)   Barbara Cooper (Director of Growth, Environment and Transport) said it was considered important that this Cabinet Committee had the opportunity to consider the green paper had been published in on 23 January 2017 and to comment on the broad outline of KCC's response to the associated consultation.

(2)   Karla Phillips (Strategic Business Adviser) said the green paper identified that a major barrier to Britain's economic success and prosperity was the level of productivity which varied across the county and was lower overall than in the US, France and Germany.   She also drew the Committee's attention to paragraphs 2.3 and 2.4 which summarised the "ten pillars" the government considered important to drive forward the industrial strategy.

(3)   Ms Philips said that KCC's response to the consultation would be developed using views and evidence provided by Economic Development, Environment, Planning and Enforcement, and Skills and Employability teams and would aim to respond to all relevant questions in the consultation and would address the issues raised in paragraph 3 of the report.

(4)   Members of the Cabinet Committee were generally supportive of the overall approach to developing a response and commented on the role of district and borough councils in ensuring that local areas with significant development needs were not overlooked and the need for a strong strategic infrastructure framework across the whole county.

(5)   In response to a question, Ms Cooper said that any further comments from Members could be emailed to her or to Karla Phillips.

(6)   Ms Phillips undertook to provide additional information to the Cabinet Committee about the proposal in the white paper to create a modern "alderman" role with local councils when it became available.

(7)   Resolved that the briefing on the green paper and the development of a KCC response to the government consultation be noted.

228. Housing White Paper Briefing
(Item C8)

(1)   Sarah Platts (Strategic Planning and Infrastructure Manager) introduced the report which outlined the main provisions of the Housing White Paper published on 7 February 2017 and presented an analysis of its potential impacts, challenges and opportunities.

(2)   Miss Platts referred in particular to paragraph 3 of the report which set out the key provisions of the white paper and to paragraph 4 which set out the impact of the white paper.

(3)   During the discussion Members commented on the need for a Kent-wide structure plan, the need for well-planned housing development, the fact that the Planning Inspectorate often overturned planning decisions on appeal, the impact of section 106 agreements and the Community Infrastructure Levy, the absence of any requirement to use brownfield sites and the risk of an excessive urbanisation of rural Kent.

(4)   Resolved that the report be noted.

229. Work Programme 2017
(Item C10)

Resolved that the work programme for 2017 be noted subject to the inclusion of an item on Modern Apprenticeships being added to the agenda for the Cabinet Committee meeting scheduled for 8 June 2017 and an item on the Performance of Guilds being added to the agenda for the meeting scheduled for November 2017.

230. RGF Programmes and Framework for Monitoring Report
(Item D2)

(1)   Jacqui Ward (Strategic Programme Manager) introduced the report which provided an update on RGF Programmes and information about the jobs created and safeguarded as well as outstanding debt.

(2)   In response to questions, Ms Ward said: the Department of Business Enterprise, Innovation and Skills (BEIS) required KCC to confirm that money allocated to KCC from the funds was defrayed or transferred to the companies participating in the schemes; lessons about the need for consistency learned from the Tiger Fund were being applied to the other funds; the returns submitted by the companies had been simplified and, as a result, changes since the previous quarter had been anticipated.

(3)   Resolved that the report be noted.

231. Performance Dashboard
(Item D1)

(1)   Richard Fitzgerald (Business Intelligence Manager – Performance) introduced the report which showed progress made against targets for key performance indicators. He said there was a good level of overall performance.

(2)   In response to comments Ms Cooper (Corporate Director of Growth, Environment and Transport) said the authority worked closely with Medway Council and Kent district councils to attract funding from Sport England.

(3)   Resolved that the report be noted.

232. Chairman's Announcement

Mr Wickham thanked Members for their contributions to the work of the committee and said he had been honoured to be its Chairman over the last 7 years.

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KENT COUNTY COUNCIL

GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

MINUTES of a meeting of the Growth, Economic Development and Communities Cabinet Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 25 May 2017.

PRESENT: Mrs R Binks, Mr A Booth, Mr A H T Bowles, Mr D Butler, Mr I S Chittenden, Mr A Cook, Mr S Holden, Mr A J Hook, Mr J A Kite, MBE, Mr G Lymer, Mr P J Messenger, Mr H Rayner, Mr A M Ridgers, Mr M Whiting and Mr J Wright

IN ATTENDANCE: Mr J Lynch (Head of Democratic Services)

UNRESTRICTED ITEMS

1. Election of Chairman
(Item 3)

1. It was proposed and seconded that Mr M Whiting be elected Chairman of the Cabinet Committee.

2. Resolved that Mr Whiting be elected Chairman of the Cabinet Committee.

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From: **Mark Dance, Cabinet Member for Economic Development**

                Matthew Balfour, Cabinet Member for Planning, Highways, Transport & Waste

                Barbara Cooper, Corporate Director of Growth, Environment and Transport

To: **Growth, Economic Development and Communities Cabinet Committee – 21 June 2017**

Subject: Ashford District Deal – Review and Refresh

Decision number: 17/00063

Classification: **Unrestricted**

Past Pathway of Paper: Environment & Transport Cabinet Committee – 15 June 2017

Future Pathway of Paper: Decision by the Leader

Electoral Divisions: Ashford Central, Ashford East, Ashford Rural East, Ashford Rural South, Ashford Rural West, Ashford South Tenterden

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Summary

This report provides both a review of the current District Deal with Ashford Borough Council, as well as a proposed refresh of the Deal. The review and recommendations for the refreshed Deal are set out in a full report in the Appendix.

Recommendations

The Cabinet Committee is asked to consider and endorse or make recommendations to the Leader of the County Council on the proposed decision to enter into the refreshed deal with Ashford Borough Council as set out in appendix A.

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1.   **Introduction**

1.1. In September 2015, Kent County Council (KCC) agreed the first District Deal in the County with Ashford Borough Council (ABC). This Deal is testament to the close working relationship the two authorities enjoy and their shared commitment to deliver quality services and major new projects in Ashford.   The District Deal provides a good basis to work together to seek continuous improvement in the way the two Councils work for the benefit of the community in Ashford; importantly, however, it has enabled KCC to pilot new ways of working across its services which it can then roll out to other parts of the County.

1.2. After eighteen months of operating under the current deal, both ABC and KCC agree it is an appropriate time to review the achievements made under this Deal and to refresh it with new priorities. A full report appended to this cover report provides a fuller overview of both.

2. Background

2.1. The Borough Council and the County Council enjoy good relations at a political and operational level and have achieved much working together on a wide variety of projects in recent years. However, both are complex organisations, each with its own procedures and priorities and inevitably operational issues crop up which could be tackled better and faster.

2.2. The District Deal signed in 2015 is not a legally binding agreement but a short, clear statement of the Councils' shared commitment to work together in key areas.

2.3. The Deal has two main parts:

- A commitment to focus the combined efforts of both councils on delivering key strategic projects;

- An agreement to improve the way the Council's work together to make sure that we deliver the best quality outcomes possible for residents and businesses

2.4. The original Deal focused on the "Big 8" projects in Ashford:

Project	Summary
1. Chilmington Green	Chilmington Green is an urban extension on the edge of Ashford town which includes up to 5,750 homes.
2. Ashford College	Brand new campus on the corner of Elwick Road and Station Road, expected to accommodate 1,000 students.
3. Ashford International Station Spurs Project	The Ashford International Spurs scheme is essential to provide a signalling solution to enable future interoperability for all international service providers.
4. Jasmin Vardimon Dance Academy	The dance company wish to escalate the work already undertaken and establish the JVC International Dance Academy as a creative centre of excellence.
5. Elwick Place	A major part of Ashford's town centre development. 26,900 sq. m brownfield site for mixed retail, leisure, office and residential use.
6. M20 Junction 10A	The new junction will be located a short distance east of Junction 10 and will act to relieve congestion at the existing junction 10, whilst providing additional capacity to unlock substantial new development in Ashford and the wider area and relieve congestion.
7. Designer Outlet Expansion	Extension of the McArthur Glen shopping centre in phases to increase the existing floor space and create a scale of complex as a rival to Bicester Village.
8. Commercial	The Commercial Quarter offers 80,000 sqm of office

Project	Summary
Quarter	development along with 2,500 sqm retail/ leisure and 150 homes.

2.5. There is no doubt that this focus has helped to deliver several projects where both Councils share an interest – achieving the funding needed for both the Ashford station signalling and for M20 junction 10a; and signing the legal agreements to bring forward development at Chilmington Green are all prime examples.

2.6. In addition to these projects, there were several examples of improved operational working. For example, KCC and ABC worked together to roll out a successful and pioneering approach to enforcing overnight lorry parking through Operation Kindle, a multi-agency response to unsafe illegal and antisocial parking by lorries in Kent.

2.7. There has also been progress in more effective management of the town centre environment by enabling Ashford's Town Centre Action Team (T-CAT) to undertake independent maintenance within the town centre where there are no moving vehicles. T-CAT also now provide support and additional resource to KCC maintenance teams where KCC have road closures and appropriate insurance in place. Other examples of good practice from the first District Deal are contained in the **Appendix B** to this report.

2.8. There are other areas where lessons have been learned and are being applied to improve working. In some areas of both Councils the District Deal is not fully understood and hence does not always attract the priority it deserves. Some of these areas are now the proposed focus of a refreshed District Deal as set out in the next section.

3.   New priorities

3.1. The refreshed District Deal and review of the last year is attached as an **Appendix B**. In summary, it commits to completing the delivery of the Big 8 and following up next steps and progressing two further ambitious strategic projects – Conningbrook Park and Newtown Works.

3.2. The operational priorities for the next year are:

- the delivery of the comprehensive Chilmington protocol which outlines how County and Borough staff involved in the many areas of responsibility affecting Chilmington will work together to deliver a high quality place and a strong Community Management Trust;
- delivering broadband through BDUKs phase 2 programme in the Borough;
- working with Town centre developers and investors to integrate infrastructure needed and create high quality public realm around new developments.

4.   Governance

4.1. On a day to day operational basis the Deal is overseen by a small officer group – extending the remit of an existing group that already support the Strategic Project Delivery Board that works to accelerate delivery of the 'Big 8' projects.

4.2. The officer group reports to a District Deal Delivery Board which includes the Leader of ABC and the Cabinet Member for Economic Development for KCC. This group meets twice a year to review progress against the objectives set and follow up where appropriate.

5. Legal implications

5.1. The 'District Deal' is not a legally binding document – it is a statement of political intent to tackle a range of project delivery challenges and to improve the ways the two Councils operate together.

6. Financial implications

6.1. The 'District Deal' in itself does not require additional financial resource; for the most part it is about changing how both authorities deploy existing resource. There are no financial implications beyond each authorities' existing budgets.

7. Next steps

7.1. Assuming both Councils endorse the revisions to the Deal, it will be formally signed by the two Council leaders. Each authority will need to take responsibility for 'cascading' the updated Deal through their authority so that staff at operational levels understand the nature and strength of the commitments made in it.

8. Conclusion

8.1. The District Deal is a real attempt to build on the strength of an existing relationship to deliver even better results for the community in the future. Its success will depend on the commitment of members and officers of both authorities. The oversight proposed for the delivery of the Deal should help to make sure that the best intentions set out in this updated document have a good chance of being met.

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9. Recommendation:
The Cabinet Committee is asked to consider and endorse or make recommendations to the Leader of the County Council on the proposed decision to enter into the refreshed deal with Ashford Borough Council as set out in appendix A.

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10. Appendices

Appendix A Proposed Record of Decision
Appendix B Refreshing the District Deal: An Annual Report

11. Contact details

Report Author:	Relevant Director:
Katie Chantler	Katie Stewart
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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TAKEN BY **Paul Carter** **Leader of the Council**	DECISION NO: 17/00063

For publication

Key decision*
Yes –

Subject: Ashford Borough Council District Deal Refresh

Decision:
As Leader fo the County Council, I agree to enter into the refreshed deal with Ashford Borough Council.

Reason(s) for decision:
In September 2015, Kent County Council (KCC) agreed the first District Deal in the County with Ashford Borough Council (ABC). This Deal is testament to the close working relationship the two authorities enjoy and their shared commitment to deliver quality services and major new projects in Ashford

The District Deal signed in 2015 is not a legally binding agreement but a short, clear statement of the Councils' shared commitment to work together in key areas.

The Deal has two main parts:

- A commitment to focus the combined efforts of both councils on delivering key strategic projects;

- An agreement to improve the way the Council's work together to make sure that we deliver the best quality outcomes possible for residents and businesses

The original Deal focused on the "Big 8" projects in Ashford, a series of regeneration projects across the district in which the two Councils are working together to deliver more effectively, as well as new ways of working across a range of agendas. This focus has helped to deliver several projects where both Councils share an interest – achieving the funding needed for both the Ashford station signalling and for M20 junction 10a; and signing the legal agreements to bring forward development at Chilmington Green are all prime examples.

Cabinet Committee recommendations and other consultation:

Any alternatives considered:
 N/A

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

....
signed   date

Name:

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1: OVERVIEW

The Ashford Borough Council- Kent County Council District Delivery Deal is an agreement to work together to deliver better outcomes for residents and business of the borough and, by extension Kent.

The deal has 2 parts:
- A focus on key strategic projects
- An improved way of working together

DELIVERY PRIORITY

DP1.	**Delivery of Chilmington Green** – including completion of legal agreements; delivery of A28 improvements; agreement of Design Code; phase 1 masterplanning and establishment of Community Management Organisation
DP2.	**Construction of Ashford College** – including completion of land assembly; build programme; input into curriculum planning and opening
DP3.	**Ashford International Station Spurs Project** – including completing the design work needed; finalising the funding package and working with all partners to secure delivery with minimum disruption to services
DP4.	**Enabling the Jasmin Vardimon Dance Academy** – working with the Company and funding partners to scope and then deliver the project
DP5.	**Creation of leisure and commercial scheme for Elwick Place** – including completion of land transfers; helping securing commitment from leisure operators and an acceptable scheme design; putting public realm management arrangements in place and delivery of associated town centre parking
DP6.	**Potential expansion of the Designer Outlet** – full consideration of scheme and its relationship with the town centre; now permission is granted work with partners to deliver project, including environmental enhancements en route to the town centre and town centre projects
DP7.	**Construction of J10a, M20** – work to achieve acceptable design; finalise funding arrangements; co-ordinate with consideration of related development and work with partners – especially Highways England - to deliver scheme
DP8.	**Development of the Commercial Quarter into a commercial centre for Kent** – complete public realm works; bring fo... ...se 1 office development and ...und and create starter ...d buildings space for new... of interest...

OPERATIONAL PRIORITIES: BETTER WAYS OF WORKING
THEME 1: MORE EFFECTIVE DELIVERY OF INFRASTRUCTURE FOR GROWTH

OP1.	**A streamlined, evidence-based strategic infrastructure framework** (the Kent and Medway Growth and Infrastructure Framework) that aligns with and supports the emerging Ashford Local Plan.
OP2.	**A stronger emphasis on Design Quality** which will include a review of the **Design Protocol for Ashford**, which seeks to set a benchmark for ABC/KCC commissioned public building projects. In addition, the authorities will explore the scope for ABC to use its urban design skills and experience of design review and public involvement in design workshops to assist KCC in providing a county-wide support service at the early stages of KCC capital project delivery.
OP3.	**A clear and robust CIL and s106 strategy** with early agreement on the level of contributions to be sought to enable social and physical infrastructure required to be delivered, without undermining scheme viability or reduced build costs that would lead to poor design quality.
OP4.	A commitment to the strategic coordination of Council property management as **a pilot for One Public Estate programme**. In considering the transfer of land owned by each Council to support the Councils collective objectives, on a case by case basis both Councils will consider the extent to which economic regeneration and community factors are to be taken account when assessing 'best consideration' under Section 123 of the Local Government Act 1972.
OP5.	**Reciprocal consultation on strategic planni...** applications and other strateg... impact on both...

THEME 2: A MORE EFFECTIVE APPROACH TO HIGHWAYS TRANSPORT AND WASTE

OP8.	**A joint approach to street maintenance, highway verge and roundabout maintenance** with scope to review the frequency and quality of maintenance, including development and maintenance of gateway approaches as well as management of town centre spaces.
OP9.	**More coordinated enforcement of lorry parking and minor incidents** to provide more effective responses to keeping streets in Ashford safe.
OP10.	Exploring **roll-out of the KCC caretaker scheme to the Ashford Town Centre Action Team** to explore building on the delegated model in place for town centre maintenance of soft landscape, including regular joint, on-site town centre reviews to monitor progress.
OP11.	**Sustaining and enhancing waste recycling performance through strong strategic partnership working** under the auspices of the Mid Kent Waste Partnership, to deliver a high quality and seamless service to Kent residents to explore the potential for new recycling markets, increasing the number of materials that can be recycled at the kerbside.

THEME 3: DELIVERING QUALITY OF PLACE

OP12.	**Joint commitment to playing a leading role in promoting health and well-being** – continuing to focus and strengthen the Ashford Health and Well-being Board, with the appropriate dedicated support on both the part of the County and District. The Board has a crucial role co-ordinating the provision of facilities and the commissioning of services to 'join up' our approach to creating a healthier borough.
OP13.	**Coordinated approach and campaign to encouraging outdoor leisure and active travel**, as part of the borough's integrated transport strategy, including promoting Ashford as a cycling town to help promote the benefits of cycling; complete missing parts of the cycling and pedestrian network; and encourage green transport and healthy lifestyles.
OP14.	**A jointly prepared and agreed strategic framework for cultural and creative industries in Ashford** that confirms the borough's role in the wider Kent picture. This work will ensure that the Kent and Medway Cultural Strategy 2015-2023 reflects and supports delivery of the Ashford Cultural Strategy.
OP15.	Exploration of **a more collaborative approach to use of intelligence in delivering trading standards and public protection**, including an improved service for the delivery of licensing.

2: FOCUS ON DELIVERY

The Deal focuses on delivery of the joint strategic priorities "The Big 8" for the borough of Ashford.

Since April 2016, the Deal has also focused on delivery of 5 Operational Priorities, identified from the original 15 set out in the District Deal.

2: FOCUS ON DELIVERY

Delivery Priority

DD1	Chilmington Green
DD2	Ashford College
DD3	Ashford International Station Spurs Project
DD4	Jasmin Vardimon Dance Academy
DD5	Elwick Place
DD6	Designer Outlet Expansion
DD7	Construction of J10a, M20
DD8	Commercial Quarter

Operational Priority

OD3	A clear and robust CIL and s106 strategy
OD4	Strategic coordination of property management
OD8	Joint approach to street maintenance & highway verge
OD9	Coordinated enforcement of lorry parking
OD 10	Caretaker scheme to TCAT

Governance

ABC/KCC DISTRICT DEAL BOARD

To drive/steer and oversee delivery of new ways of working as well as outcomes from the Delivery Deal Projects.

- Leaders
- Chief Executive/Corporate Director

MEETS TWICE A YEAR

ABC/KCC STRATEGIC DELLIVERY BOARD

To drive/steer and oversee delivery of the Delivery Deal Projects.

Relevant portfolio holders and senior officers, including:
- Economic Development and Regeneration
- Property/Asset Management
- Development Investment/Strategic Planning
- Highways, Transport and Waste
- Arts and Culture

MEETS QUARTERLY

ABC/KCC STRATEGIC OFFICER COORDINATION GROUP

Relevant operational officers, including:
- Economic Development and Regeneration
- Property/Asset Management
- Development Investment/Strategic Planning
- Highways, Transport and Waste
- Arts and Culture

MEETS BI-MONTHLY

3: SUCCESS

Overarching successes

The "Big 8" and 5 priority areas have seen KCC and ABC working together in innovative ways.

Officers in both organisations have found new ways of working together, collaborating across both authorities.

The Ashford District Deal is a model of best practice used by Kent County Council to demonstrate how the County and District Authorities can work together.

The deal illustrates how two tier government can collectively deliver across a range of shared strategic priorities.

The Leaderships' collective commitment to the Deal has given licence to officers across both organisations to explore more practical, innovative and effective ways of working.

The existence of the Deal and demonstration of a mutual commitment between ABC and KCC has begun to 'unlock' issues before they occur or require escalation.

The Deal has identified areas of existing good practice between teams within the organisations as well as areas for improvement.

It is clear that there has been areas of significant progress, there are also lessons to be learnt and more work to be done.

4: LESSONS LEARNT

Principles of the District Deal are embraced at the highest level of both organisations however filtering this way of working down through all levels and all teams, in both organisations remains a challenge.

Some issues are complex, they require bespoke solutions and are not often replicable. An agreed 'protocol' approach does not suit every situation.

5: REFRESHING THE DEAL

Significant progress has been made on the agreed Delivery and Operational Priorities set out at the start of the District Deal. With this in mind the District Deal officer team and leadership has agreed to set new areas for focus during 2017/ 2018.

6: AREAS STILL IN FOCUS

The Ashford key strategic projects, the "Big 8" remain at the heart of the District Deal. These projects have the greatest collective ability to unlock the borough's potential and contribute to the future growth and economic success of Kent and Medway.

DD1	Chilmington Green
DD2	Ashford College
DD3	Ashford International Station Spurs Project
DD4	Jasmin Vardimon Dance Academy
DD5	Elwick Place
DD6	Designer Outlet Expansion
DD7	Construction of J10a, M20
DD8	Commercial Quarter

7: NEW AREAS OF FOCUS

New areas of strategic priority have emerged in the past 12 months of the District Deal.

New Delivery Priorities

DD9	**Newtown Works** This major regeneration opportunity has strategic and historic importance both for the town and the wider County. The Borough and County Councils will be working closely together with the landowner to explore options and create a viable project to secure the long term future of this important heritage asset.
DD10	**Conningbrook Lakes Country Park** This country park is an asset of strategic importance to the Borough and, as detailed plans are drawn up to create a great visitor attraction, the two Councils will need to work closely together to bring forward the next phase of this park.

Existing District Deal Operational Delivery Priorities for focus

OD6	**Coordinated commissioning of health and social care infrastructure**, working together from the earliest stages of residential developments to deliver quality health and social care infrastructure. This includes regular consultation between commissioning teams and an emphasis on working together to design in health care to projects from the very outset
OD12 Page 42	**Joint commitment to playing a leading role in promoting health and well-being** – continuing to focus and strengthen the Ashford Health and Well-being Board, with the appropriate dedicated support on both the part of the County and District. The Board has a crucial role co-ordinating the provision of facilities and the commissioning of services to 'join up' our approach to creating a healthier Borough
OD13	**Coordinated approach and campaign to encourage outdoor leisure and active travel**, including promoting Ashford as a cycling town to help promote the benefits of cycling; work to complete missing parts of Ashford's cycling and pedestrian network; and encourage green transport and healthy lifestyles
OD15	Exploration of a **more collaborative approach to use of intelligence in delivering trading standards**, including an improved service for the delivery of licensing

New Operational Priorities

In 2016, new areas of focus emerged that had not featured in the original District Deal signed in 2015. The District Deal board considers the following areas are of such strategic importance to both Ashford and in some case Kent more widely, that they should be added to the District Deal Operational Priorities.

OD16	**Broadband** Improving Broadband infrastructure by delivering Kent's BDUK Phase Two programme. Promoting Ashford as a beacon area for FTTP delivery and fibre roll out
OD 17	**Chilmington Protocol** Develop and agree a Protocol to support the delivery of the infrastructure, providing officers with an approach to working which promotes partnership, flexibility, creativity and openness. This protocol will be a pilot for a new way of working which promotes quality design from the outset of a development.
OD18	**Ashford Town Centre Developers Group** Developing a joint innovative approach to infrastructure delivery and site coordination between town centre developers

8: NEXT STEPS

- District Deal Board approval

- Kent County Council Member sign off

- Ashford Borough Council Member sign off

- PR Opportunities

Appendix 1- Specific Successes

OD3- A clear and robust CIL and s106 strategy

- With s106 continuing to play a key role, both authorities have developed an agreed approach to identifying eligible projects and a working model for resolving contributions issues on a site by site basis for strategic development. The workshop held to agree a joint position on contributions requested for the Powergen site is an example of this approach in practice

OD4- Strategic Coordination of Property Management

- Terms were agreed for the relevant land transfers at Elwick Place, Commercial Quarter and Powergen, with lessons learnt about the levels of information and transparency needed to progress complex negotiations quickly.
- Ashford Borough Council have reviewed the way it holds property and landholdings data to greater effect. The new collated data will be uploaded onto the KCC EPIMS system, as part of a wider One Public Estate Programme

OD8- Joint approach to street maintenance and highway verges

- Positive approaches have been taken by both authorities on the newly developed Fly Tipping Protocol and the Kent Resource Partnership. Teams in both authorities are demonstrating coordination on waste, street cleansing and cold weather salting.
- Verge planting at Junction 9 is being coordinated as a direct result of officer collaboration

OD9- Coordinated enforcement of lorry parking

- The authorities are coordinating efforts on Operation Kindle and the new Enforcement Protocol on lorry parking. This has resulted in an increase in the use of the Ashford lorry park
- The Ashford Local Plan provides for increased overnight lorry parking provision at Waterbrook
- The authorities provided a coordinated response to the Operation Stack consultation and continue to work together to lobby for a long term solution for Kent

OD10- Exploring the roll out of the Caretaker Scheme to TCAT

- Ashford rural parishes have rolled out the KCC caretaker scheme and the authorities are collaborating on work plans for the new Ashford grounds maintenance company, Aspire.
- T-CAT now undertake independent maintenance within the town centre where there are no moving vehicles. T-CAT also provide support and additional resource to KCC maintenance teams where KCC have road closures and appropriate insurance in place

A strong operational relationship between the two authorities, established through the District Deal is credited with significant progress in the Council's Big 8 strategic priorities:

DD1- Chilmington Green

This is one of the biggest developments underway in the Country. Over the next 25 years or so a new community will be created based on two key themes the Council has demanded throughout:

1. strong design quality standards to create a fine place; and
2. an innovative Community Management Organisation to own and run open spaces and many local facilities.

Construction of the road accesses and other infrastructure works is already underway.

DD 2- Ashford College Campus

The new Ashford College is under construction and the first phase will open to students this autumn, 2017. It will provide a wide range of improved training opportunities for local people and the skills needed as the area's economy develops.

DD3- Station Spurs

The new generation of Eurostar trains demand revised signalling arrangements in order to access the International Station. The Borough and County Councils have secured funding of over £10m needed for these works from the South-East LEP and is working with Network Rail and the rail operators to make sure the works needed are in place with minimum disruption to the service.

DD4- Jasmin Vardimon

This project, to help create the Jasmin Vardimon Dance Academy, is being led by Kent County Council working with the Arts Council England and Ashford Borough Council. The intention is to create a purpose-built new training base and academy for this internationally-renown company, currently based in the Stour Centre.

DD5- Elwick Place

This development, including cinema, restaurants and a hotel, is due to be on site later this year, 2017.

DD6- Designer Outlet Expansion

This project – promoted by owners McArthur Glen – will substantially expand the centre and bring new, international brands to the town. Work is programmed to start later this year, 2017.

DD7- Junction 10a

The Government has recently announced that it will support the gap in funding J10a. This funding is in addition to the substantial funding already secured by the Borough and County Councils and other partners from the South East LEP. The independent local examination process is now underway with the junction due to open during 2019.

DD8- The Commercial Quarter

Construction of the first major office building and the first investment of this type for many years in Ashford's town centre is now underway.

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

                Barbara Cooper, Corporate Director Growth, Environment &Transport

To: **Growth, Economic Development and Communities Cabinet Committee – 21 June 2017**

Subject: **Update on Libraries Deliver: Ambition for Public Libraries in England 2016-2021**

Classification: **Unrestricted**

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary:
This report summarises the key points from the national Libraries Taskforce strategy document 'Libraries Deliver' and articulates how the Library, Registration & Archive (LRA) service proposes to respond to it.

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

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1.   **Introduction**

1.1   'Libraries Deliver: Ambition for Public Libraries in England 2016-2021' was published in December 2016 by the Libraries' Taskforce and was jointly commissioned by the Department of Culture Media and Sport and the Department of Communities and Local Government. The full document can be accessed using the following link;

       https://www.gov.uk/government/publications/libraries-deliver-ambition-for-public-libraries-in-england-2016-to-2021

1.2   The document was drafted following extensive consultation, including with KCC's LRA team. LRA provided detailed feedback on the initial consultation proposals and hosted a visit of the Libraries minister Mr Rob Wilson MP, Minister for Civil Society.

1.3   The document is aimed at assisting decision-makers across local and central government to understand the importance of libraries to local communities;, how they help achieve positive outcomes across a range of social policy areas and thus enable library services to become more resilient long-term by better meeting local community needs. This report summarises the key messages from that report.

2. 'Libraries Deliver': A summary

2.1 'Libraries Deliver' acknowledges the challenging times that local authorities are facing and that the way people use libraries and expectations of how services are used has changed. As the report states, in order for libraries to 'thrive not just survive,' the service needs to adapt and be more resilient and ready for change.

2.2 The document outlines a clear vision for libraries:

"We see libraries as vital community hubs - bringing people together, and giving them access to the services and support they need to help them live better. Our ambition is for:

a) everyone to**:**

- choose to use libraries, because they see clear benefits and positive outcomes from doing so;
- understand what library services offer, and how they can make the most of what's available to them;
- be introduced to new ideas and opportunities, then given confidence and quick and easy access to tools, skills and information they need to improve their quality of life;
- receive trusted guidance through the evolving information landscape and build the skills needed to thrive in a changing world;

b) Communities to have:

- a library service that helps different groups come together, co-designed with local people to meet local needs and strengthen the local community;
- local services available through well designed and well regarded community hubs' bringing together different partners' offerings in a seamless way;
- safe, welcoming and accessible physical and victual environments freely open to all, which encourage participation, creativity and mutual learning and support;

c) Public services and other partners to:

- Understand what libraries have to offer them, and how, by working together, they can achieve better outcomes in a more efficient way;
- regard libraries as their natural first choice to provide information and services within local communities;

d) Library service to:

- Be valued for the positive impact and outcomes they achieve for individuals, communities and partners;
- Develop an evidence base so they are recognised as a strategic national and local resource, and achieve more investment and financial resilience as a result;

- Actively adapt their funding and delivery models and services to meet new circumstances and changing user needs;
- Work together as a vibrant network, sharing knowledge, resources and insights, building on a consistent core offer and improving the way they work with partners and suppliers;
- Continue to provide core services free for users, but develop and use commercial skills to generate income so they can offer new services while maintaining neutrality;
- Help build and maintain communities, supporting everyone in them to flourish and grow;
- Be digital leaders in their communities, sparking innovation and building capability;"

2.3   The report then describes how this vision can be achieved by focussing on 7 outcomes;

2.4   The report explains that to achieve these outcomes, and to protect frontline library services in challenging times, radical thinking is required and the report challenges both central and local government to think and act differently to transform library services. The report calls for strong local leadership. The taskforce will provide support by:

- establishing a sector-led benchmarking framework that councils can choose to use to support self-assessment, promotion, planning and improvement;
- establishing a core data set to support decision making;
- strengthening partnership working;

- promoting good practice on assessing and adopting different delivery models;
- exploring ways for libraries to develop revenue streams so they can then use new finance approaches such as social investment; and
- developing a public libraries skills strategy.

2.5   'Libraries Deliver' acknowledges that since many library services first developed, local contexts have changed dramatically both in terms of demographics and technology. The report states that a robust evidence led approach is required to develop the service needed for the future. Key to this will be gaining an understanding local need and considering opportunities for co-locating/collaborating with other services across sectors.

2.6   Alongside 'Libraries Deliver', DCMS has launched the 'Libraries: Opportunities for Everyone' innovation fund, with £4 million to allocate to library services for pilot projects that tackle local needs and provide disadvantaged people with opportunities that they might not have otherwise. Kent submitted a successful bid to fund, securing £100k to deliver the Kent's Digital Playground project.

2.7   The report acknowledges that a growing number of authorities are using different models to deliver their library services. To ensure that they have robust evidence available to help them in their decision making the Libraries' Taskforce have commissioned research into the sustainability and effectiveness of community managed libraries which will be used to improve the existing Community Libraries toolkit.

2.8   The Libraries shaping the future toolkit provides information on different approaches to income generation, and, with the Office for Civil Society and Innovation (OCSI), the Libraries' Taskforce will further explore how libraries can build new income streams. LRA is keen to learn from this work as it continues to explore opportunities to generate greater income.

2.9   Making the case for libraries is another area highlighted. The report focuses on the need to explore how to improve the image of libraries and raise awareness of the services they have to offer; explore ways to reach non-users and to better promote how services across the country can be better co-ordinated around n national events and campaigns.

2.10   The Libraries' Taskforce have published an Action plan for how it proposes to deliver against these ambitions and progress will be reviewed regularly and 6 monthly progress reports published

3. KCC LRA - Progress next steps

3.1   Several LRA officers attended the 'Libraries Deliver' workshop in London in January 2017 to learn more about the action plan and discuss the themes in the document. LRA has also developed links with the Office for Civil Society to continue to influence developments.

3.2   KCC LRA s engaged in supporting and aligning itself to contribute to the delivery of these ambitions;

- LRA's internal commissioning approach and focus on outcomes is a step towards making a better case for the difference Kent libraries make to peoples lives. There is still work to do to refine this approach and to develop better evaluation techniques. The update to this Cabinet Committee in December 2016 and also the end of year report to this June Cabinet Committee has highlighted some examples of LRA's achievements to date in gathering this type of feedback which is focused on the quality and positive impact of what we do rather than just numbers. An example is this comment from a member of the public who receives our outreach service: "I can't get out so much, this is a very convenient way of keeping in touch – I don't feel so isolated."

- The LRA service plan for 2017 highlights the links between its activities and the 7 key outcomes from 'Libraries Deliver' which can also be applied the other areas of the LRA service. Integral to the service plan is the principle that the service should reflect local need.

- LRA has contributed a guest blog on commissioning library services in Kent which is available from the Libraries Taskforce website

- LRA has an officer representative on the Libraries' Taskforce's Communications Working Group to help learn about different approaches to promotion as well as feeding in ideas from Kent.

- LRA is working with corporate communications to redesign the look of the LRA webpages to make it more customer focused, user friendly and serve as a promotional tool that encourages more people to use our services

- Members of LRA regularly engage with Libraries' Taskforce members, most notably Society of Chief Librarians (SCL) and the Chartered Institute of Library & Information Professionals (CILIP)

- The service will continue to work with the Infrastructure team to explore opportunities for co-location and co-production of services, recent examples include Sandgate Library with the Parish Council commissioned to deliver library services and the ongoing development of the Southborough Hub and Tunbridge Wells Cultural Hub projects.

3.3 Now that the national strategy report has been published it is timely that KCC looks at how LRA can further develop its service. It is proposed that a first step would be to develop a new ambition for the service, not just for libraries but for Registration and Archives services as well.

3.4 Any new LRA Ambition will be aligned to the 'Libraries Deliver' strategy as well as the approaches and strategies of The National Archives and General Register Office. The Ambition should aim to be transformational, evidence led, based on locality based needs, outcome-focused and build long-term sustainability for LRA and the communities served by the service. Member input to this process will be fundamental and an approach for how this will be taken forward will be considered at the next meeting of this Cabinet Committee.

4. Recommendations

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

5.   Contact details

Lead officer: James Pearson Job title: Interim Head of Service Libraries, Registration & Archives Phone number 414923 E-mail: james.pearson@kent.gov.uk	Lead Director: Barbara Cooper Job title: Corporate Director Phone number 415981 E-mail: barbara.cooper@kent.gov.uk

From:　　　　Mark Dance, Cabinet Member for Economic Development

　　　　　　　　Barbara Cooper, Corporate Director, Growth, Environment and Transport

To:　　　　　Growth, Economic Development and Communities Cabinet Committee - 21 June 2017

Subject:　　　European Funding

Classification:　Unrestricted

Past Pathway of Paper:　N/A

Future Pathway of Paper:　N/A

Electoral Divisions:　　All Divisions

Summary:
This paper provides an updated pipeline of KCC and Kent projects reliant on EU funding, and summarises the European funding schemes which remain open for further bids.

Recommendation:
The Growth, Economic Development and Communities Cabinet Committee is asked to NOTE this report.

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1. **Project pipeline**

   1.1. EU funding helps deliver our strategic priorities and corporate outcomes for the benefit of the people of Kent. These include, for example, projects for economic development and regeneration; business, trade and inward investment; rural development; health and social care and the environment. For the current EU programming period 2014-20, KCC has an overall target of securing £100 million in EU funding across Kent in support of our strategic priorities. **Annex 1** lists the KCC and non-KCC projects currently in the pipeline.

   1.2. As at May 2017, around 35 projects worth a total of some £65 million in European grants had been secured from the range of European programmes for which the county is eligible. These include the South East LEP European Structural and Investment Fund ('ESIF') programme and the 'Interreg' transnational cooperation programmes.

   1.3. Notable successes under 'ESIF' have included for example:

   • The **'Foreign Inward Investment Kent'** project (£1.8 million in ERDF grant for KCC) will generate a positive perception of the county, including through increased marketing and promotion activity, to attract foreign direct investment from high value, leading edge UK and foreign investors;

- The **'Low Carbon Across the South East' (LOCASE)** project (£3.8 million) will provide specialist advice and support to Kent Small and Mediums-sized Enterprises to exploit low carbon technologies and improve their resilience, profitability and competitiveness;
- The **'South East Business Boost' (SEBB)** project (£1.1 million) will provide direct 1:1 support to Kent Start-Ups and early stage businesses, together with grants funded at 30% for capital purchases to pump-prime business expansion.

1.4. Under Interreg:

- The **'Innovative Sector Exchange' (ISE)** project (£431k) is supporting trade missions and market visits for Kent SMEs to help them to 'internationalise' and access new overseas commercial opportunities;
- The '**CASCADE'** project (£3.7 million including Medway), led by the KCC–supported International Health Alliance (IHA), is developing a financially sustainable approach to elderly/dementia care;
- The '**FRAMES'** project (£263k) is focusing on risk and crisis management and developing new mechanisms to improve Kent's local resilience to flooding.

1.5. A number of Stage 1 applications have also been invited to submit Full Applications (indicated Amber within the pipeline) so there may be further successes in the coming months. The most common reasons for projects to be rejected include:

- failure to evidence the **need** and **demand** for a project;
- a lack of **innovation** or **added-value** to what already exists;
- poorly defined or measurable **results** and **outputs**;
- no clear rationale for why an **international solution** is required;
- poor **value for money** in relation to the budget requested.

2. **EU Funding programmes**

2.1. The Government confirmed in October 2016 that it would guarantee EU funding for Structural and Investment Fund projects signed before the UK's departure from the EU, even if projects continued after we had left. Projects needed, however, to demonstrate good value for money and be in line with domestic strategic priorities.

We will therefore continue to be able to apply to all of the EU programmes for which we have been eligible to date. For example, DCLG the Managing Authority for the ESIF ERDF programme, recently published three new 'rolling' Open Calls for Applications in the South East LEP area which will remain open until January 2018. These cover:

- Research and Innovation – up to £9.6 million of funding available;
- SME Competitiveness and Growth - £17.5 million;

- Low Carbon Economy - £6.9 million.

2.2. **Annex 2** summarises the main 'territorial' (i.e. geographically defined) European funding programmes, including their investment priorities and latest call dates, which remain open for further bids from KCC and non-KCC organisations. Significant funding remains under all of these programmes with, for example, 47% (£34.7 million) of SELEP's ERDF allocation of £74.1 million was still to be committed as at April 2017.

3. **Conclusion**

3.1. A potential lack of new projects because of uncertainty over 'Brexit', the consequent curtailing of our current EU programmes as well as staff resourcing and match-funding issues, do pose a threat to meeting our overall EU funding target and the delivery of our priorities. In order to mitigate this risk KCC should, in the short term, continue to prioritise support for EU project development activity in order to maximise funding from the opportunities which remain. In the longer term, we should seek post-Brexit domestic funding for cooperation with European partners on business and trade, cross-Channel transport and other issues with a clear cross-border dimension.

Recommendation:

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

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KCC/Kent Projects - Status as at May 2017

Project	Organisation/Contact	Grant sought for KCC/Kent	Project Summary	Current Status
Interreg 5A 2 Seas Programme				
ISE (Innovative Sector Exchange)	**Kent County Council** – Steve Samson	£431,000 (incl. £123,000 for Kent Invicta Chamber)	A business support project to help Kent companies innovate and internationalise by connecting them to SMEs in nearby European partner regions to promote collaborations and innovation	Approved at Programme Monitoring Committee (PMC) meeting on 29 February 2016. (Green)
SCAPE (Shaping Climate Change Adaptive Places)	**Kent County Council/AONB** - Elizabeth Milne	£200,000	To make coastal landscapes better adapted and more resilient to climate change.	Approved at PMC meeting on 12-13 July 2016.
Triple A (Adoption of low carbon technologies by homeowners through increased Awareness and easy Access)	**Kent County Council** – Carolyn McKenzie	£320,000	A financing scheme for domestic energy efficiency measures	Approved at PMC on 24 November 2016.
Triple C (Climate resilient community-based catchment planning and management)	**Kent County Council/AONB**	£180,000	Climate resilient community-based catchment planning and management – will support natural flood management measures in the Upper Darent.	Approved at PMC meeting on 12-13 July 2016.
CASCADE (Community Areas of Sustainable Care and Dementia Excellence in Europe)	**International Health Alliance** – Alice Chapman-Hatchett **/Canterbury Christ Church University** – Carolyn Jackson	£3.7 million (incl. Medway)	To develop a financially sustainable approach to elderly/dementia care (EDC) that can be replicated across Europe.	Approved at PMC on 7 February 2017.
SBS (Step by Step)	**International Health Alliance/KCC/CCCUniv** – Alice Chapman-Hatchett	£500,000	Improving the physical and mental well-being of men, increasing the uptake of health interventions.	Concept Note approved by Strategic Task Force (STF) on 16 Jan 2017 and Full Application invited. (Amber)

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Project	Organisation/Contact	Grant sought for KCC/Kent	Project Summary	Current Status
LOWCAR (Low Carbon Transport in the Leisure Sector)	**Kent County Council/Visit Kent**	£400,000	To shift behaviour from car use to low carbon transport (LCT) modes.	Rejected at PMC on 7 February 2017. (Red)
DWELL (Diabetes and WELLbeing)	**International Health Alliance/KCC/CCCUniv** – Alice Chapman-Hatchett	£850,000	To encourage people with poorly controlled diabetes to make sustainable changes to health and wellbeing related behaviour.	Approved at PMC meeting on 12-13 July 2016.
PROFIT (PROfessional Framework for Innovation in Tourism)	**Visit Kent**	£240,000	To support Kent-based tourism SMEs to innovate and adapt traditional business models to encourage long-term growth.	Approved at PMC on 12-13 July 2016
EDUCAT (Empowerment of Disabled People through co-production of Assistive Technology)	University of Kent/East Kent Hospitals	£500,000	Empowering disabled people through assistive technology.	Approved at PMC on 12-13 July 2016
INCASE (Towards Industry via Networking Control Applications and Sustainable Engineering)	University of Kent/University of Greenwich	£260,000	Facilitate smart growth through the development of automation technologies.	Approved at PMC on 12-13 July 2016
STAR2CS	**Kent County Council –** Christine Wissink	£360,000	To implement innovative adaptation solutions in recovery from flooding/drought.	Concept Note approved by STF on 16 Jan 2017 and Full Application invited.
APACE (Accelerated Practical Adoption of Circular Economy)	**Kent County Council -** Carolyn McKenzie	£KCC tba (Total budget €2.2 million)	Support Kent businesses to identify and commercialise new circular economic opportunities within product design, processes or use of materials.	Concept Note approved by STF on 16 Jan 2017 and Full Application invited.
PACE (Providing Access to Childcare and Employment)	**Kent County Council –** Sean Carter	£275,000	Develop and test new models for childcare services to facilitate new routes to employment for vulnerable parents.	Approved at PMC on 12-13 July 2016; implementation underway.

Annex 1

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Project	Organisation/Contact	Grant sought for KCC/Kent	Project Summary	Current Status
ICARES (Innovation Cluster Accelerating Remote Sensing)	**Kent County Council/AONB** - Catherine Brady	£ 108,000	Develop remote sensing technology for monitoring agriculture, nature and water.	Approved at PMC on 25 November 2016.
Interreg 5A France-England Channel Programme				
CHEFS (Channel Hub for Enhancing Food Specialties)	**Produced in Kent** – Stephanie Durling	£233,700	A project to increase the contribution of protected food marks to the local economy, add value to the food & drink sector products and help over 200 agri-food SMEs innovate and reach new markets	Full Application rejected at PMC on 29 June 2016
Student Entrepreneurs	Kent Science Park – Richard Wheeler	£53,600	Increase the creation of enterprises by students, including through youth entrepreneurship.	Full Application rejected at PMC in April 2016. Advised to submit new Concept Note.
ADAPT	**International Health Alliance** – Alice Chapman-Hatchett	£1.4 million	Development of innovative assisted technology for people with severe cognitive and physical disabilities.	Approved at PMC on 29 November 2016.
GO TRADE	University of Greenwich – Andres Coca-Stefaniak	£173,000	Using traditional markets as a catalyst for job creation, skills development and growth through the visitor economy.	Full Application rejected at PMC in April 2016. Advised to submit new Concept Note.
Wellness	**KCC , AONB** - Catherine Brady		Developing tourism and creating new products linked to health and wellbeing	Phase 1 Application rejected at PMC on 3 August 2016
SURFAS (Flexible smart surfaces for augmented indoor communications)	University of Kent	£175,000	Development of energy-efficient solutions to reduce the cost of Communicating Devices (CDs) including alarms, wireless access etc.	Approved at PMC on 2 February 2017
Interreg 5B North West Europe (NWE) Programme				
Boost4Health	**Kent County Council** (with Locate in Kent) –	£197,000	A project to connect Kent's new life science cluster and companies from	Full Application approved at PMC on 25

Project	Organisation/Contact	Grant sought for KCC/Kent	Project Summary	Current Status
	Steve Samson		different European countries and support them in their export journey by providing access to relevant expertise and business contacts through an innovation voucher scheme.	February 2016.
Interreg 5B North Sea Region (NSR) Programme				
Inn2Power(Innovation to Push Offshore Wind Energy Regions)	**Kent County Council** – Carolyn McKenzie	£185,000	To improve innovation capacity and access to the offshore wind industry for SMEs by creating the appropriate support conditions.	Approved at Steering Committee on 27-28 September 2016.
FRAMES (Flood Resilient Areas by Multilayer Safety)	**Kent County Council** - Christine Wissink	£263,000	A project focusing on risk and crisis management and develop new mechanisms to improve local resilience to flooding.	Approved at Steering Committee on 27-28 September 2016.
BEGIN (Blue Green Infrastructure through social Innovation)	**Kent County Council** – Will Moreno	£110,000	To identify climate adaptation solutions for flooding in urban areas (Swale) service management approaches, business cases and social innovation approaches.	Approved at Steering Committee on 27-28 September 2016.
USE-IT	**Kent County Council on behalf of the Kent Connects Partnership** – Carol Patrick	£170,000	To increase digitisation to adapt to increasing customer and staff demands for easily accessible and better structured public services.	Rejected at Steering Committee on 27-28 September.
Interreg 5C (Europe) Programme				
PASSAGE (Public authority supporting low carbon growth	**Kent County Council** – Carolyn McKenzie	£213,000	Development of low carbon strategies to prevent pollution in maritime borders.	Approved at PMC on 10 February 2016.
SME Internationalisation Exchange (SIE)	**Kent County Council** – Steve Samson	£195,000	A policy exchange project focusing on the challenges and solutions for SME internationalisation. The project will enable KCC to learn and test new ways of supporting Kent SMEs into export markets	Approved at PMC on 10 February 2016.

Project	Organisation/Contact	Grant sought for KCC/Kent	Project Summary	Current Status
			and to forge links with other EU regions to help with market entry.	
Nine (Networking Innovation in Health & Care)	**Kent County Council** – Anne Tidmarsh	£175,000	Exchange of experience to improve policies in support of innovation infrastructure (e.g. incubators, technology information centres, research centres) addressing the key societal challenges in the field of health, demographic change and well-being.	Rejected at PMC on 10 February 2016.
CONCH (Capitalising on our natural and cultural heritage)	**Kent County Council** – Chris Drake	£472,000	A policy exchange project focusing on maximising the value of Kent's natural and cultural heritage.	Rejected at PMC on 10 February 2016.
Green Pilgrimage	**Kent County Council** – Kent Downs AONB – Nick Johannsen	£187,000	Promotion of green pilgrimage in support of tourism, health and wellbeing outcomes focused on the North Downs Way National Trail.	Approved at PMC on 5 October 2016.
South East LEP ESIF Programme (ERDF)				
LOCASE (low carbon across the South East)	**Kent County Council** – Chris Seamark	£3,800,000	A business support project for supporting the shift towards a low carbon economy in all sectors.	Approved .July 2016
Inward Investment Kent	**Kent County Council** – David Hughes	£1,752,000	A joint project with Locate in Kent to retain and attract investment into the life science sector, including the development of the emerging Biogateway Kent Life Science Cluster.	Approved November 2016
I2S (Innovate to Succeed)	University of Greenwich	£500,000	To provide tailored support to SMEs to help them enhance their innovation management capability including in depth diagnostic assessment and a bespoke package of support.	Full Application currently being assessed.

Project	Organisation/Contact	Grant sought for KCC/Kent	Project Summary	Current Status
South East Business Boost (SEBB)	**Kent County Council** (with Medway)- Sue Berdo	£1,100,000	SEBB will provide direct 1:1 advice to Start-Up and early stage businesses and firms that are seeking to grow through process and product innovations. It also offers a grant programme focused on innovation.	Approved
South East Creative, Cultural and Digital project	Thurrock DC/ **Kent County Council** - Tony Witton	£200,000	A three-year programme of creative industry business support incl. Creative Hubs in Margate and Folkestone.	Seeking final award
Growth Hub Business Finance	**Kent County Council** – Ross Gill	£3,006,000	To help small businesses to achieve their potential for growth through targeted financial assistance, bridging the gap in available finance and enable them enter new markets and unlock commercial finance.	Rejected at 'Gateway' stage.
South East LEP ESIF Programme (ESF)				
Enhancing Apprenticeships Kent & Medway (ESFA opt-in service)	Skills Training UK (provider)	£7,234,000	Apprenticeship services Kent & Medway	Memorandum Of Understanding agreed November 2016
Employment Support for people with disabilities and long term health issues (Big Lottery opt-in service)	Sussex Community Development Association	£3,574.000 over 3 years	Funding for third sector partnerships to provide intensive and ongoing practical employment support for disadvantaged people with long term physical health issues or disabilities to move into sustainable volunteering, education, training or employment across the Kent, Medway and East Sussex area.	Approved.
Employment support for people with mental health issues (Big Lottery	Porchlight and Sussex Community Development	£2,260,000 over 3 years	Funding for third sector partnerships to provide intensive and ongoing practical employment support for disadvantaged	Approved.

Project	Organisation/Contact	Grant sought for KCC/Kent	Project Summary	Current Status
opt-in service)	Foundation		people with either a primary or secondary mental health condition to move into sustainable volunteering, education, training or employment across the Kent, Medway and East Sussex area.	
Employment support for older people (Big Lottery opt-in service)	Social Enterprise Kent CIC	£483,000 over 3 years	Funding for third sector partnerships to provide intensive and ongoing practical employment support for older people (aged 45 and over) to move into sustainable volunteering, education, training or employment across the Kent, Medway and East Sussex area.	Approved.
Employment support for lone parents (Big Lottery opt-in service)	Gingerbread (national charity)	£831,000 over 3 years	Funding for third sector partnerships to provide intensive and ongoing practical employment support for lone parents to move into sustainable volunteering, education, training or employment across the Kent, Medway and East Sussex areas	Approved.
Employment support for people with difficulty sustaining employment (Big Lottery opt-in service)	Royal British Legion Industries Ltd	£870,000 over 3 years	Funding for third sector partnerships to support people who are furthest from the labour market to overcome barrier to move towards and into sustainable volunteering, education, training or employment across the Kent, Medway and East Sussex area.	Approved
South East LEP ESIF Programme (EAFRD)				
Biddenden Fruit Handling and Contract Processing	Biddenden Vineyards – Richard Barns	£59,200	Purchase and installation of new fruit handling and pressing machinery.	Approved at ESIF Committee 15/03/16
Simpson's Wine Estate Business Growth	Simpson's Wine Estates – Ruth Simpson	£105,000	Conversion of 2 agricultural buildings into a winery.	Approved at ESIF Committee on 15/03/16

Project	Organisation/Contact	Grant sought for KCC/Kent	Project Summary	Current Status
South East LEP ESIF Programme Community-Led Local Development – CLLD (ERDF & ESF)				
Folkestone CLLD	Shepway District Council	£20,000 (initial development); £5,000,000 for full proposal	To tackle deprivation, poor quality local infrastructure and other priorities identified by the local community in a bottom-up approach.	Invited to submit a second stage Full Application
Connecting Europe Facility (CEF) Programme				
Ashford Spurs	**Kent County Council -** Dafydd Pugh/Stephen Gasche	£1,900,000*	Re - signalling at Ashford International Station to allow existing and future international trains to stop at the station.	*Although European CEF funding for this amount was secured, for cost and technology reasons, the project is now to be fully funded domestically by SELEP.
BRIDGE (Building the Resilience of International & Dependent Gateways in Europe)	Port of Dover – Richard Christian	£18,900,000	Maritime and civil works – including new quay walls, dredging, land reclamation to create additional freight vehicle capacity.	Approved 10 July 2015 and Implementation underway.
BRIDGE - Motorways of the Sea II	Port of Dover – Richard Christian	£23,450,000	Financing of refrigerated cargo terminal in Dover and relocation of cargo operations to initiate port-centric distribution and utilise empty backloads.	Approved 10 July 2015 and Implementation underway.
ERASMUS + (Education & Training)				
BOOST (boosting the creativity of teaching)	**Kent County Council –** Sue Tunnicliffe	£158,000	To develop a methodology for developing a whole school approach to creative teaching.	Rejected
Leadership in Schools	**Kent County**	£51,000	A project to look at different models of	Rejected.

Project	Organisation/Contact	Grant sought for KCC/Kent	Project Summary	Current Status
	Council/University of S. Denmark – Sue Tunnicliffe		leadership and leadership development in different educational structures.	
Inclusion for Young Newcomers!	**Kent County Council** – Sean Carter	£62,700	Comparative research across systems of education in Europe to improve classroom teaching and practice and consider similarities and differences.	Approved July 2016; implementation underway.
Virtual Classrooms	**Kent County Council** – David Knox	£241,000	The project will service a core of health needs learners and the wider county where appropriate to raise attainment and outcomes for English, Maths, Science and ICT.	Rejected
ECO Early Years	**Kent County Council** – Pam Rawling	£74,000,	To develop a framework to support early years teaching.	Rejected
TABLO	**International Health Alliance** – Alice Chapman-Hatchett	£46,000	To train staff in the use of the Arts for the benefit of patients with long-term conditions.	Approved and implementation underway.
Working Together to promote Diversity and Inclusion	**Kent County Council** – Sarah Gaunt/Claire Tanton	£8,000	Youth Exchange.	Approved.

EU 'Territorial' Funding Programmes 2014-20 open for applications from KCC/Kent

Programme (see also maps)	Priorities	Programme Budget (€ millions)	Grant rate (%)	Latest/Next Calls	No. of projects, value secured by KCC/Kent to date
Interreg '2-Seas' Cross-Border Cooperation	Innovation Low Carbon Climate Change Resource Efficiency	257	60	**May –Sept 2017** (Call 4 Full Applications) **August –October 2017** (Call 5 Stage 1 Applications)	11 - £7 million
Interreg 'Channel' Cross-Border Cooperation	Innovation Low Carbon 'Enhanced Attractiveness' Balanced Development	223	69 80	**Sept - October 2017** (Call 6 Full Applications) **Feb – March 2018** (Call 7) **October 2017** ('Micro-Projects')	2 - £383K
Interreg North West Europe (NWE) Transnational Cooperation	Innovation Low Carbon Resource Efficiency	396	60	**April-May 2017** (Call 5 Stage 1 Applications)	1 - £197K
Interreg North Sea Region (NSR) Transnational Cooperation	Innovation Low Carbon Climate Change Environment Sustainable Transport	157	50	**July–August 2017** (Call 4 Stage 1 Applications) **Jan-March 2018** (Call 5 Full Applications)	3 - £558K
Interreg 'Europe' Interregional Cooperation	Innovation SME Competitiveness Low Carbon Environment and Resource Efficiency	359	85	**March-June 2017** (Call 3 Full Applications)	4 - £855K

| South East LEP 'European Structural & Investment Fund (ESIF')' | Innovation SME Competitiveness Low Carbon Employment Education Social Inclusion | 185 | 50 | **March 2017-Jan 2018 (**Stage 1 Applications : Innovation; SME Competitiveness; Low Carbon). | 3 - £11.5 million |

Maps of Programme Areas

www.interreg4a-2mers.eu/2014-2020

www.interreg4a-manche.eu

North West Europe (NWE) Transnational Cooperation Programme 2014-20

Addressing EU-wide challenges and opportunities across a wide geographical area

o €396 million budget

o Enhancing the capacity of NWE to generate innovation; climate change mitigation and investing in eco-innovation and resource efficiency

www.nweurope.eu/index.php

North Sea Region (NSR) Transnational Cooperation Programme 2014 - 20

Will cover the three Priority Themes of Innovation, Environment and Transport

o €167 million budget

o Revitalising the NSR Economy; Leading on Sustainable Growth and Sustainable Transport and Logistics

www.northsearegion.eu

Interreg Europe Programme

www.interreg4c.eu/interreg-europe

SELEP EU STRUCTURAL & Investment Fund (ESIF) 2014-2020

www.southeastlep.com

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From: **Roger Gough, Cabinet Member for Children, Young People and Education**

                             Patrick Leeson, Corporate Director for Children, Young People and Education Services

To: **Growth Economic Development and Communities Cabinet Committee - 21 June 2017**

Subject: **Update on Apprenticeship Reforms**

Classification: **Unrestricted**

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

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

Electoral Division: **Countywide**

Summary: To provide an over view for members on the Apprenticeship reforms

Recommendation(s): Members are asked to note the contents of this report.

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1. Introduction

1.1 The Government is committed to boosting productivity by investing in human capital. The recently published Industrial Strategy sets out the ambition to improve technical skills and qualifications, and to increase the quantity and quality of apprenticeships. There is a target to increase the number of apprenticeship starts in England by 2020 by 3 million. The apprenticeship funding reforms introduced in April 2017 will support the delivery of new apprenticeship standards and ensure quality training by putting employers at the centre of the system. These changes put employers in control of paying and choosing apprenticeship training and provide an opportunity to radically rethink the type of apprenticeships offered up to degree level. For the first time there will be apprenticeship career pathways in a number of sectors.

1.2 The introduction of the Apprenticeship Levy is a major change to the funding of apprenticeships. An outline of these changes are listed below,

- Levy was introduced in April 2017
- Employers pay the levy if they are a UK employer with an annual pay bill of £3m+ (In Kent about less than 0.5% of employers based in the county will pay the levy)
- 0.5% of the annual pay bill will be collected monthly via PAYE
- Levy payments are managed by a digital account

- Levy funding has to be used within 24 months otherwise Government will reclaim the money
- There is a 10% top-up from Government
- Levy funding is limited to training, assessment and accreditation, the levy will not cover wages

1.3 Levy payers have access to a digital account to pay for apprenticeship training. The levy will be taken from the PAYE system and credited monthly by Government. The employer will then pay the college or training provider monthly from the digital account.

1.4 As part of the apprenticeship reforms, co-investment funding has been introduced for non-levy payers; these changes take effect from May 2017. All employers who do not pay the levy should benefit from significant government funding to support their commitment to apprenticeships.

- If an employer has not paid the levy and would like to train an apprentice, they 'co-invest' 10% of the cost of the apprenticeship training and assessment and benefit from government funding to cover the remaining 90% of the cost.

- In the first year of the new funding system, employers will need to pay their co-investment share directly to training providers. Over time, it is intended to move to a system where the employer can pay this through their digital account.

1.5 KCC will be expected to pay a levy in the region £3.2 million into the digital account, as a levy payer KCC will receive an additional 10% top up fund. All public sector bodies have been given an apprenticeship target and an annual target of 707 apprenticeship starts will be the Council's target for 17/18, this includes KCC maintained schools. From 2018 KCC will be able to use 10% of its levy payment with other employers who have a digital apprenticeship account.

2. New Apprenticeship Standards

2.1 The government wants employers to be at the centre of the process for designing and delivering apprenticeships. The new apprenticeship standards are now designed by groups of employers, known as trailblazers, to meet their own skills needs, those of their broader sector and of the economy more widely. These new standards will replace the existing apprenticeship frameworks. FE Colleges and other registered training organisations are adapting their apprenticeship delivery models to take account of these changes, which includes a final assessment undertaken by an external assessor.

2.2 The new standards will show what an apprentice will be doing and the skills required of the job role. Currently, it is expected between 600 to 800 new standards to be published compared to current 250 frameworks.

3. **Supporting Employers to manage the Apprenticeship Changes and increase the number of apprenticeships**

3.1 The Skills and Employability Service has developed a range of activities to maximise employer engagement to increase the number of apprenticeships in Kent. This includes the ApprenticeKent.com website to encourage Kent businesses to recruit people into a variety of apprenticeships at all levels. The site has posted 705 apprenticeship vacancies and 2210 young people have registered for apprenticeship opportunities since November. The website hosts a wide range of information for employers, potential applicants and parents/carers and is kept under constant review.

3.2 Kent County Council continues to run the successful Made in Kent campaign in partnership with FE Colleges and private training providers to support employers to maximise opportunities that the new apprenticeship programme provides. The campaign '**Made in Kent**' is designed to promote the advantages of apprenticeships to both employers and future apprentices alike. The target is to double the number of apprentices working in the County by 2019/20. As part of this initiative a new advice service was established, to offer all Kent employers expert advice on how to maximise the new apprenticeship training opportunities, navigate funding and access appropriate training options to meet business needs.

3.3 Phase two of the Made in Kent campaign will provide opportunities for young people to meet employers in an interview situation and to increase the number of employers offering pre-apprenticeships and apprenticeship pathways. The targets are 1000 employer interviews for 1000 young people and to engage with 1500 new employers within the next 12 months.

4. **Schools**

4.1 Following the implementation of the apprenticeship reforms and introduction of the Levy in April 2017, the Skills and Employability Service is supporting all Kent Schools in the development of high quality apprenticeship schemes with a particular focus on those Schools (community and voluntary controlled) maintained by the local authority and who contribute to the KCC levy.

4.2 On 16th May 2017 Skills and Employability delivered a conference titled 'Expanding Apprenticeship Opportunities in Schools', 61 Primary and 55 Secondary schools attended the event. The conference provided information on how Schools can support students in their pursuit of apprenticeships as well as how Schools can grow and develop their workforce through apprenticeships. In the week since the conference, Skills and Employability has received 18 enquiries from Schools providing more than 30 new apprenticeship opportunities.

4.3 There is a specialist apprenticeship service for Schools, providing advice and support to identify apprenticeship career opportunities, creating job descriptions, procuring training providers and advertising. The Skills and Employability Service has set ambitious targets to engage with 30 Schools by the end of May with 50 apprenticeships created by the end of June. This 50

will be a combination of new apprentices and existing staff undertaking apprenticeships.

4.4 The Skills and Employability Service continues to work in partnership with KFE and KATO, sharing information and expertise in order to support Schools to provide new apprenticeship career pathways from Level 2 up to Degree Level.

5. Current profile of Apprenticeship Numbers in Kent

Table 1: Number of apprenticeships across SELEP in 15/16

15/16	Under 19	19-24	25+	All
Essex	3630	3560	4560	11750
Southend on Sea	360	410	650	1420
Thurrock	450	390	560	1400
East Sussex	930	1200	1790	3920
Kent	3020	3380	4730	11130
Medway	760	970	1090	2810

Table 2: Increase of 16-18 apprenticeships from 13/14 to 15/16

13/14	14/15	15/16
2560	2760	3020

Table 3: KCC Apprenticeship numbers

Since the start of the KCC apprenticeship programme there have been 1103 apprenticeship starts within the authority. Table 3 shows the breakdown of apprenticeships by sector within KCC.

Level 2	991	Level 3	95	Level 4	17
Sector breakdown					
Accountancy	12	AAT	15	Business Admin	4
Business admin	637	Business Admin	36	ICT	3
Childcare	52	Childcare	2	Project Management	3
Customer Service	131	CYPW	1	AAT	7
CYPW	1	Early Years	3		
Early Years	4	Health & Social Care	5		
Facilities Service	3	ICT	16		
Finance	1	Lab Services	2		

Level 2	991	Level 3	95	Level 4	17
Sector breakdown					
Food production	1	Operational Delivery	6		
Health & Social Care	9	Receptionist	1		
Highway maintenance	1	Support Teaching	7		
Hospitality Service	2	Teaching and Development	1		
ICT	13				
Marketing	1				
Professional Cookery	1				
Digital Media	1				
Sports Coach	1				
Supporting teaching and learning	67				
Teaching assistant	7				
Technical	1				
Warehouse	5				
Youth Work	16				
Blank	24				

6. Conclusion

6.1 Good progress has been made supporting employers to understand the changes to apprenticeship delivery. KCC through the Skills and Employability Service and with other providers will continue to increase the number of apprenticeships. There will be ongoing activities for employers through the Made in Kent campaign and Employer Guilds. The Kent and Medway Skills Commission will also continue to promote apprenticeships, in particular higher and degree apprenticeships.

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7. Recommendation(s):

Members are asked to note the contents of this report.

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8. Background Documents

Useful web links

Apprenticekent.com http://www.apprenticekent.com/home

Information on apprenticeships from Government https://www.gov.uk/topic/further-education-skills/apprenticeships/latest

Apprenticeship levy https://www.gov.uk/hmrc-internal-manuals/apprenticeship-levy

Employer apprenticeship guide
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/601513/Employer_guide_to_apprenticeships.pdf

9. Contact Details

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From: Mark Dance, Cabinet Member for Economic Development

                  Mike Hill, Cabinet Member for Community & Regulatory Services

                  Barbara Cooper, Corporate Director for Growth, Environment and
                  Transport

To: Growth, Economic Development and Communities Cabinet
                  Committee – 21 June 2017

Subject: Performance Dashboard

Classification: Unrestricted

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

Recommendation(s):
The Growth, Economic Development and Communities Cabinet Committee is asked to
NOTE the performance report.

1.   Introduction

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

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

2.   Performance Dashboard

2.1. The current Growth, Economic Development and Communities Performance
      Dashboard is attached at Appendix 1.

2.2. The Dashboard provides a progress report on performance against target for the Key
      Performance Indicators (KPIs) included in this year's Directorate Business Plans. The
      Dashboard also includes a range of activity indicators which help give context to the
      Key Performance Indicators.

2.3. The current Dashboard provides year-end results up to the end of March 2017.

2.4. Key Performance Indicators are presented with RAG (Red/Amber/Green) alerts to
      show progress against targets. Details of how the alerts are generated are outlined in
      the Guidance Notes, included with the Dashboard in Appendix 1.

2.5. For Economic Development, the total of 3,858 Full Time Equivalent jobs is comprised
      of 2,506 created and 1,352 safeguarded. The total is slightly behind target due to
      delays in project delivery and provision of sufficient evidence to confirm jobs created.
      The number of properties brought back to use through No Use Empty (NUE) is 526

at the end of December. Over the course of the NUE programme a total of 4,971 properties have been brought back to use.

2.6. Customer satisfaction levels for Libraries and Registration of births and death were on target for the year, with satisfaction with Ceremonies being above target. Satisfaction for the Archives service was below target, but the direction of travel was positive. The take up of the home library service did not match expectations as we overestimated the number of people that would take up the home library service as part of the mobile redesign. There was pro-active promotion of the home library service so this indicates that customers found other ways to access a library service. We remain committed to expanding the home library service but have revised future take-up targets. The direction of travel for automated book renewals and birth registration appointments booked online is steadily upwards and current work with Digital Services should deliver a further increase in the future.

2.7. Sports income narrowly missed target, but still levered just under £2.5m income into Kent. Participation of young people in programmes coordinated by the Sport and Physical Activity Service exceeded its target, and previous year performance.

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3. Recommendation(s):

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

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4. Background Documents

The Council's Directorate Business Plans:

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

5. Contact details

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Relevant Director: Barbara Cooper
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Growth, Economic Development and Communities Performance Dashboard

Financial Year 2016/17

Results up to end of March 2017

Produced by Strategic Business Development & Intelligence

Publication Date: May 2017

Guidance Notes

RAG RATINGS

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

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

Activity Indicators

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

Key Performance Indicators Summary

Economic Development	RAG
Confirmed FTE jobs created/safeguarded through RGF (cumulative since start of schemes)	AMBER
Number of homes brought back to market through No Use Empty	GREEN
External investment secured through European funding to deliver Kent-wide priorities	GREEN

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

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

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

Ref	Performance Indicators	Year End	RAG	Target	Floor	Previous Year
ED04	Confirmed FTE jobs created/safeguarded through RGF (cumulative since start of schemes)	3,858	AMBER	4,110	3,494	2,902
ED05	Number of homes brought back to market through No Use Empty	526	GREEN	400	360	538
ED07	External investment secured through European funding to deliver Kent-wide priorities	£16.4m	GREEN	£6.5m	£4m	N/a

ED04 - The total of 3,858 Full Time Equivalent jobs is comprised of 2,506 created and 1,352 safeguarded. The total is slightly behind target due to delays in project delivery and provision of sufficient evidence to confirm jobs created.

ED07 – This figure includes partner projects with KCC involvement. KCC projects alone secured £14.5m. Since 2014 around 35 KCC and non-KCC projects have been secured to date, worth a total of £65 million in European grants.

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

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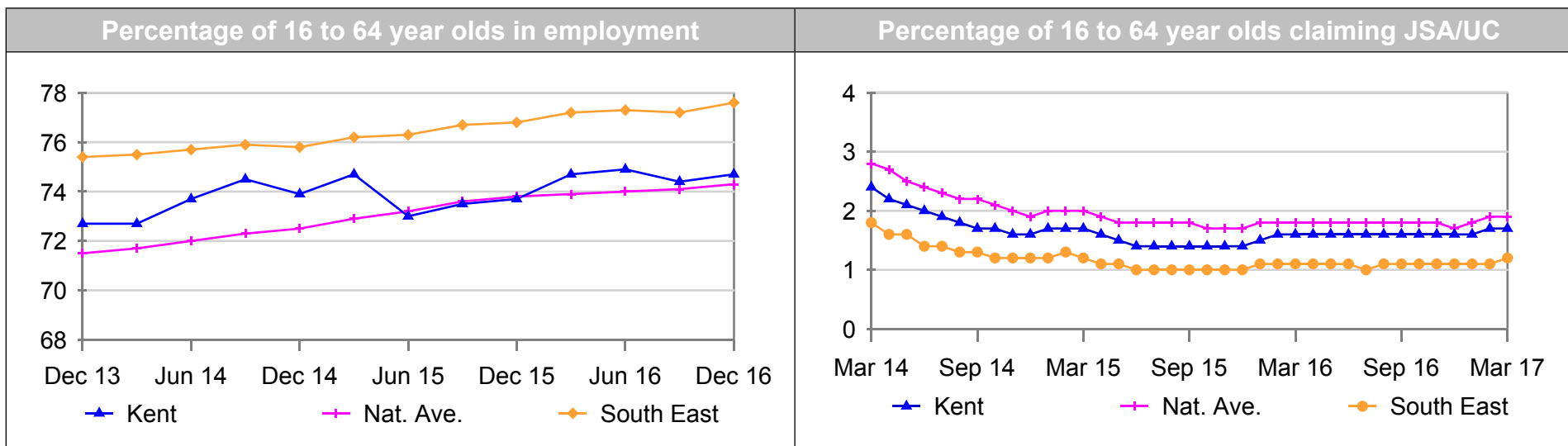
The indicators above provide contextual information on the general state of the Kent economy.

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

The percentage of the population claiming Job Seekers Allowance (JSA), or Universal Credit (UC) and seeking work, (the claimant count), is a good proxy measure for unemployment and is a 100% count of claimants. The claimant rate is currently low compared to past trends and has been largely stable for the last 2 years. The number of people unemployed, as defined by the International Labour Organisation (ILO) and as estimated by the APS, includes individuals on other benefit types and also those not on benefits but seeking work, and this definition results in a higher percentage than the claimant count.

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

Ref	Performance Indicators	Year to Date	YTD RAG	Target YTD	Floor YTD	Previous Year
LRA06	Customer satisfaction with birth and death registration	96%	**GREEN**	95%	90%	94%
LRA07	Customer satisfaction with ceremonies	97%	**GREEN**	95%	90%	98%
LRA12	Customer satisfaction with libraries	95%	**GREEN**	95%	90%	94%
LRA13	Customer satisfaction with archives	86%	**AMBER**	90%	82%	N/a
LRA14	Number of customers using outreach services (snapshot)	1,438	**RED**	1,600	1,500	1,488
LRA15	Number of customers attending events in libraries and archives	210,237	**GREEN**	210,000	200,000	203,097

LRA 13 – The direction of travel is positive although the results are short of the target. LRA will be reviewing the training, operation of the search room, and the Archives IT systems over 2017-18 to improve our service to our customers.

LRA 14 - The number of customers using the home library service has not increased as much as anticipated. It was estimated that as part of the mobile redesign, extra customers would take up the Home Library service but this has not happened despite active promotion.

Ref	Activity Indicators	Year End
LRA06b	Number of customers surveyed for satisfaction with birth and death registration	3,000
LRA07b	Number of customers surveyed for satisfaction with ceremonies	1,930
LRA12b	Number of customers surveyed for satisfaction with libraries	2,266

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

Digital take-up

Ref	Performance Indicators	Year End	RAG	Target YTD	Floor YTD	Previous Year
DT11	Percentage of automated book renewals	72%	AMBER	75%	71%	71%
DT12	Percentage of birth registration appointments booked online	70%	AMBER	75%	69%	69%

DT 11 - The direction of travel is positive but slow. We are working with Digital Services to improve our presence on kent.gov.uk.

DT 12 - The direction of travel is positive but slow. We are working with Digital Services to improve our presence on kent.gov.uk.

Ref	Activity Indicators	Year to date	Prev. Yr YTD
DT11b	Number of book renewals (000s)	1,442	1,502
DT12b	Number of birth registration appointments	19,014	18,856

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

Activity Indicators

| Ref	Activity Indicators	Year End	In expected range?	Expected Activity		Previous Year
				Upper	Lower	
LRA01	Average number of visits to libraries per day (excludes mobile libraries)	16,921	**Above**	16,543	15,037	17,145
LRA02	Average number of books issued per day (includes audio- and e-books)	15,773	Yes	16,368	14,967	16,503
LRA04	Average number of daily online contacts to the service	3,787	Yes	3,918	3,597	2,497
LRA05	Number of ceremonies conducted by KCC officers	6,452	Yes	6,460	5,769	6,389

LRA01 – The number of library visits this year is above our predicted upper level of activity. This is especially encouraging as a slight decrease on last year's figures of approximately 1% compares favourably to the national trend of a 6% fall (CIPFA 2015/16).

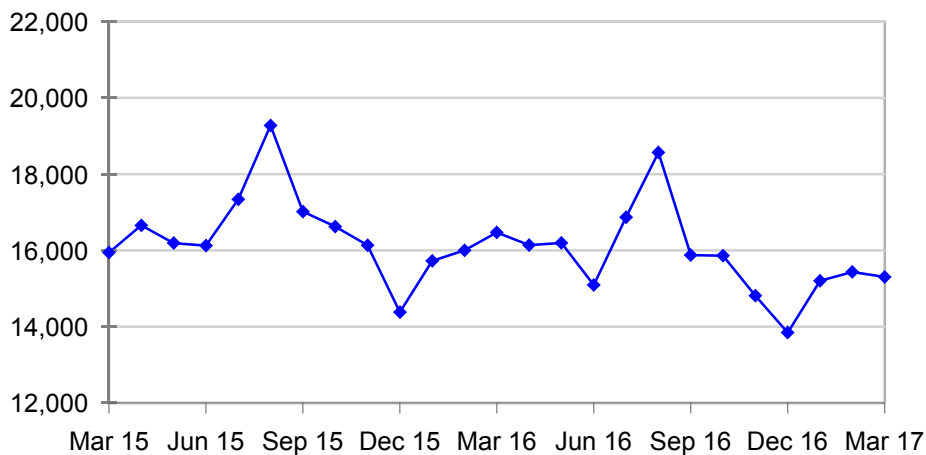| Service Area	Head of Service	Cabinet Member
Libraries, Registrations and Archives	**James Pearson**	**Mike Hill**

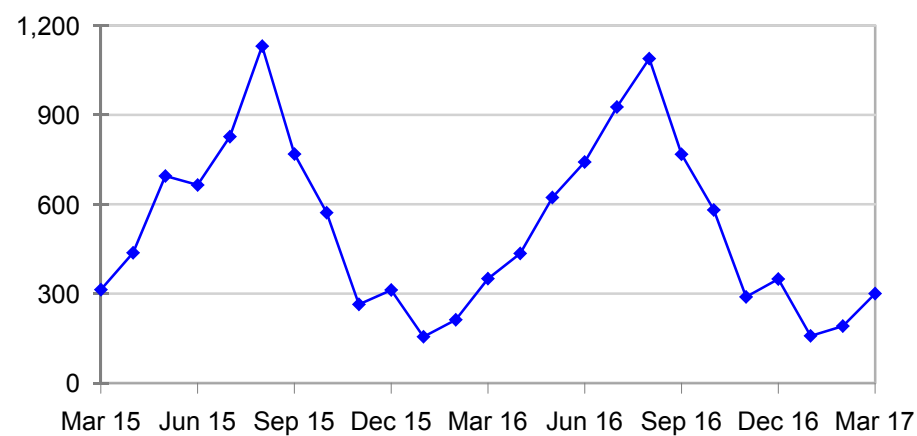### LRA01 - Number of visits to libraries per day
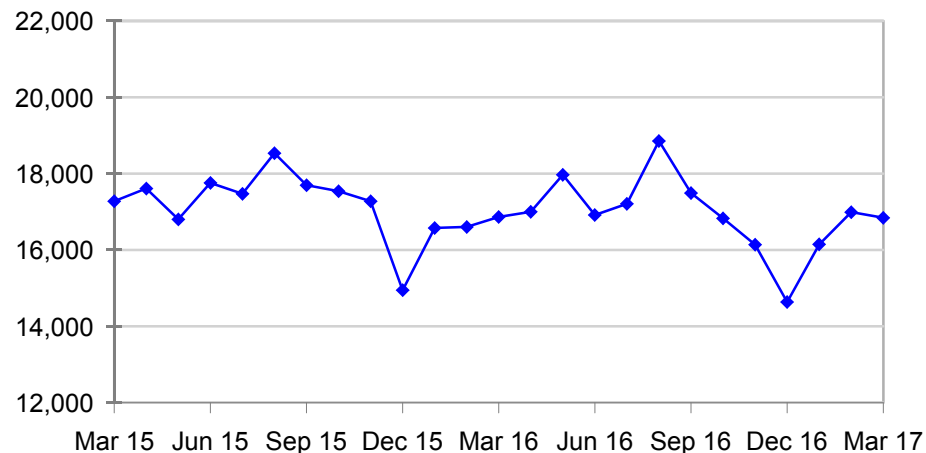
LRA04 - Average number of daily online contacts
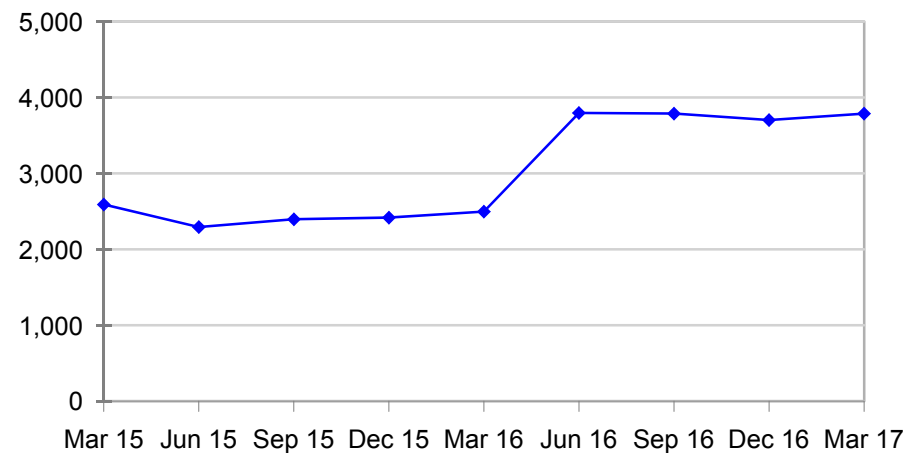
LRA02 - Number of books issued per day

LRA05 - Number of ceremonies conducted by KCC officers

Division	Director	Cabinet Member
Sports	**Katie Stewart**	**Mike Hill**

Ref	Performance Indicators	Year End	RAG	Target	Floor	Previous Year
EPE09	Sports – Income levered into Kent (£000s)	2,485	AMBER	2,496	2,004	2,650
EPE10	Participation of young people aged 11 - 25 in programmes coordinated by Sport and Physical Activity Service	3,620	GREEN	2,920	2,300	3,283

EPE09 - External funding sources are never guaranteed and in 2016-17 Sport England revised its Strategy and subsequently a number of its funding streams closed. Against this challenging background the Sport and Physical Activity Service still mangaed to achieve 99.55% of its target.

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

Barbara Cooper, Corporate Director Growth, Environment & Transport

To: **Growth, Economic Development and Communities Cabinet Committee   –   21   June   2017**

Subject: **Libraries Registration and Archives performance against the service specification 2016-2017**

Classification: **Unrestricted**

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: All

Summary: This report outlines the performance that Libraries, Registration and Archives (LRA) has made against its outcome based specification for 2016-2017.

The paper also covers the proposed development of the internal commissioning approach for LRA for 2017-2018 and the priorities LRA has identified for 2017-2018

Recommendation: The Cabinet Committee is asked to comment and note the progress LRA has made in 2016-17 and endorse the proposed service specification for 2017-2018

1.   Introduction and background

1.1   LRA is one of the pioneer KCC services to be internally commissioned against the KCC outcomes framework. In December 2016 LRA updated the Growth, Economic Development and Communities Cabinet Committee (GEDC) on progress on delivering against its service specification.

1.2   The LRA service specification was endorsed by the GEDC Cabinet Committee in January 2016 and was then subsequently agreed by the Cabinet Member and came into effect on 1st April 2016. This paper summarises LRA's performance in 2016-17.

2.   Commissioning LRA against outcomes: Progress to date

2.1   The service specification required LRA to use two different approaches in measuring performance:

- **Key Performance Indicators:** These are mainly outputs; numbers that indicate level of use, for example, the number of people who visit one of

our buildings. This is the traditional way that LRA has been measured and is still an important benchmark of performance.

- **Outcomes:** Outcomes allow a focus on the quality of the experience/services for the customer which is at the heart of what we do. This enables LRA to better demonstrate the positive difference LRA can make to the people of Kent.

2.2 The service specification articulated **what** was required to be delivered and in response the LRA service plan explains clearly **how** it will deliver against this.

2.3 This report is based on the outputs and outcomes LRA has achieved for the full financial year 2016- 2017. LRA continues to develop and refine its approach to outcome evaluation and for 2017-18 has committed to developing an outcome evaluation toolkit. This will enable all staff to easily collect outcome information, ensure this is considered upfront when activities are devised and enable LRA to use feedback to better develop its services, events and activities.

3. LRA performance 2016-2017: key highlights

3.1 In addition to the outputs and outcomes covered in this report LRA can also highlight the following achievements last financial year;

- development of the model of internal commissioning;
- senior management team restructure;
- evidence based redesign of the mobile library service to make it more effective and efficient; and
- successful bid to the ACE library innovation fund to deliver the Kent's digital playground project for this financial year.

3.2 A full progress update paper is included as Appendix 1. The key highlights and activities delivered last financial year are detailed in the following sections of this report.

	Type of KPI	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year end target	Outturn	Direction of travel
KPI 1a	Visits to libraries and Archives venues	1,313,115	1,390,367	1,226,311	1,266,311	Upper 5,051k Lower 4,616k	5,196,104	↓
KPI 1b	Visits to the Archive search room	1,232	1,211	1,087	1,152	n/a	4,682	↓
KPI 2	Library issues	1,200,690	1,334,326	1,143,589	1,163,661	Upper 5,025k Lower 4,595k	4,842,266	↓
KPI 3a	Events across LRA venues	6,027	5,326	5,575	6,069	n/a	22,997	↑
KPI 3b	Attendees at LRA events	53,638	54,824	48,004	54,364	210k	210,820	↑
KPI 4	Active Library and Archive Borrowers	168,208	167,334	163,079	162,792	n/a	162,792	↓

KPI								Trend
	(rolling year)							
KPI 5a	Customer Satisfaction – Libraries					95%	95%	↑
KPI 5b	Customer Satisfaction – Archives					90%	86%	↑
KPI 5c	Customer Satisfaction – Births and Deaths					95%	95%	↑
KPI 5d	Customer Satisfaction – Ceremonies					95%	97%	↓
KPI 6a	% of Registration appointments booked online	31%	35%	37%	30%	n/a	33%	↑
KPI 6b	% of birth appointments booked online	68%	68%	71%	71%	75%	72%	↑
KPI 6c	% of death appointments booked online	36%	36%	40%	41%	n/a	38%	↑
KPI 7	PC Use in Libraries	125,529	123,021	118,853	125,948	n/a	493,350	↓
KPI 8	Library Community Outreach (Home Library Service)	1,511	1,494	1,458	1,438	1,600	1,438	↓

Key
Green- performing within specification or above
Amber/Yellow- Performing just below target.
Red- Under target

More information on performance, outcomes and actions being taken by LRA is provided in Appendix 1.

3.3   **Progress against Outcomes:** The following are key highlights of performance from 2016-17.

Outcome 1: Children and young people get the best start in life.

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

"I'm convinced that the Summer Reading Challenge inspired her to read more frequently and more confidently than she had done before. Thank you so much!"

LRA also runs a range of events and activities that make a difference as illustrated by this comment:

"very heartfelt thanks for running an amazing Harry Potter Book Night last week. Our children and their friends thoroughly enjoyed it, were inspired by the characters and activities and are eagerly re-reading the first 3 books in the series. We also now have a family Quidditch Pong league, which is hotly contested (Ravenclaw are currently top of the table, but Gryffindor are close behind...). The library books we borrowed that night have also been read by our 5 year old, with previously unseen eagerness, and friends, who were not there but who heard about it, have now joined the library".

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

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

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

Completed the modernisation of Dartford and Snodland libraries with mini-refurbishments of Wye and Tenterden libraries;

"The new children's area is open an and?? accessible space with lots of light streaming in from the park"

"New refurbishment is excellent, appears more spacious and a good library system"

Feedback from the Scotney Castle Archive group following a visit to the Kent History and Library Centre:

"An excellent opportunity for us as a team to have an insight in to where our Scotney Castle documents will be deposited".

From a customer about their visit to the Register office at Archbishops Palace, Maidstone:

"Lovely venue, quite a treat to visit this historical palace. Excellent and outstanding members of staff, as they were very helpful with our Nationality Checking Service".

Feedback from a customer about a death registration:

"Registration of my mother's death was dealt with promptly and efficiently. I also felt that I was treated very considerately and sensitively given the circumstances of my visit".

Outcome 3: Older and vulnerable residents are safe and supported with choices to live independently.

LRA is a service for all and, as well as helping everyone who comes into our service points, there are also a number of outreach services to help combat social isolation and these continue to make a positive difference to customers;

"Having access to the library has opened up some new and exciting opportunities for me"

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

"can't get out much so this is a very convenient way of keeping in touch. I don't feel so isolated".

"*One of our home library service customers passed away, at the funeral service the customer's son mentioned how valuable the service was to his mother, and what great joy it gave to her when she was unable to get out the house".*

4.   Service Specification for 2017-18

4.1   Having completed delivery against the service specification for the last financial year, a revised version of the specification has been prepared. This is included in Appendix 2. It is proposed that LRA prepares an annual progress report for GEDCC.

4.2   The main changes to the specification have been to simplify the outcome table and to reiterate KCC's expectations for LRA to manage robustly within its resources and to explore potential for partnerships across KCC and the wider community.

5.   LRA priorities for 2017-18

5.1   In response to the KCC service specification LRA has developed a service plan of all the key development activity for 2017-2018. This is included as Appendix 3.

5.2   The key priorities for this financial year are;

1. **Future Vision for LRA:** With the publication of the National Libraries Ambition documents and, given the wider technological, demographic and societal changes in Kent, now is timely to look at the ambition for the whole LRA service.

2. **Developing LRA commissioning approach:** This is ongoing and the proposed specification and service plan demonstrates an evolution of this model.

3. **Review of LRA fees and charges:** The financial challenges facing local government continue and more innovative solutions are needed. The

fees and charges across LRA have not been reviewed for many years and it is timely to do so.

4. **Archive Accreditation and Digitisation:** The Kent History and Library Centre is the county place of deposit for the rich and exciting historical archive collections of Kent and this year LRA will seek re-accreditation of this status. The service is also keen to ensure customers across the county have wider and better access to our collections through making more available online.

5. **Kent's Digital Playground Project:** Having been successful in our bid to the Arts Council Libraries Innovation Fund, this year will see the delivery of this exciting initiative focussed around digital and IT programming skills for children, with a particular focus on those from disadvantaged communities

6. **Continue to maintain quality and assurance in the Registration service and adapt to changing National policy:** LRA recognises the important role of registration services not only in delivering quality services that people value at key points in their lives but also the important role it plays for the Home Office in piloting new initiatives and preventing for example sham marriages taking place.

7. **Asset collaboration:** We will continue to engage with KCC Infrastructure and other partners to explore ways to work collaboratively to ensure KCC's building assets are utilised as effectively and efficiently as possible.

8. **Equality and Diversity:** Ensure LRA continues to evaluate its impact on customers, the impact of new initiatives, and takes action to mitigate, as far as is reasonable, any barriers people have to accessing an LRA service.

6. Recommendation

Recommendation: The Cabinet Committee is asked to comment and note the progress LRA has made in 2016-17 and endorse the proposed service specification for 2017-18

7. Attachments

Appendix 1- LRA end of year performance report
Appendix 2- Proposed KCC service specification 2017-18
Appendix 3- LRA service plan 2017-18

8. Contact details

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Libraries, Registration and Archives

Update Report (April 2016 to March 2017)

Report authors:

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

Contents

Introduction

This is the 2016/2017 end of year update report produced by Libraries, Registration and Archives (LRA) as an internally commissioned service, one of the pioneer services alongside Community Learning and Skills to put this model of operation into practice. This report is to the agreed format for the monitoring of the service against the specification.

This report outlines how LRA is performing against the outputs/outcomes set out in KCC's service specification and defined in LRA's service plan to ensure that LRA is meeting the standards and requirements set. LRA developed its service plan to enable it to focus resources against customer need and to focus on the quality and impact of its delivery. Using customer profiling and mosaic profiles LRA has identified where its interventions are most needed and designed its service plan accordingly.

The service specification and service plan have been built with KCC's vision in mind which is to 'improve lives by ensuring that every pound spent in Kent is delivering better outcomes for Kent's residents, businesses

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KPI 4	Active Library and Archive Borrowers (rolling year)	168,208	167,334	163,079	162,792	n/a	162,792	↓
KPI 5a	Customer Satisfaction – Libraries					95%	95%	↑
KPI 5b	Customer Satisfaction – Archives					90%	86%	↑
KPI 5c	Customer Satisfaction – Births and Deaths					95%	95%	↑
KPI 5d	Customer Satisfaction – Ceremonies					95%	97%	↓
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KPI 6b	% of birth appointments booked online	68%	68%	71%	71%	75%	72%	↑
KPI 6c	% of death appointments booked online	36%	36%	40%	41%	n/a	38%	↑
KPI 7	PC Use in Libraries	125,529	123,021	118,853	125,948	n/a	493,350	↓
KPI 8	Library Community Outreach	1,511	1,494	1,458	1,438	1,600	1,438	↓

4

LRA's performance for the year to date against the key performance indicators provides a mixed picture.

Issues are -3% down, this is within the specification parameters which is also in line with national trends for 2015/16 of -6%

Visits show a -0.7% decrease over the same period. This compares well with the national trend for 2015/16 of –6%. Taken with the figure above this may well demonstrate the developing role of libraries to meet a range of local needs which is wider than just book borrowing. Books are the core of what we do but this statistic testifies to the wider value of LRA services.

Online contacts—we count these in a slightly different way this year to include social media so cannot compare to previous years, however since Q1 they have increased by +5%

Wi-Fi usage has increased by +108% on last year. This reflects the significant benefit that has been achieved through the national funding that we received increasing Wi-Fi access from 33 to all 99 libraries.

PC use is a popular element of the service; however there has been a decrease of –4.5% over the last year. Evidence suggests this is due to increasing Wi-Fi usage on personal devices both in the library and in other commercial premises.

Over 210,000 people attended events in libraries during the year—an increase of +3.5% on the previous year.

 Visits to the archive search room are down –8% on the previous , although over 2,800 customers have used our distance enquiry service throughout the year.

In terms of Active borrowers there was a fall of –3.8% over the year.

Community Outreach – the take up of the home library service did not match our expectations at the start of the year. We overestimated the number of people that would take up the home library service as part of the mobile redesign. We did not collect data on TANW (Touch a New World) in the previous year so we are unable to give a % change.

Results of customer satisfaction rates :

Birth and death registration	95%	(annual target 95%)
Ceremonies	97%	(annual target 95%)
Libraries	95%	(annual target 95%)
Archives	86%	(annual target 90%)
Citizenship—new	**98%**	(annual target 95%)

5

The Service Plan traffic light—activity at a glance
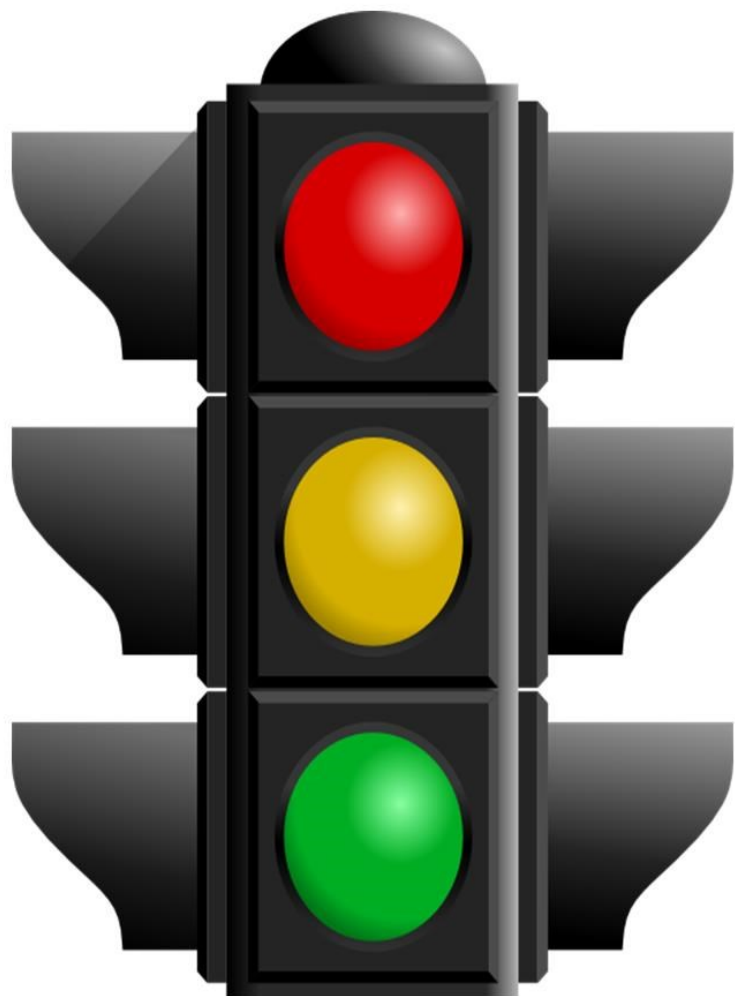
Actions

Outcomes

- Additional homework clubs
- Coffee Cart

- Work with CLS to develop a Young Adults — Passport to the library
- Recruit volunteers to run Job Clubs
- Deliver careers advice through partnership working
- Introduce a new Talk Time at Lydd library

Halted due to lack of interest
Community partner unable to deliver due to insufficient customer take-up

On hold due to changes within CLS
Decision to use professional partners
No response from Careers Service to date
Unable to secure a volunteer to run the group

- Modernisation project at Dartford

- Tunbridge Wells Cultural Hub and Southborough hub
- Develop Code Clubs

- Introduce enhanced register office ceremonies
- License internet agreement to digitise archive

Project completed to incorporate Good Day Programme and enable access to the Museum
Both projects progressing well
Successful bid for funding to roll out in 2017 across 5 libraries
Rolled out across the County
Tender process successful. Work commences in 2017

- **89 Activities in the Service Plan - 83 Green, 0 Amber, 6 Red**

6

KPI 1 – Visits

The latest national figures available (CIPFA 2015/16) show visits to libraries going down by –6% on the previous year. In Kent our visitors have gone down –1.12% down on last year, therefore comparing favourable to the national trend.

Visitor numbers have increased in Gravesend and Sevenoaks. In quarter 4 visitors to the refurbished Dartford library have increased by 10% on the previous year.

In terms of digital visits, LRA is doing very well. The numbers of visits to the LRA webpages on kent.gov.uk are increasing and more customers are choosing to renew their items on-line with over 955k renewals in 2016/17, 19% of our total issues.

Search Room visits at Kent History and Library Centre have been declining . More customers are accessing archive services online through websites like 'Find Your Past' and 'Ancestry'. We also receive over 2,800 enquiries by email and post from customers requesting that we access documents on their behalf. We are working to move more of our services online through the implementation of a programme of digitisation of some of our records, so this is a trend expected to continue.

The Archive "Hopping down in Kent" exhibition at KHLC

"Just joined the library – very interested in starting family history. Really enjoyed exhibition about hops".

-New LRA customer

"I'm writing to say a very big thank you for all of your help. I came in with my support workers to register for my very first library card. I have a learning disability and I am blind, which means that sometimes I get anxious in new environments but you were very patient and kind to me, as well as very helpful. I really appreciated how you speak directly to me when helping me and not just to the ladies who were supporting me. Having access to the library has opened up some new and exciting opportunities for me, I just love listening to audio books through my headphones and before I only had a few cassette tapes to listen to, now I have access to so much more!"

-Imogen from Margate

KPI 2 - Issues

The national trend for issues is a decrease of -6.6% (CIPFA 2015). In Kent Issues have decreased considerably less with a % decrease of –3.4%. In Snodland issues have increased on the same period last year by 13.75% following a refurbishment project.

In the move towards a greater digital presence, book renewals online continue to increase month on month and this is a trend we expect to see continue long term. LRA has introduced e-books, e-magazines through Zinio and an app to make utilising library resources easier for the customer. E-magazines issues since they began in May 2016 are over 36,000. If our e-offer were a library it would be our busiest location.
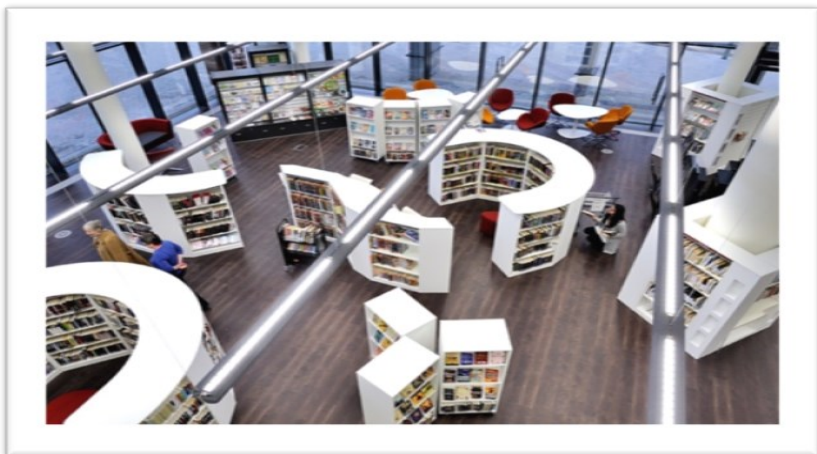
The library app and Zinio are providing new ways of interacting with library collections.

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

-Customer commenting on the e-book service

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

KPI 3 – Events

Left: Staplehurst's Knit and Natter group show off their wonderful toys.

Right: Staplehurst's Baby Bounce and Rhyme

"This afternoon at Story Time I am going to read Snow White and the Seven Dwarfs and enjoy using my new props".

-Jackie, Customer Service assistant, Staplehurst

Customers from our Knit and Natter group in Staplehurst (above) have knitted a selection of fairy tale and nursey rhyme characters to use at Story Time and Baby Bounce and Rhyme. Each set of characters have a labelled drawstring bag to keep them in.

As part of our celebrations for the Queen's 90th birthday we welcomed new British Citizens at Danson House. The 90 people originated from places such as New Zealand, Brazil and South Africa.   Mr Tom Gates, Chairman of KCC, welcomed the new citizens over 3 ceremonies during June.

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

Participant at Citizenship ceremony

KPI 4 - Active borrowers

There has been a decline in terms of active borrowers but again, this is in line with national trend. Although we are seeing active borrowers decrease. It is important to remember that events such as Storytime and Talk time are popular with customers who may not necessarily wish to borrow books. Many customers use the library for purposes that may not be recorded in active borrowers figures or PC usage such as private tutors, studying, reading or attending events.


LRA customers utilising Library and Archive spaces for activities which may not necessarily show up on our 'Active borrower' figures

"I just want to thank you so much for letting me know that the mobile library would be delayed last week (and for sending it out at all in the snow!!).

Diane– Ashford Mobile user

The mobile library will provide you with books...whatever the weather!
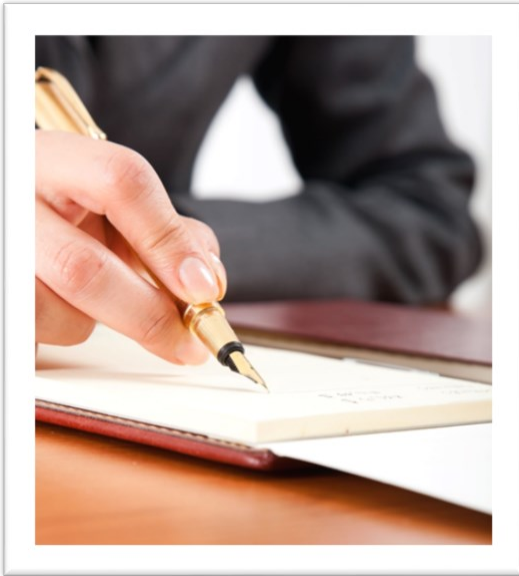
KPI 6 - % of appointments booked online

% of registration appointments booked online

This figure fluctuates throughout the year dependent upon the type of appointments being booked. Appointments for notices of marriage need to be booked in person due to the complicated nature of the appointment and they tend to peak after Christmas which brings the % booked on line down. This will be monitored and we will look at new ways to encourage people to move to online.

% of birth registration appointments booked online

The overall % for the year is 70% which in an improvement on 69% for 2015/16. We are working with digital services and external partners to improve the customer experience on the website which we hope will translate into improved customer journeys.

% death registration appointments booked online

The overall % figure for the year is 38% with Q3 and Q4 seeing 40% and 41% respectively. The percentage of death appointments booked online is slowly increasing but due to the sensitive nature of this matter, customers generally prefer to speak to a member of staff. While we are aiming to increase this, the scope for this is more limited than with other registration appointments. LRA is working with digital services to improve the website for all elements of LRA.

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

- Registration Customer

KPI 7 - PC use

PC use is a popular element of the service, however the overall usage for this year is 4.5% down on the previous year. We believe that in part this is due to increasing Wi-Fi usage on personal devices both in the library and in other commercial premises. For example, PC hours were down 23,000 sessions but conversely Wi-Fi sessions were up over 51,000 (a PC hour equates to 60 minutes but a Wi-Fi session is any length of time the user is logged in for). Wi-Fi usage has increased by 108% over the year which reflects the fact that it is now available in all libraries as opposed to only 33 last year. We would anticipate that PC usage would continue to decline, but we would expect to maintain our core users.

" Thank you to the staff for your help on the computer and scanner last week"

-Christine, a Broadstairs customer
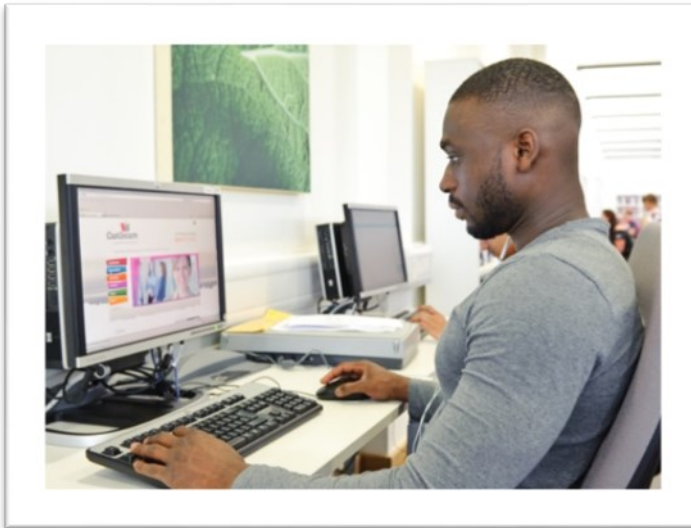
"I would just like to thank the staff at Tenterden for help with the computers. I have now found a new job...better than my last! "

- Michelle, a Tenterden customer

Kent gets online - Wi-Fi usage soars

I've just left school and I'm using the library's Wi-Fi to search for apprenticeships and other jobs.

Wi-Fi usage has increased by 108% on last year. This reflects the significant benefit that has been achieved through the national funding that we received increasing Wi-Fi access from 33 to 99 libraries.

Customers love using our Wi-Fi for all manner of reasons and it is fast becoming one of our most popular features. Customers use our services from everything from searching for jobs, researching family history and checking their social media.

In quarter 3 over 23,000 people logged onto our Wi-Fi in our 99 libraries!

James says:

"Arts council funding has enabled us to install Wi-Fi in all our libraries. I see it as a key part of the service going forward"

Head of Service

Cllr Hill and customers demonstrate the variety of ways customers can interact with the internet in Shepway library

I use the library Wi-Fi because I can't concentrate at home!

I use the library Wi-Fi to check my emails in between meetings

Sophie says:

A lady and her husband were on holiday from Australia. Her daughter had set her phone to aeroplane mode so that it would be unable to receive data whilst she was holidaying and the couple had been unable to reach their family back home. So through the powers of technology and our Wi-Fi she was able to contact home for the first time in a week! All were very excited to hear each other and that they were all okay! I was able to set her up with a temporary card

Customer Support Officer, Broadstairs

Touch a New World—Doris' story

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

Touch a New World volunteer Della assisting Doris on her iPad

Outcome 3—Older and vulnerable residents are safe and supported with choices to live independently

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

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

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

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

KPI 8: Community Outreach

Adverts recruiting volunteers in the Maidstone area

Library volunteers can change lives

Tuesday, 28 February 2017 By Sigrid Sherrell in Community News

💬 0

Post a comment

A remarkable tribute from a woman who benefits from Kent's home library service has highlighted the impact the scheme has on people across the county.

One of the volunteers who delivers books to housebound people said a client had told her: "I have numerous helpers, including cleaners and a gardener, but if I had to choose just one it would be the library service because I just cannot live without my books. I am so grateful for the service you provide."

Helping with the home library service is just one of a broad range of ways in which volunteers support Kent's Libraries, Registration and Archives (LRA) service.

Library volunteers are needed across Kent

Library volunteers are needed across Kent

While some teach IT skills to library users, others host events, encourage children to get involved with the UK-wide Summer Reading Challenge or even keep the library gardens tidy at locations that have them.

The volunteer development programme for the service is being run by West Kent Housing Association, which is determined to help the county council maintain its place at the forefront of library based volunteering in the UK.

Carol Westwood shared Kent Libraries, Registration & Archives's photo.
26 February at 14:42

Kent Libraries, Registration & Archives
26 February at 13:00

Home Library Volunteers needed in the Maidstone area. Could you help deliver books and resources to customers unable to travel to a Kent library? For more information and to apply online click the following link
http://www.kent.gov.uk/.../volunteering/volunteer-in-libraries

👍 Like   💬 Comment   ➤ Share

"I hope someone will do the same for me when I can no longer manage the trip to the library"

-Bob, volunteer who delivers books to two elderly ladies

The number of customers using the home library service has slightly decreased during this quarter. This decrease can perhaps be attributed to the fact that we need more volunteers to be able to reach more customers. We are now actively recruiting for more volunteers so we can reach more customers.

Volunteering Changes Lives

Home Library Service volunteer selecting books for a customer

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

Mrs S Barlow

Customers enjoying one of the library's popular "Beyond Words" events

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

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

Mrs & Mrs St Pierre

Outcome 3 — Older and vulnerable residents are safe and supported with choices to live independently

Archive's enquiry service

Where did Archives' customers come from this quarter?

Patricia says:

An enquirer requested some research to locate a female ancestor, Margaret C, who had remarried but he was unsure of her new name. I searched the probate records of another woman, Elizabeth, who may have been her daughter, who died in 1687. Searching the will I found that Elizabeth left to her cousin Ann a silver spoon marked "MC". Along with other information that the enquirer already had, this proved as close as possible that Elizabeth was Margaret's daughter, and provided another link in the enquirer's family tree.

-Community Heritage Services Officer

60 585 29 3 1 31
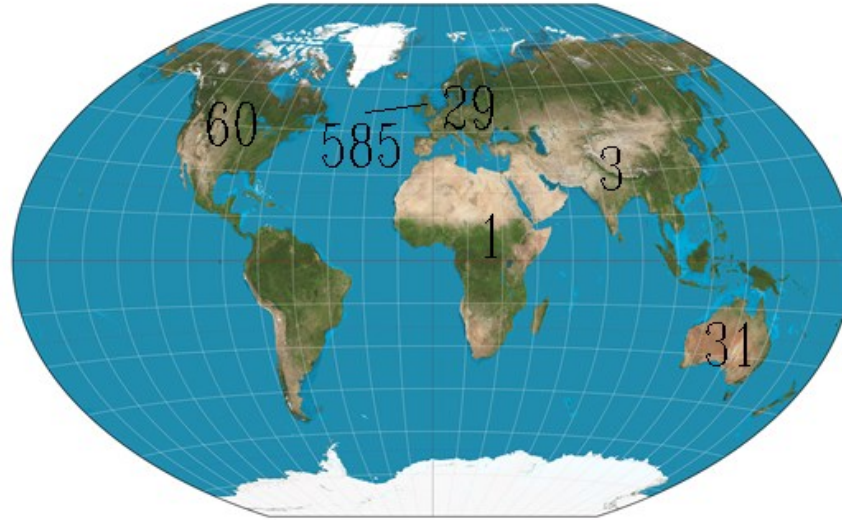
Customers are able to access archives' content wherever they are in the world, from Sandwich in Kent to Sandwich, Cape Cod, Massachusetts.

Not only are we sharing Kent's unique heritage with the world but it also provides the service with extra income.

Enquiries are very wide ranging, not only in subject matter but also in terms of historical period. Customers can enquire about anything from searching for their family's past or simply out of personal interest.

This is a much valued part of the service and is very rewarding for the archive staff who are able to assist our customers in a personal and meaningful way.

Helen says:

We hold the Whitbread collection in the archives, which contain the brewing records of Fremlins Ltd. These technical records indicate the quantities of ingredients used and the brewing process, and are the nearest equivalent records to beer recipes. A brewer from a local Kent brewery was recently able to use these records to successfully reconstruct a close equivalent to the original Fremlins beer.

-Community Heritage Services Officer

Kent's top issuing library is now... online

Since their launch in May 2016, e-magazines have become a core and well utilised part of the service.

In fact, if e-magazines, e-books and e-audio were a 'branch' they would be the top performing branch in Kent, in terms of issues.
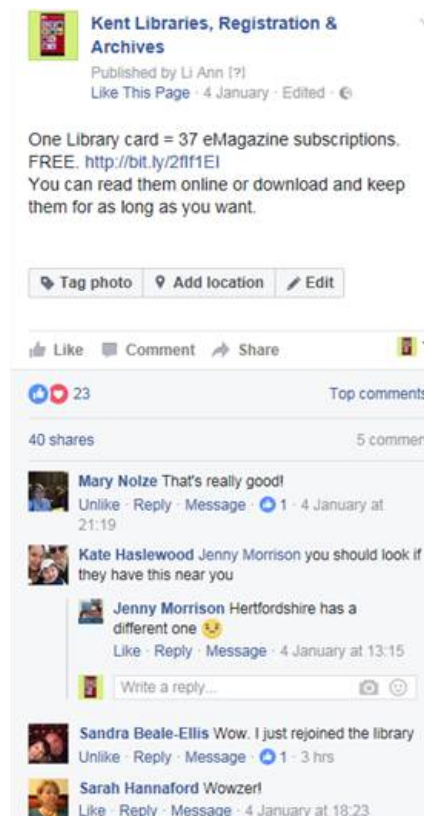
In Quarter 3, 5% of our issues were e-issues - that's 59,015. This is a trend that is set to continue as Kent embraces accessing our collection online. The Zinio pilot is up for review in May 2017.

Kent Libraries, Registration & Archives
Published by Li Ann [?]
Like This Page · 4 January · Edited · ⊙

One Library card = 37 eMagazine subscriptions. FREE. http://bit.ly/2flf1El
You can read them online or download and keep them for as long as you want.

🏷 Tag photo   📍 Add location   ✏ Edit

👍 Like   💬 Comment   ➤ Share

❤️ 23   Top comments ▾

40 shares   5 comments

Mary Nolze That's really good!
Unlike · Reply · Message · ⊙ 1 · 4 January at 21:19

Kate Haslewood Jenny Morrison you should look if they have this near you

Jenny Morrison Hertfordshire has a different one 🙂
Like · Reply · Message · 4 January at 13:15

Write a reply...   📷 😊

Sandra Beale-Ellis Wow. I just rejoined the library
Unlike · Reply · Message · ⊙ 1 · 3 hrs

Sarah Hannaford Wowzer!
Like · Reply · Message · 4 January at 18:23

Jane Copping I Love the emagazine collection! Hope you keep it on after the pilot period has ended!
Have a great day off, all Kent library staff are brilliant.
Like · Reply · ⊙ 1

Kent Libraries, Registration & Archives Thanks for your kind comment. I'll pass the message on. 🙂
Like · Reply

Sarah says:

"Our online provision is our busiest 'branch'. You can flick through your favourite magazine or get lost in a novel without even entering a library and many of our customers do just that!"

Service manager for service innovation, digital and libraries

Wallpaper

Edge

Evo

HELLO! magazine

BBC History Magazine

Autocar

BBC Top Gear Magazine

BBC Gardeners' World

Dartford Library refurbishment update

"My son was so excited when he first walked into the newly renovated library. He didn't quite know where to start first! The new children's area is open and an accessible space with lots of light streaming in from the park. The selection of children's books appears to have doubled in size. Every other book we take out is brand new! There is so much more additional seating (both sofas and desk) for the kids".

- Jen, Dartford resident *via dartfordliving.com*

Matthew says:

Colleagues in the Day Service who, are now co-located within the library, have given positive feedback on the working relationship between library staff and social services staff.

There is evidence of good partnership working with Dartford Borough Council, not least by the newly set up Friends of Peter Blake Gallery group, containing local councillors and officers from KCC LRA and DBC.

Customer comments have shown a positive response to the new décor and layout of the library. Staff are enthused by their new surroundings which again is reflected in the customer feedback.

- Service Manager for Dartford

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

"A mountain of children reading!" Remarked a teacher commenting on the pupils sitting on the pyramid seating in the new children's library.

"Beautiful—fresh but still retained the essence of the building

"Money well spent"

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

Snodland's refit

Snodland has received a much needed refit this quarter.

The library reopened on 21 December and was well attended by members of the local community. The redesign is a success with customers reporting that they love Snodland's new look.

The library was opened by Cllr Mike Hill and Cllr Sarah Hohler.

The new library has improved disability access and a new community meeting space. It is set to offer a range of activities from Baby Rhyme to Crafting sessions to computer access.

> Issues up by 14% in Q4 compared to same period

> *Jennifer says:*
>
> We are so pleased to have refurbished Snodland Library in recent months. The library is now enjoyed by all and has a bright new look with improved access. We gathered as much input on the design from the local community in advance of the works and we are thrilled to see the new space being used by so many customers.

> *"Sometimes I feel like the book is coming to life and sometimes I sit there for hours. Sometimes I feel like they are real. I can't take my eyes off them. Sometimes the book is so good that I sneakily read under the covers because I want to read on. My imagination has gone wild.*
>
> *Lacie, one of Snodland's younger borrowers*

> Snodland's refit: The seal of approval from some of Snodland's older and younger borrowers!

> Excellent service, always very helpful. New refurbishment is excellent, appears more spacious and a good library system. The elderly have been considered with the personal service.
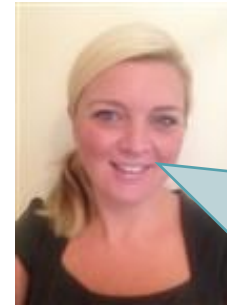> *Carol, One of Snodland's adult users*

## Start of a great new chapter…

Tea for Two: Danson House

Jane says

"Customers are 'pouring' into the tea room. It is proving to be a very popular and well loved facility for customers".

Service manager for Registration

As part of the partnership program with the London Borough of Bexley to deliver Registration services, Registration operates a concession at Danson House which has recently been renovated to include a tea room. This will hopefully bring in significant income to the service and provide our customers with a unique venue set in the grounds of beautiful Danson House.

The grade I Georgian Villa, built by Sir John Boyd in 1766 is steeped in history. As well as being a unique venue for ceremonies, customers can visit the new tea room and enjoy a heritage tour around the historic rooms .
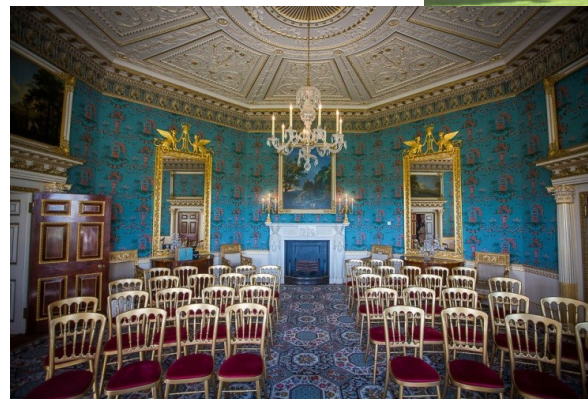
Award for the Website

Outcome 3: Older and vulnerable residents are safe and supported with choices to live independently

The staff are very helpful and friendly. Always have time for you. There is so much you can access on-line via this site. For people who like me who cannot always come to the Library it's a FANTASTIC SERVICE. I'm a better person in mind because of this service I've been able to research and find what the library didn't have to hand. Such a bonus"

Liane says:

"I felt very pleased that LRA got recognition for our contribution".

Information Services Support Officer

LRA was pleased to receive an award for the online Library service website, quite a feat when you consider that only 19% of the websites assessed achieved a four star rating, the maximum rating.

The libraries website offers our customers key Information such as opening times, contact information for our library services and details of library activities alongside time saving features such as the ability to join the library, renew and reserve books and download e-books.

We work closely with our colleagues in Digital Services at Agilisys to ensure that our customers always receive up to date information in an accessible format. We are not going to be complacent with this award and we are working with our partners in Digital services to build on this success in the coming year.

Kent County Council

AGILISYS | Socitm Delivering digital leadership me › Leisure and community ›

Kent County Council's website section receives top rating

Libraries

Kent County Council has received a maximum award rating of four stars for its online library services

socitm

Customer Service Excellence Award

As part of our continuing rolling programme of assessment against this award we were assessed in July 2016, We are compliant in all of the 57 criteria of which we were rated compliant plus in 15. Feedback from our assessor said the following about the service:

Customer insight

'What was evident throughout was that managers and staff have a very good insight into the needs of their customers and deliver services to meet those needs through a variety of channels and library sites.'

Culture of the organisation

'Discussions with staff demonstrated that they felt valued, their Managers were visible and they provided positive feedback where they had delivered good customer service.'

Delivery

'There is a sound process in place for managing complaints within the agreed timescales.'

Staff

'..very impressed with the commitment of staff and that they went the "extra mile".'

Customer insight

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

CUSTOMER SERVICE EXCELLENCE

CSE ®

Ceremonies

"Was the best day of our lives"

'From start to finish we have had our every need catered for. There was never any question too frivolous or silly, no issue too big or small. All in all we were incredibly lucky and happy to be able to have such a wonderful experience'

Couple who got married at Westenhangar Castle

'...We even had an email advising us of road works outside the registry office to help us avoid delay'

Couple who got married at the Archbishop's Palace

Citiizenship ceremony

I found the whole citizenship ceremony very well organised and it left me feeling special & welcomed.

Participant at a Citizenship Ceremony

'We had a small problem that a seagull deposited on the grooms suit before the ceremony but the team cleaned him up and we were all very relaxed and happy. The team gave a lovely balance between making it relaxed and intimate but also conveying the importance of the ceremony.'

Couple who got married at Aberdeen House, Ramsgate

Summer reading challenge 2016

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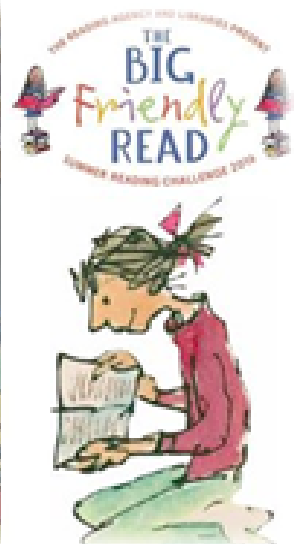
"I thought it was really fun. There were lots of good books to choose from and the books I read were lovely. It was a good thing to be able to practise my reading for school during the holidays".

Emma, 6, Tunbridge Wells

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

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

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

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

Unlike · Reply · Message · 👍 1 · 20 hrs

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

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

↳ View more replies

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

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

-Mrs S, Cheriton

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

Parent, Canterbury

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

-Samuel, 6, Riverview Park

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

Mrs I, Whitstable

Proven benefits of reading over the summer

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

Research by the UK Literacy Association[1] has demonstrated that the Summer reading challenge (SRC) helps to prevent the 'summer dip' in literacy skills for those who took part.

[1] https://readingagency.org.uk/children/Overall%20Evaluation%20Results%20-%202014%20Nov%2013.pdf

LIBRARIES, REGISTRATION AND ARCHIVE (LRA) SERVICE SPECIFICATION
2017/20

Date Agreed XXXXX

Contents

1. INTRODUCTION

Kent County Council (KCC) is a commissioning authority with a greater focus on outcomes to benefit the people of Kent.

This should apply to all services the Council delivers and, as a result, KCC expects the Library, Registration and Archive service (LRA) to be fully focussed on contributing to KCC's outcomes and to demonstrate the difference it is making to people's lives. This is through the internal commissioned model of delivery.

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, settlement and passport checking (new for 2017)
- 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 archival records at BS5454 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 4 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 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
- 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.
 KCC LRA is contracted to deliver the following services in addition:

- Prison library service
- Open Access services for Medway City Council
- Registration services for Bexley Council
- Modern Records service for the whole of KCC

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. The GET Directorate Business Plan sets out the priority outcomes for 2017/18 which are highlighted in the table below and which LRA should prioritise in its service plan. 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 activities it delivers to fully demonstrate how it is meeting the outcomes required.

KCC Outcome	Supporting Outcomes supported through the provision of LRA services	LRA activity
Outcome 1: Children and young people in Kent get the best start in life	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
	The attainment gap between disadvantaged young people and their peers continues to close	Provide space and resources targeted to disadvantaged young people
	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
	Children and young people have better physical and mental health	Provide space and resources to better inform young people
	All children and young people are engaged, thrive and	Provide access, either physical or digital to the

	achieve their potential through academic and vocational education	resources needed to enable children and young people to achieve their potential. Provide a summer reading opportunity for young people to help sustain reading ability throughout the long summer break. Also to achieve a reviewed service offer to schools.
	Kent young people are confident and ambitious with choices and access to work, education and training opportunities	Increased participation of young people 11-30
Outcome 2: Kent communities feel the benefit of economic growth by being in work, healthy and enjoying a good quality of life	Physical and mental health is improved by supporting people to take more responsibility for their own health and wellbeing	Provide access to information on health and wellbeing Ensure ease of access to service to all users
	Kent business growth is supported by having access to a well skilled local workforce with improved transport, broadband and necessary infrastructure	Support Kent businesses Provide services to businesses and use, where possible, technology to enable business to utilise building spaces. Wifi provided in all libraries. Enable people to have the best chance to get a job
	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
	All Kent's communities benefit from economic growth and lower levels of deprivation	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, including Kent's Digital Playgound across 5 locations and any future opportunities that become available from the Libraries Innovation fund project.

Outcome 3: Older and vulnerable residents are safe and supported with choices to live independently	Families and carers of vulnerable and older people have access to the advice, information and support they need	Provide access and resources to enable families and carers to obtain the health information they need
	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
	Older and vulnerable residents feel socially included	Older and vulnerable residents have access to the LRA service with specific events and services targeted at their needs.
Outcome 4: KCC complies with all legislation relating to Library, Registration and Archives legislation. See Appendix 3	Delivery of LRA in line with or above minimum service standards (see later list)	
	Library, Registration and Archive service delivers value for money	
	Customer satisfaction	

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

Resources

LRA must ensure that the Library, Registration and Archive service is delivered to the budget agreed with KCC and in line with the Medium Term Financial Plan and any in-year changes agreed. This will also include delivering the required levels of income and exploring potential income/commercial initiatives. LRA will contribute positively to the yearly discussions to develop KCC's Medium Term Financial Plan.

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.

Asset Utilisation

LRA will contribute positively to the wider KCC discussions about maximising use of KCC buildings. This will include exploring opportunities to bring services together to maximise benefits for customers, looking at opportunities to co-locate with other KCC or partner services and exploring potential to re-locate services where appropriate.

Working in partnership

LRA will engage positively with a wide range of partners both internally and externally to KCC to explore new partnerships. In KCC that could mean discussion with for example Community learning and Skills, Public Health and Children's centres about how we can work together to deliver better outcomes to the customer and how LRA could be commissioned to deliver outcomes for others. LRA will also continue to engage with District, Parish/Town councils to explore potential for new ways of working and commissioned delivery models.

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.

Apprenticeships

It is expected that LRA will engage positively to ensure that the potential for Apprenticeships is explored across LRA services. LRA will report on the number of apprentices it recruits and will explore the potential for existing staff to take an apprentice level qualifications where these are appropriate.

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 BS5454:2012 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 and engagement.

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.

Environmental

Working to Corporate and Directorate environment targets and the service specification:

- LRA will maintain evidence for assessing its most significant environmental impacts and deliver against agreed actions as outlined in the annual LRA service plan
- LRA will set targets and monitor relevant and available data such as business miles and fleet fuel consumption
- LRA will give direction and support to its team of green guardians, and increase the number who are IEMA trained

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
• What other community benefits can be achieved through the delivery of this service? • What other social outcomes can we achieve in addition to the core requirements of the contract? • How can we make better use of community assets when delivering this service?	• How can we minimise any negative environmental impacts? • How can we encourage ethical and fair trade purchasing? • How could 'green objectives' be promoted to staff and the wider community? • How can waste be reduced or recycled?	• How can we create skills, training opportunities? • How can we create short and/or long-term employment opportunities? • How can we create supply chain opportunities for SMEs and voluntary organisations? • Will this service employ mainly Kent staff? • How can we enhance market diversity?

6.   PERFORMANCE REPORTING AND MONITORING

Annual Performance Framework

The performance of LRA will be evaluated against the outcomes required of the service, the KPIs and the PIs.

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

There is a requirement for LRA to produce an 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 service plan which sets out the objectives of LRA and demonstrates how the service will deliver against the outcomes

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.

LRA will make mini updates on performance to the LRA steering group.

LRA's KPIs for 2017/18

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

Performance Indicators relating to Customer Service

Ref	Indicator Description	2016/17 Target	2016/17 Actual	2017/18 Floor	2017/18 Target
LRA06	Customer satisfaction with Birth and Death Registration	95%	96%	90%	95%
LRA07	Customer satisfaction with ceremonies	95%	97%	90%	95%
LRA12	Customer satisfaction with Libraries	95%	96%	90%	95%
LRA13	Customer satisfaction with Archives	90%	-	82%	90%
LRA18	Customer satisfaction with Citizenship Ceremonies - NEW	95%	-	90%	95%
DT11	% of automated book renewals (online, self-service and automated phone)	75%	72%	71%	75%
DT12	Birth Registration appointment booked online	75%	70%	69%	75%

Performance Indicators relating to Business Activity

Ref	Indicator Description	2016/17 Target	2016/17 Actual	2016/17 Floor	2016/17 Target
LRA14	Number of customers using outreach services (Home Library Service, and Touch a New World)	1,600	1,460	1,350	1,500
LRA15	Total number of customers attending events in Libraries and Archives – 000s	210	203	190	210
LRA16	Number of archival documents utilised by the public – physical and digital	42,500	27,500	27,500	45,000
LRA17	Number of volunteer hours adding extra value to the LRA service - NEW	-	44,000	40,500	45,000

Activity Indicators Relating to Business Activity

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2017/18 Expected
LRA01	Number of visits to static libraries (excluding mobiles due to current redesign of service) - 000s	Upper	1,270	1,380	1,210	1,210	4,850
		Lower	1,160	1,270	1,100	1,100	
LRA02	Number of books issued (includes eBooks and audio books) - 000s	Upper	1,155	1,310	1,210	1,100	4,485
		Lower	1,055	1,210	1,020	1,000	
LRA04	Number of online contacts to Libraries, Registration and Archives - 000s	Upper	350	340	340	350	1,320
		Lower	320	310	310	320	
LRA05	Number of ceremonies conducted by KCC officers, including Bexley	Upper	1,900	2,800	1,300	800	6,500

Listed below is the data that we also collect. This will be provided in our annual specification report

Description	Type of Information to be included	Frequency of Reporting
Ethical and Professional Delivery	Complaints, Comments and Compliments analysis	Quarterly
Access to Services	Unplanned closures of service point (inc mobiles)	Quarterly
Stock / Service assets	Stock count by category	Annually
	Stock % on Loan	Annually
	Stock turnover: % Stock replaced	Annually
	No. of public access computers	Annually
Delivering LRA Service Activity	Total no. of library and archive visits	Quarterly

Description	Type of Information to be included	Frequency of Reporting
	No. of visits by district	Quarterly
	No. of visits by library service point	Quarterly
	Total no. of issues in total	Quarterly
	No. of issues by category	Quarterly
	No. of online issues/renewals	Quarterly
	No. of issues by demographic	Annually
	Total no. of events	Quarterly
	No. of events by service point	Quarterly
	No. of events by category	Quarterly
	Total no. of customer attending events in Libraries and Archives	Quarterly
	No. of customers attending events by category	Quarterly
	No. of customers who use Home Library Service, Postal Loans and Touch a New World	Quarterly
	Total no. of visits to the Search Room	Quarterly
Channel Shift	% of renewals made via: the web, automated telephone renewal and self-service renewals	Quarterly
	% of Birth, Death and Notice of Marriage appointments booked online	Quarterly
	Number of archive documents accessed online	Quarterly
Customer Satisfaction	Customer satisfaction surveys	Annually
	No. and details of complaints	Quarterly
Customer Feedback	No of sessions engaging with customers	Annually
	No. qualitative feedback from customers	Annually
Customer Profiling	Active borrowers by age	Quarterly
Staff	No. of permanent staff as at 31 March	Annually

Description	Type of Information to be included	Frequency of Reporting
	No. of casual and sessional staff employed as at 31 March	Annually
	No. of FTE equivalents	Annually
	No. of volunteers	Annually
	Staff absence levels	Annually
	Protected characteristic profile of staff	Annually
	Demographic profile of staff	Annually
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
Health & Safety	Number of Incidents reported plus sample of reports	Annual
Environmental specification	Fleet fuel consumption	Quarterly
	Business miles	Quarterly

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

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 55%
Male 31%
Undetermined 14%

Age profile

0-10	11-19	20-29	30-39	40-49	50-59	60+	age unknown
24%	14%	5%	9%	11%	8%	27%	2%

Ethnicity profile
30% White British
5% Other ethnic origin
65% unknown/not declared

In 13/14 1.5% of our issues were e-books and e-audio
In 14/15 2.3% "   "   "   "   "   "
In 15/16 2.8% "   "   "   "   "   "
Registration services are used by everyone at point of need.

8.   APPENDIX 2: LEGISLATION

Libraries Legislation

Libraries and Museums Act 1964

Copyright, designs and Patents Act 1988
The Copyright and Rights in Performances (Disability) Regulations 2014
The Copyright and Rights in Performances (Research, Education, Libraries and Archives) Regulations 2014
The Copyright (Public Administration) Regulations 2014
The Copyright and Rights in Performances (Quotation and Parody) Regulations 2014
The Copyright and Rights in Performances (Personal Copies for Private Use) Regulations 2014
Public Lending Right Act 1979

Registration Acts and Statutory Instruments

Births and Deaths
Births and Deaths Registration Act 1953
Registration of Births and Deaths Regulations 1987 (SI 1987/2088)
Registration of Births and Deaths (Welsh Language) regulations 1987 (SI 1987/2089)
The Deregulation (Still-Birth and Death Registration) Order 1996 (SI 1996/2395)
The Contracting Out (functions of the Registrar General in relation to authoring re-registration of births) Order 1997 (SI 1997/962)
The Deregulation (Correction of Birth and Death Entries in Registers of Other Records) Order 2002 (SI 2002/1419)
The Registration of Births and Deaths (Electronic Communications and Electronic Storage) Order 2006 (SI 2006/2809)
Legitimacy Act 1976
The Registration of Births, Deaths and Marriages (Amendment) Regulations 2006
The Registration of Births, Deaths and Marriages (Amendment) Regulations 2007
The Registration of Births, Deaths and Marriages (Amendment)No.2 Regulations 2007
The Cremation (England and Wales) Regulations 2008
The Human Fertilisation and Embryology Act 2008
The Registration of Births and Deaths (Amendment) Regulations 2009
The Coroners and Justice Act 2009

The Welfare Reform Act 2009
The Presumption of Death Act 2013

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

Adoptions

Adoptions and Children Act 2002

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

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

Civil Partnership

The Civil Partnership Act 2004

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

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

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

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

Gender recognition

Gender Recognition Act 2004

The Gender Recognition Register Regulations 2005 (SI2005/912)

Local Authorities / Miscellaneous

The Registration Service Act 1953

The Registration of Births, Deaths and Marriages Regulations 1968

Statistics and Registration Act 2007

The Freedom of Information Act 2000

The Data Protection Act 1998

Mental Capacity Act 2005

Equality Act 2010

Fees

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

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

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

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

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

Registration of Civil Partnerships (Fees) (Amendments) Order 2012

Archive Legislation
Public Records Act (1958 and subsequent amendments)
Historical Manuscripts Commission Warrant 1869 extended 1959
Local Government (Records) Act 1962, as amended to 2003
Manorial Documents Rules 1959, The Manorial Documents (Amendment) Rules, 1963 and 1967
The Parochial Registers and Records Measure 1978 (as amended to 2003)
Tithe (Copies of Instruments of apportionment) Rules 1960 (SI 1960/2440), as amended by the Tithe (Copies of Instruments of Apportionment) (Amendment) Rules 1963 (SI 1963/977)]
Data Protection Act 1998 and the code of practice for archivists and records managers under Section 51 (4)
Freedom of Information Act 2005 with the codes of practice in sections 45 and 46
Environmental Information Regulations 2004

Archive Standards:
Public Services Quality Group
A Standard for Access to Archives (2008)
Plus other standards including cataloguing, conservation all encompassed by the TNA Framework of Standards for Record Repositories

Libraries, Registration and Archives - Service Plan 2017-18

Cabinet Portfolio	Mike Hill – Cabinet Member for Community Services
Responsible Corporate Director	Barbara Cooper
Head of Service:	James Pearson

Introduction

Libraries, Registration and Archives (LRA) is an internally commissioned service, supporting the delivery of KCC outcomes as set out in the service specification and the Growth, Environment and Transport's (GET) cross cutting priorities in GET's 2017/18 Business Plan. This service plan is a response to the service specification and aims to demonstrate how, with outcomes in mind, we are using evidence of community need to develop appropriately targeted services, and evidence the positive impact LRA has on people's lives. This service plan represents how we will work to achieve these outcomes over the course of 2017-18.

- LRA Service Plan 2017-18: focussed on the new activities/initiatives we will undertake to deliver the service specification. This includes all our major projects focussed on ensuring that the organisation is fit for the future and delivers the Medium Term Financial Plan (MTFP) targets.

- Business as Usual Activity: All the services and activities that are delivered day to day in our service points covered via our KPI's.

These elements make up the LRA delivery programme and constitute the priority activities for LRA in 2017/18. LRA has also highlighted GET's cross-cutting priorities as listed in the GET 2017/18 Business Plan and they are included for reference as **Appendix I** and highlighted in **blue** throughout the document.

This service plan will be monitored by LRA SMT and will inform, along with LRA's KPIs, the quarterly reporting against the service specification to the GET commissioner. There will be quarterly reports to the LRA steering group with a full end of year update going to the Growth, Economic Development and Communities Cabinet Committee. LRA's transformation programme will also be monitored by LRA SMT and the key activity progress reported monthly to GET's Portfolio Board.

Link to KCC's Strategic Statement and GET Business Plan

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

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

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

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

KCC's Strategic Statement directs and shapes the priorities for the **GET Directorate Business Plan** which are set out under the following:

- **GET's Cross-Cutting Directorate Priorities:** Customers, commissioning and communities are central to GET activity - our approach to customer service coupled with commissioning equips us to build sustainable services for the future meeting the needs of our communities. LRA's service plan is structured to reflect the cross-cutting priorities.

LRA Overview

Libraries, Registration and Archives (LRA) is an internally commissioned service which delivers services that support people throughout their lives. LRA's services are open to everyone, but also targeted to help those who most need them. Through these services, people improve their literacy and foster a lifelong love of reading; are supported in finding information, developing the skills to use online channels and becoming more active citizens; register key points in their lives and the lives of their families; and come together to form strong community ties. The service also contributes to improved health and wellbeing, and tackling social isolation. LRA is committed to continually developing to ensure that it meets the ever-changing needs of the people of Kent. This offer is delivered through three services:

- Libraries: The service is delivered through library buildings across the county, the mobile library service, our online offer, and for those unable to use these options, a range of outreach services such as the home library and postal loan services. As well as books, we also offer access to ICT, a place to meet others and a range of events and activities for all ages.

- Registration: Through this service people can register a birth or death, get married at one of our KCC or licensed venues across the county, and get their passport or settlement application forms checked. We also offer a welcoming ceremony to new UK citizens in Kent.

- Archives: With over 14 kilometres of unique and precious historical archive material, the service works to conserve, protect and provide access to this remarkable collection for current and future generations. Based at the Kent History and Library Centre in Maidstone, the service is working to make more material available to a wider audience and exploring the potential of digitisation to do so.

LRA Resources

With a net budget of £9.7m (£16m gross – which includes £6.3m income) LRA employs over 800 people covering 428 full time equivalent staff. LRA also utilises over 1,000 volunteers to deliver a range of activities that add real additional value to the service such as home library service volunteers and web wizards who help people using our public access computers.

LRA Structure

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                          Head of Libraries, Registration
                                  & Archives

                                 James Pearson

  Strategic Manager        Strategic Manager        Strategic Manager
  Business Development        Operations         Specialist & Support Services
  Jackie Taylor-Smith        Darren Smart             Barbara Bragg

 Service Innovation,          Thanet & Dover          Business Support
  Digital & Libraries          Sue Fordham             Andrew Breen
    Sarah Bottle

 Commercial, Customer     Maidstone, Tonbridge     Archives & Local History
  Insight & Planning          & Ashford               Sarah Stanley
    Alyn Thomas             Shirley Sheridan

 Programmes & Projects    Canterbury & Shepway    Registration (incl. LB Bexley)
    Phil Downing               Glyn House                Jane Collins

                          Dartford, Gravesend         Stock Services
                              & Swale                   Jennifer Cox
                            Matthew Kerr

                        Tunbridge Wells & Sevenoaks
                            Donna-Marie Dunn
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LRA Staffing

The following table sets out our FTE staffing by grade.

Grade Band	FTE	%
KR6 and below	358	83.8%
KR7 - 9	54	12.7%
KR10 -13	14	3.3%
KR14 - 15	1	0.2%
Total	**428**	**100%**

LRA Budget – 2017/18

	Gross			Income	Net
	Non				
Staffing	Staffing	Total		Total	Total
£000s	£000s	£000s		£000s	£000s
Approved budget					
11,300	4,700	16,000		(6,300)	9,700

Organisational Development

Developing the organisation to ensure it is fit for purpose, has the right people to deliver our services. This year we will develop an LRA staff development and succession plan. We understand that LRA staff are our most vital resource and will continue to invest in staff training and development to ensure retention and high levels of customer care. We are also committed to delivering our staff engagement action plan to make sure all staff have various online and offline opportunities to engage with managers and colleagues with their ideas, comments and concerns.

During 2016/17 we undertook the following:

- As a county service overall we achieved the following performance levels: visits 5,231,442, items issued 4,928,717, events 22,997, conducted 6,452 ceremonies and produced 30,678 historical documents for customers to use.

- Completed an evidence-based redesign of the mobile library service which delivered an improved service whilst also saving £150k.

- Moved forward the LRA internal commissioning model; activity included launching the new approach in April 2016, a LRA management restructure and developing a reporting mechanism against LRA's Service Specification, which was endorsed by the Growth, Economic Development and Communities Cabinet Committee in December 2016.

- Actively engaged customers and non-users through surveys, social media and face to face events to find effective ways to roll out or improve services and projects.

- Introduced new protocols as a result of the Prevent training, ran a safeguarding webinar for frontline staff and produced a flowchart to guide staff in dealing with Prevent and safeguarding incidents.

- Carried out a major refurbishment of Dartford Library and Museum. The Good Day programme is now at the library and customers can move freely from the library to the museum.

- Completed refurbishment of Snodland library to update the facilities with improved disability access and a new community meeting space. Also mini-refurbishments at Wye and Tenterden libraries.

- Progressed work on the Tunbridge Wells Cultural Hub and the Southborough Community Hub projects.

- Renewal of the Customer Service Excellence Award with a total of 15 areas of best practice.

- The move of the Bexley Register Office to Danson House which now also includes a tea room which customers can now visit and enjoy a heritage tour around the historic rooms.

- 16,769 children took part in the Summer Reading Challenge, an increase of 7% in an activity that helps prevent the "summer dip" in literacy skills

- Progressed proposals for the digitisation of parts of the county archive collection

LRA key priorities for 2017/18

1) Future ambitions for LRA: work is about to start on this key priority for the year ahead. Towards the end of 2016 the National ambiton document - Libraries Deliver was published by the Libraries Taskforce and this sets out clear ambitions for the library service nationally. A new ambition for the Archive service is also needed to ensure the the service adapts to the changing ways customers expect to access services, particularly in relation to technology. For Registration services the modernisation and development of online service delivery will be key drivers along with the need to continue to deliver excellent services at key points in peoples lives. We will consult with Members, staff and customers to establish the ambitions for the whole service. We will continue to work to make our services more accessible to people taking account of all the protected characteristic groups for example age, ability, religious belief, race, sexual orientation and social status. This year we will also pilot new initiatives for example the RFID+ project that enables customers to access our buildings themselves without staff to see if these are viable initiatives for the longer term.

2) Developing LRA commissioning approach: Last year was the first year of the service being internally commissioned and as a result of this experience the approach has been refined for this year. This service plan demonstrates an evolution of that model. LRA will develop its outcome evaluation approach to ensure the service can better demonstrate the positive impact it has on the people of Kent.

3) Review of LRA fees and charges: The financial challenges facing local government continue and more innovative solutions are needed. The fees and charges across LRA have not been reviewed for many years. LRA will benchmark against charges in other local authorities and by the end of the year will have agreed a new fees and charges approach. This will not be about charging for our core statutory services where these are, and will remain, free.

4) Archive Accreditation and Digitisation: The Archive service is the County place of deposit for the rich and exciting historical archive collections of Kent and the service will seek re-accreditation of this status. The service is also keen to ensure customers across the County and wider have better access to our collections accepting that not everyone can drive to Maidstone and therefore LRA will work to make more of our archive collections available online.

5) Kent's Digital Playground Project: Having been successful in our bid to the Arts Council Libraries Innovation Fund this year will see the delivery of this exciting initiative focussed around digital and IT programming skills for children with a particular focus on those from disadvantaged communities.

6) Continue to maintain quality and assurance in the Registration service and adapt to changing National policy: LRA recognises the important role of registration services not only in delivering quality services that people value at key points in their lives but also the important role it plays for the Home Office preventing things like sham marriages taking place. LRA will continue to ensure this is maintained but also work with the General Register Office and the Home Office on any new pilot initiatives that could be run in Kent and adapt to potential changes to fees and charges and ways of delivery that come forward during the year.

7) Asset utilisation: We will continue to engage with KCC Infrastructure and other partners to explore ways that we can work collaboratively to ensure KCC's building assets are utilised as much as possible and explore the potential to join up and co-locate services for customers' benefit.

8) Equality and Diversity: In accordance with the 2016-20 Corporate Equality & Human Rights Strategy**.** The key objective for LRA in the corporate equality strategy is to continue to understand the communities of Kent and shape services accordingly. LRA will do this by;

- Producing Equality Impact Assessments for each decision, policy, procedure, project or service. Each EqIA will be signed off by the Head of Service and submitted to the GET Customer Service Programme for submission to the online library.

- Take account of, and evidence community need when completing this service plan

- Review LMS customer data from an equality and diversity perspective and ascertain if the profile reflects that of Kent and specifically for each district. Undertake analysis and planning phases during 2017/18 to decide if additional action is required for certain protected characteristics.

Over the course of 2017/18, the organisation will continue to **transform** while delivering the **outcomes** as set out in KCC's service specification for LRA – aiming to deliver the right services to the right people in the right way – while achieving the necessary KCC **Medium Term Financial Plan** income and savings targets.

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

1. **CUSTOMER - improving customer service (DP1, DP2)***
- Through all its services LRA reaches a large number of customers. Our aim therefore is to put customers at the centre of what we do, and to provide excellent customer service through our commitment to and active involvement in GET's customer service programme. We will be able to share our experience and learn from others to continue to improve our service to our customers, including the development of our digital offer. We are also fully committed to being part of the Customer Service Excellence Award Scheme and putting our service through an annual review by external assessors to ensure we are benchmarked against others and learn from best practice. **(DP1, DP2, DP7)***

2. **COMMUNITY – delivering KCC outcomes through modern, evidence-based, targeted services**
- We aim to strengthen LRA's understanding of local customer and community needs and demand. This insight will be used to develop local plans for targeted services to support the delivery of KCC's outcomes, ensuring that we meet our **Equalities and Diversity Objectives** and that LRA will continue to understand its local communities' needs, and tailor our services accordingly. We will also continue to recognise the important role LRA has in supporting the safeguarding and prevent agendas. **(DP4, DP5, DP6)***

3. **COMMISSIONING - making internal commissioning work**
- LRA will contribute to the development of the internal commissioning model. **(DP1)***
- LRA will complete a service plan to meet the KCC service specification. LRA will facilitate the KCC Commissioner's review of the service specification. **(DP1)***
- With staff dispersed across over 100 locations we will use all available channels to ensure staff feel they are part of LRA and have a voice in shaping the future, and ensure through personal development plans that all staff have the skills and training needed to provide excellent service to our customers. **(DODP)***
- We will innovate and develop new service models, with strategies for maximising the impact and promotion of each LRA service: e.g. in libraries – looking at new ways to widen access to services, working with local communities on the delivery of services, and complete the annual review of the mobile library service. In the Registration service develop a greater role in public protection and counter fraud; and in Archives look at increasing public access to digital materials. **(DP1, DP2)***
- We will work to maximise LRA's opportunities for income generation by, for example working with Infrastructure and partners to ensure LRA benefits from lettings of LRA space, continuing to progress archive digitisation to give wider access to our rich resources while generating income, and working with the General Register Office to explore new opportunities and greater flexibility for charging fees in Registration **(DP1, DP2, DP3)***

LRA Service Plan 2017/18

This service plan – detailed below - responds to the KCC service specification. The aim of this planning process has been to develop activities based on an understanding of customer and community need, using customer information and feedback, community profiles using Mosaic and local knowledge, and indicators based on outcomes rather than outputs. This has been developed through a "bottom up" approach, with targeted activities from Area Service plans and service development activities for Registration, Archives, Service Development, and Stock Services, feeding into the overall LRA service plan. **(DP2)***

The core principles used in developing this service plan are;

- A service that is focussed on making a positive difference to people's lives and demonstrating through outcomes how we do this.

- A service that increasingly focusses on the local community and has a deeper understanding of what is needed to shape services to reflect that particular community need.

- A service that is held to account as any commissioned service should be to deliver excellent levels of service and value for money to the people of Kent.

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

*refer to Appendix 1

Outcome	Supporting outcome/ Function	Activity	Further links to relevant outcomes	District	Target date for delivery
Outcome 1: Children and young people in Kent get the best start in life					
	Kent's communities are resilient and provide strong and safe environments to successfully raise children and young people				
	Service delivery	Develop Code Clubs using young volunteers at another two venues in Ashford and Shepway using the successful model used at Gravesend last year.	Improved digital access and literacy	Targeted locations countywide to include: Lydd Library Ashford or Stanhope Makerspace	Lydd Library – Dec 2017
	Service delivery	Work with Children's Centres to address low attainment and evolve the registration referral system to ensure benefit for both LRA & Children's centre customers.	Helping everyone achieve their full potential	Targeted locations countywide Bockhanger potential relocation	March 2018
	Archives	Local History Collections - create uniform approach to collection management and new spaces for collections when libraries are being refurbished. Guidance will be developed and preservation advice and funding for bespoke conservation repackaging materials and resources for town centre libraries. This work will also support development of the new LRA vision.	Cultural and creative enrichment	Countywide - Tonbridge ref refresh Ashford move downstairs Community History layout improvement KHLC	March 2018
	Service development	Review LRA offer to schools. Working with education and consulting with Schools to create a new proposed offer This work will also support development of the new LRA vision.	Increased reading and literacy	Countywide	Offer developed by September 2017
	Service delivery	Offer a new Chill with Dads session. This is a Homestart partnership project aimed at encouraging fathers and their children attending the library together.	Increased reading and literacy	Ashford Gateway	July 2017
	Service development	Library Opportunities for everyone Innovations Fund ACE bid. Deliver Kent's Digital playground Project by May 2018. This will be delivered from 5 locations across the County. Locations chosen to reach disadvantaged children and young people	Improved digital access and literacy	Targeted locations countywide	May 2018

Outcome	Supporting outcome/ Function	Activity	Further links to relevant outcomes	District	Target date for delivery
	The attainment gap between disadvantaged young people and their peers continues to close				
	Service delivery	Roll out Big Talk - small play. These are chat sessions for adults where children come along to play. To be rolled out to 2 additional county locations	Helping everyone achieve their full potential	Sandwich and a location in Thanet to be finalised	December 2017
	Service delivery	Review the quality of Baby Bounce and Rhyme sessions across the Maidstone, Ashford and Tonbridge districts using outcome evaluation approach.	Helping everyone achieve their full potential	Stanhope, Shepway, Hildenborough and Headcorn	December 2017
	Service development	Explore and establish new activity pilots in LRA venues for example, Film Club and Lego clubs – work with Operations team to identify locations to pilot	Cultural and creative enrichment	To be decided	March 2018
	Children and young people have better physical and mental health				
	Service delivery	Host an Internet Safety Day for families in Ashford	Improved digital access and literacy	Ashford	February 2018
	Service delivery	Implement weekly Woolcraft sessions for children for the duration of the Summer Reading Challenge and school holidays. These are volunteer led wool related craft sessions for children aged 4 – 12.	Cultural and creative enrichment	Sevenoaks	July 2017
	All children and young people are engaged, thrive and achieve their potential through academic and vocational education				
	Service development	Work in partnership with schools to improve younger persons engagement with our service in particular promote Summer Reading Challenge award for best school participation in 4 locations in Maidstone, Ashford and Tonbridge districts	Increased reading and literacy	Countywide – (Snodland, Wye, Bockhanger and Stanhope to promote SRC award)	Summer 2017

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Outcome	Supporting outcome/ Function	Activity	Further links to relevant outcomes	District	Target date for delivery
	Kent young people are confident and ambitious with choices and access to work, education and training opportunities				
	Service development	Working with the operations team, stock services to support, promote and roll-out the Summer Reading Challenge 2017 "Animal Agents". This will Include recruiting young volunteers to support the delivery of the challenge. The summer reading challenge is a key yearly event designed to keep children reading over the summer so they are in a better position when they go back to school in September. Kent increased those taking part this year and our aim is that this year we at least maintain those levels.	Increased reading and literacy	Countywide	Summer 2017
	Archives	Work with heritage partners to widen access to archive collections targeting those customers that we are not currently engaged with e.g. SASE funded exhibition on Coast and related events	n/a	Countywide	March 2018
	Service delivery	Actively engage with KCC to recruit young apprentices to a range of roles across LRA. All vacancies will be considered as to the potential to recruit an apprentice. LRA will also explore opportunities for existing staff to take up an apprentice standard qualification	Helping everyone achieve their full potential **(DODP) ***	Countywide	March 2018
	Archives	To provide opportunities with the Archives services for young people to develop workplace skills both general and related to archives • HLF funded Skills for the Future - 3 conservation technician trainees • Christchurch University work experience project • Apprentices to work in the archive team • Countywide catalogue listing volunteer project	Helping everyone achieve their full potential **(DODP) ***	KHLC	March 2018

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Outcome	Supporting outcome/ Function	Activity	Further links to relevant outcomes	District	Target date for delivery
Outcome 2: Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life					
	Physical and mental health is improved by supporting people to take more responsibility for their own health and wellbeing				
	Service development	Develop joint strategy with service development teams on additional stock support for the health and wellbeing initiatives. Review the impact of health zones and pursue opportunities for partnership working with public health. This work will also support development of the new LRA vision.	Healthier and happier lives	Countywide Tonbridge and Larkfield	March 2018
	Service delivery	Evaluate colouring groups for adults currently taking place at Broadstairs, Birchington, Westgate and Sandwich libraries. Lessons from these groups to be used to consider wider rollout of this initiative.	Healthier and happier lives	Targeted locations in Dover and Thanet	September 2017
	Service delivery	Work with local public health to host weekly poetry workshops focussed on improving mental health for 40 weeks	Healthier and happier lives	Canterbury	From October 2017
	Kent business growth is supported by having access to a well skilled local workforce with improved transport, broadband and necessary infrastructure				
	Service development	Complete an audit of IT Buddies skills. Using the results from this deliver appropriate training to ensure quality and consistency of our offer across LRA.	Greater prosperity	Countywide	Audit complete Sept 2017.
	Service development	Assisted Digital: LRA is part of framework agreement with Society of Chief Librarians to bid for contracts to support people acquiring IT skills/accessing on-line services. LRA will respond to any bids as they arise.	Improved digital access and literacy	Dependent upon contract on offer	March 2018

Outcome	Supporting outcome/ Function	Activity	Further links to relevant outcomes	District	Target date for delivery
	Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and sporting opportunities				
	Service development	Review and maximise the potential to develop our e-library stock as part of the formal procurement process.	Increased reading and literacy	Countywide	March 2018
	Service delivery	Support BBC Local Radio 50th birthday celebrations in November by delivering local quilting events and projects	Cultural and creative enrichment	Faversham and Sandwich libraries	November 2017
	Service delivery	Celebration of key anniversaries in local communities: Borough Green 40 years- July 2017 The Beaney 5 years- September 2017 Lyminge 30 years- Date TBC Wye relaunch- May 2017 Aylesham- 90th Anniversary of the village	Cultural and creative enrichment	Countywide	March 2018
	Service delivery	Promote our services to local "Fresher Fairs" to engage with students at Canterbury universities during Autumn term. This will include promotion of Eduroam a new development rolled out by ICT that enables students working in our libraries to connect to their university system and files through our Wi-Fi. This will form a key part of our offer to students alongside offering space to study, access to IT and the book material.	Increased reading and literacy	Targeted locations countywide Canterbury	Autumn 2017
	Service delivery	Organise a Heritage Open Day to showcase the facility and share the history of the Archbishops Palace	Cultural and creative enrichment	Maidstone	September 2017
	Income generation	Create and develop a series of 'TED' style talks that offer a diverse range of topics that focus on people and experience to promote greater social and cultural links at Canterbury Library monthly	Cultural and creative enrichment	Canterbury	From July 2017

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Outcome	Supporting outcome/ Function	Activity	Further links to relevant outcomes	District	Target date for delivery
	Archives	Improving access to our archive collections available online: Licence Internet Agreement - to provide digital access to some of the archive's most well used collections through a commercial supplier	Improved digital access and literacy	KHLC	Confirm way forward June 2017
	Archives	Digitisation and cataloguing of postcard collections held throughout the county. These will be imported on to CALM for wider access, not only in Kent but worldwide. Possible potential of income generation through sales	Cultural and creative enrichment	Countywide	March 2018
	Service development	Celebratory officers trained by volunteers and staff to promote LRA services at Approved Premises	Cultural and creative enrichment	Ashford, Maidstone and Tonbridge	March 2018
	Service development	Continue to support the development of the Tunbridge Wells Cultural Hub project.	Stronger and more resilient communities	Tunbridge Wells	Ongoing- HLF bid submitted summer 2017
	Service development	Continue to support the development of the Southborough Hub project. This year it is expected to see the start of construction.	Stronger and more resilient communities	Tunbridge Wells	March 2018
	Service development	Due to the building of new School buildings at Meopham secondary school LRA with infrastructure will complete the relocation of Meopham library to a new building on the same site.	Stronger and more resilient communities	Gravesham	Expected completion Autumn 2017
	Service development	Bearsted – review condition following the current Survey work (April 2017) and take appropriate action once next steps are clear to ensure library services are maintained at Bearsted	n/a	Maidstone	May 2017
	Service development	Ashford - improve access by relocating services to ground floor		Ashford	End of 2017

Outcome	Supporting outcome/ Function	Activity	Further links to relevant outcomes	District	Target date for delivery
	Service development	Tonbridge Library Improvement works. Work with infrastructure team to ensure works to address the condition and appearance of the external front façade take place. LRA to also work up plans for a mini-refurbishment of Tonbridge Library to improve layout, stock and look of this key town centre library.	n/a	Tonbridge	March 2018
	Service development	Continue the work to streamline music stock collections and work up plans for the creation of music stock centre of excellence	Cultural and creative enrichment	Countywide	March 2018
	All Kent's communities benefit from economic growth and lower levels of deprivation				
	Service delivery	Local staff to review existing provision of Meet and Practice English groups and roll out to meet local demand in locations.	Stronger and more resilient communities	Countywide area	October 2017
	Service delivery	Evaluate existing artisan pop up shops at Broadstairs and Deal. Using the lessons learned, roll out to a further location	Greater prosperity	Dover and Thanet	October 2017
	Service delivery	Work in partnership with Nat West to run a Business Startup session	Greater prosperity	Tunbridge Wells	December 2017
	Service development	Develop new collection policy, stock and delivery of the community language collections shifting from county reserve to circulating collections on the open shelf	Increased reading and literacy	Countywide	December 2017
Outcome 3: Older and vulnerable residents are safe and supported with choices to live independently					
	Families and carers of vulnerable and older people have access to the advice, information and support they need				
	Service delivery	Work in partnership with Age UK and hold 2 local studies sessions to promote our services	Healthier and happier lives	Tunbridge Wells	July 2017

Outcome	Supporting outcome/ Function	Activity	Further links to relevant outcomes	District	Target date for delivery
	Service delivery	Deliver 4 new, Reminiscence Box talk time sessions throughout the district	Healthier and happier lives	Tunbridge Wells and Madginford	March 2018
	People with mental health issues and dementia are assessed and treated earlier and are supported to live well				
	Service delivery	Actively contribute to Clinical Commissioning Group's Social Prescribing initiative by engaging with those referred, providing details of activities and events and adapting activities based on demand and feedback	Healthier and happier lives	Canterbury	March 2018
	Service development	Work with ACE to use Touch a New World as a pilot case study to develop work for those with dementia and their carers	Healthier and happier lives	Countywide	December 2017
	Service delivery	Following a successful pilot in Gravesend develop a programme of monthly social events for volunteers to improve engagement and opportunities for consultation and training	Healthier and happier lives	Countywide	September 2017
	Older and vulnerable residents feel socially included				
	Service delivery	Improve choice and opportunity for independent selection of books for Home Library Service customers	Increased reading and literacy	Ashford, Maidstone and Tonbridge	March 2018
	Service development	Develop a clear service offer to support the homeless access LRA services	Stronger and more resilient communities	Countywide	July 2017
Outcome 4: KCC complies with all legislation relating to Libraries, Registration Services and Archives					
	Service delivery	Embed customer service training across the service – all staff to complete mandatory training Customer Service Parts 1 and 2. LRA also to play a key role supporting the GET customer service programme and will develop additional initiatives based on how this develops throughout the year.	n/a	Countywide	March 2018

Outcome	Supporting outcome/ Function	Activity	Further links to relevant outcomes	District	Target date for delivery
	Service development	Refresh kent.gov.uk/ for all elements of LRA. Our aim working with comms and Agilisys will be to develop a more customer focussed site that encourages exploration and browsing.	n/a	n/a	March 2018
	Service development	Customer engagement and marketing strategy to be developed. This will set out our priorities for the next 18 months along with an action plan to work to. This will support the development of the LRA Vision work.	n/a	n/a	June 2017 – may want to move to later date
	Service development	Develop income generation strategy. This will support the development of the LRA vision work and will also enable LRA to pilot potential new income initiatives.	n/a	n/a	June 2017 – see above
	Income generation	Review all LRA fees, fines and charges	n/a	n/a	March 2018
	Income generation	Organise a Murder Mystery event	n/a	Archbishops Palace Maidstone	November 2017
	Service development	Pilot of RFID+ assisted opening hours in three locations across the County. This is an approach either implemented or being explored in a number of local authorities. It enables customers to access a library at specific times to access the majority of our services when staff are not present and is thus a natural potential extension of our self-service technology. This is to compliment other times when the library has a staff member to assist.	n/a	Dover, Gravesham and Tunbridge Wells	March 2018
	Service development	Continue to explore the potential for local communities to be more involved in the active delivery of library services. This includes working with Birchington Parish Council to deliver the local library service.	n/a	Thanet	March 2018

Outcome	Supporting outcome/ Function	Activity	Further links to relevant outcomes	District	Target date for delivery
Page 173	Service Development	Review of Citizenship Ceremony Offering with regards to scripting, delivery and gifting	n/a	Maidstone, Bexley and Ramsgate	September 2018
	Service development	Review Welcoming Ceremonies and Renewal of Vows in line with reviewing the fees and charges. Consider if there is scope for development of the ceremonies or whether they should no longer be offered.	n/a	Countywide	March 2018
	Service Development	Develop a staff training strategy for Public Protection and Counter Fraud to meet the new Home Office requirements. All registration staff to be trained to ensure they have a full understanding of their responsibility with regards to Public Protection and counter fraud	n/a	Countywide	September 2017
	Service development	Review European Passport Return Service delivery	n/a	Maidstone and Bexley	July 2017
	Income generation	Explore potential for new business development opportunities at Bexley Register Office e.g. Christmas Carols, actively seeking joint working opportunities with tea room	n/a	Bexley	March 2018
	Service development	Confirmation and rollout to staff the new collection development policy, including core stock principles and policies for selection, acquisition and disposal	Increased reading and literacy	Countywide	March 2018
	Service development	New stock disposal policy and guidelines/ procedures for decommissioned and withdrawn stock	Increased reading and literacy	Countywide	March 2018
	Service development	Review of DVD collection strategy. This work will inform the LRA vision work.	n/a	Countywide	March 2018
	Service development	Review the County reserve collections – specifically related to the Tunbridge Wells hub	Increased reading and literacy	Countywide	March 2018

Outc ome	Supporting outcome/ Function	Activity	Further links to relevant outcomes	District	Target date for delivery
	Service development	Rollout the Library Management System Spydus 10 upgrade	n/a	Countywide	Autumn 2017
	Service development	Rollout upgraded self service equipment to 44 sites across the county to include 21 sites with Netloan and print release	n/a	Countywide	Underway-completion August 2017
Page 174	Service development	Contribute to ongoing conversations to ensure all KCC sites are fully utilised and explore new ways of working with other partners e.g. Community Learning & Skills (CLS), Families and Social Care (FSC) and Children's centres (CC) To develop but current initiatives include; • Faversham Library with FSC • Folkestone library with CLS • Herne Bay with Canterbury City Council • Bockhanger with CC • Cranbrook Library with FSC	Stronger and more resilient communities	Faversham, Folkestone, Herne Bay, Bockhanger & Cranbrook	March 2018
	Service development	• ICT upgrade projects; • TNS Pay: Rollout of new staff chip and pin and contactless devices • Registration Booking and management system • Archive Management system • Total Refresh Programme for staff: Replacement of staff PCs, Skype & Windows 10. LRA to review equipment. • New Customer comments database	Improved digital access to LRA services	Countywide	July 2017 December 2017 CALM upgrade May 2017. Phase II work December 2017 Autumn 2017 July 2017

Outcome	Supporting outcome/ Function	Activity	Further links to relevant outcomes	District	Target date for delivery
	Service development	Review of all LRA offers for customer groups to ensure these are up to date and still meet customer needs.	n/a	Countywide	March 2018
	Service development	Retain Place of Deposit status from the National Archives and meet BS 5424 for security and storage of Archives with an application for Archive accreditation	Cultural and creative enrichment	KHLC	Accreditation to be sought Autumn 2017
	Service development	Continue the 4 year National Archives funded Manorial Records Project to end in March 2019	Cultural and creative enrichment	KHLC	March 2018
	Service development	Procure and develop a collections management system with online search functionality with a roadmap to establish online document ordering and online purchase of services	n/a	KHLC	Autumn 2017
	Income generation	Generate income to achieve target through: • Provision of digitisation services • Provision of conservation services • Provision of research services • Licence Internet agreement • Funding for HLF/BFI for Coast Exhibition • HLF Skills for the future • Sales of Kent History Project publications	n/a	KHLC	March 2018
	Service development	Work to improve customer service and customer satisfaction levels by reviewing KHLC operations including search room delivery, front desk and staff training ensuring that it functions effectively and enables excellent customer service.	Cultural and creative enrichment **(DODP)***	Maidstone	March 2018
	Service development	Complete the work to review the current financial apportionment of the Prisons contract. Once completed carry out a review of Prison library services.	n/a	Maidstone and Swale	Pricing work completed October 2017

Outcome	Supporting outcome/ Function	Activity	Further links to relevant outcomes	District	Target date for delivery
	Service delivery	Realignment of opening hours to make best use of staff time whilst retaining the total number of hours each building is open. Sites to be considered and local consultation to take place for each site where realignment proposed.	n/a	Countywide	September 2017
	LRA environment specification	Work to reduce business mileage by 10% to encourage greater use of teleconferencing and skype. Timetable of training webinars. Public transport, car sharing.		Countywide	March 2018

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

Performance Indicators relating to Customer Service

Ref	Indicator Description	2016/17 Target	2016/17 Actual	2017/18 Floor	2017/18 Target
LRA06	Customer satisfaction with Birth and Death Registration	95%	96%	90%	95%
LRA07	Customer satisfaction with ceremonies	95%	97%	90%	95%
LRA12	Customer satisfaction with Libraries	95%	96%	90%	95%
LRA13	Customer satisfaction with Archives	90%	-	82%	90%
LRA18	Customer satisfaction with Citizenship Ceremonies - NEW	95%	-	90%	95%
DT11	% of automated book renewals (online, self-service and automated phone)	75%	72%	71%	75%
DT12	Birth Registration appointment booked online	75%	70%	69%	75%

Performance Indicators relating to Business Activity

Ref	Indicator Description	2016/17 Target	2016/17 Actual	2017/18 Floor	2017/18 Target
LRA14	Number of customers using outreach services (Home Library Service, and Touch a New World)	1,600	1,460	1,350	1,500
LRA15	Total number of customers attending events in Libraries and Archives – 000s	210	203	190	210
LRA16	Number of archival documents utilised by the public – physical and digital	42,500	27,500	27,500	45,000
LRA17	Number of volunteer hours adding extra value to the LRA service - NEW	-	44,000	40,500	45,000
ENV 1	Reduce business mileage by 10% in line with KCC Environmental strategy	n/a	n/a		

Activity Indicators Relating to Business Activity

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2017/18 Expected
LRA01	Number of visits to static libraries (excluding mobiles due to current redesign of service) - 000s	Upper	1,270	1,380	1,210	1,210	4,850
		Lower	1,160	1,270	1,100	1,100	
LRA02	Number of books issued (includes eBooks and audio books) - 000s	Upper	1,155	1,310	1,210	1,100	4,485
		Lower	1,055	1,210	1,020	1,000	
LRA04	Number of online contacts to Libraries, Registration and Archives - 000s	Upper	350	340	340	350	1,320
		Lower	320	310	310	320	
LRA05	Number of ceremonies conducted by KCC officers, including Bexley	Upper	1,900	2,800	1,300	800	6,500

Appendix 1

Directorate Priorities for 2017-18

DP1   **Further develop and refine GET's approach to commissioning services**

DP2   **Deliver and embed our Customer Service Programme**

DP3   **Explore and develop multi-agency approaches to improve delivery of GET's services**

DP4   **Develop and deliver GET's county-wide strategies**

DP5   **Develop GET's offer of a preventative model to supporting the health and wellbeing of Kent's residents and related outcomes across KCC and our partners**

DP6   **Strengthen the County's resilience**

DP7   **Plan and deliver appropriate growth in the County and in doing so, explore and utilise smart technology to support delivery of better outcomes**

DODP **Directorate Organisational Development Priorities**

▫ Apprenticeships for all	▫ Partnership working and integration
▫ Leadership and management capabilities and culture	▫ Sustains transformation and new operating model
▫ Staff engagement for resilience	▫ Workforce planning, succession planning and talent management
▫ Digitally enabled workforce	▫ Workforce development

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By: Mark Dance, Cabinet Member Economic Development

To: Growth, Economic Development and Communities Cabinet
                Committee – 21 June 2017

Subject: RGF Programmes and Framework for Monitoring Report

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

Classification: Unrestricted

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Summary

o *Job Creation and Jobs Safeguarded*: the jobs created figure has increased by 158 to 2,506 since the last report but the safeguarded figure has decreased by 258 to 1,352.

o *Monitoring Returns:* Out of the 205 companies being reported on during this period, 153 (75%) are rated as Green or Amber.

   o Since the last report, 4 additional companies from the Tiger Scheme have been RAG rated RED.
   o 1 additional company was RAG rated RED in the Expansion East Kent Scheme.

o *Repayment of Funds*: as of 31 March 2017, £12,699,958 (89%) has been repaid and these funds are being recycled under the new scheme "Kent and Medway Business Fund".

o *Outstanding Debt: T*he total outstanding debt is currently recorded as £4,746,143, equating to 8.42% of overall funds defrayed:-

   o £591,454 has been recovered/agreed with the administrators.
   o £1,498,729 is confirmed as being non recoverable.
   o £2,655,960 is being pursued.

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1. Background Information

1.1   Since November 2011 the Department of Business, Enterprise, Innovation and Skills (BEIS) has allocated £55 million to KCC for three schemes:-

- Expansion East Kent (£35 million)
- Tiger (£14.5 million)
- Escalate (£5.5 million)

1.2   These schemes provided funds for companies with investment plans that will lead to job creation. For the majority of the companies the loan finance was

provided at 0% interest, with a repayment period of between 5 and 7 years. The schemes have also allocated grants and equity investments. These schemes are now closed to applicants.

1.3 This report provides an update on the allocation of funds to companies in the format previously agreed by the Growth, Economic Development and Communities Cabinet Committee.

2. Update on all RGF Schemes

2.1 As of 31 March 2018, KCC has committed £56.3 million (£55m plus accrued interest and recyclable funds) across the three RGF schemes since April 2012.

2.2 These companies have loan agreements to create 4,097 jobs and will leverage in over £88 million, from private and public sector investment. The overall job target is 6,910 jobs to be created or safeguarded and this includes the period of recyclable funds. The monitoring returns covering the period January 2017 to March 2017 include evidence of employment contracts for the creation of 2,506 jobs and safeguarded of 1,352.

Job Status	Target to Date	Actuals to Date	Percentage against target
Jobs Created	2,902	2,506	86% (Green)
Jobs Safeguarded	1,491	1,352	91% (Green)

2.3 Additionally, within this monitoring period, 9 loans to the value of £1,218,000 have been reported as bad debt. The cumulative total of the companies who have defaulted on their loans is as follows:-

Bad Debts previously reported in Red Category A:	No of Companies	Percentage of number of companies	Loan Value	Percentage of overall defrayed funds £56,383,859
Total Bad Debt	30	12.4%	£4,746,143	8.42%

3. Detailed Cumulative Summary of Monitoring

3.1 As part of the loan agreement, each company is contracted to provide quarterly monitoring returns. These returns are in arrears of the previous quarter, and upon receipt and internal validation, one of the following RAG ratings is applied:-

- Green Risk Status: full return received and no outstanding issues.
- Amber Risk Status: partial return received and/or issues re contracted milestones.

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

3.2 The following table provides a headline summary of actual performance against contractual target for all three RGF programmes for the period of January 2017 to March 2017. It has resulted in Green 101, Amber 52 and Red 52:-

No of companies in monitoring reporting cycle	No of companies reporting on	No of companies in Green Risk Status	No of companies in Amber Risk Status	No of companies in Red Risk Status
242	205	101 (50%)	52 (25%)	52 (25%)
Loan Values				
£56,383,859	£43,841,411	£23,037,246	£14,459,303	£6,344,862

Out of the 205 companies within this monitoring reporting cycle, 75% (153) fall within green and amber. This equates to a monetary loan value of £37,496,549.

4.   Details of Red Risk Status

4.1 The table below provides details on 52 companies (25%) that have been rated as RED risk status. The red risk status falls into three categories as follows:-

Breakdown of Red Risk Status 25%	Category A Non Payment of Debt	Category B Nil Return of Monitoring Form	Category C Significant shortfall on milestones / targets
No of Companies	9*	13 (6%)	39 (19%)
Combined Loan Value	£1,218,000	£1,207,454	£5,137,408
Actions to be taken	Companies in Administration	Follow up emails and site visits	Companies under review variations of contract offered

* Excluded from figures in 3.2 due to being bad debt.

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

Cumulative Bad Debts	No of Companies	Percentage of number of companies supported	Loan Value	Percentage of overall defrayed funds
Previous Bad Debt	21	8.7%	£3,528,143	

Current Quarter Bad Debt	9	3.7%	£1,218,000	£56,383,859
Total Bad Debt	30	12.4%	£4,746,143	8.42%

4.3 Of the 30 companies which have gone into liquidation or in the process of going into administration, KCC Legal and Internal Audit have been advised and are working with the RGF Manager to recover the maximum amount of loan value.

5. Profile for Repayments of Funds (as at 31 March 2017)

5.1 There are two loan repayment periods within each financial year i.e. September and March. The cumulative estimated amount to be received by March 2017 was £14,202,735. The actual amount receipted to date is £12,699,958, which represents an achievement of 89%. The table below provides details of the repayment profile.

2013/14 Target and Actual	2014/15 Target and Actual	2015/16 Target and Actual	2016/17 Target and Actual	TOTAL TO DATE
Target= £338,548 Actual = £338,548	Target = £1,445,707 Actual = £1,445,711	Target= £5,064,034 Actual= £5,011,274	Target= £7,354,446 Actual= £5,904,425	**Target=£14,202,735 Actual=£12,699,958 89%**
2017/18 Target	**2018/19 Target**	**2019/20 Target**	**2020/21 Target**	**Total Repayment due by 2021**
£8,123,321	£7,458,929	£5,283,767	£4,494,879	**£39,563,631**

6. Delivery of Schemes

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

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

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

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Expansion East Kent Programme

Background Information

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

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

1. **Funding Awarded**

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

Expansion East Kent & Small Business Boost Scheme	Funds Awarded £	Private Investment £	No of Companies	No of jobs to be created	Saved posts	Total no of Jobs created/ safeguarded posts
Ashford	250,500	115,578	9	25	6	31
Canterbury	8,714,680	9,181,719	44	1,264	89	1,353
Dover	15,131,357	28,377,539	34	688	246	934
Shepway	6,263,468	10,075,900	25	487	130	617
Thanet	6,026,256	8,901,781	41	415	270	685
Total	**£36,386,261**	**£56,652,517**	**153**	**2,879**	**741**	**3,620**
Total Committed Funding	£36,386,261	£56,652,517	153	2,879	741	3,620

1.2   Within the Expansion East Kent scheme, there is:-

(a) an equity programme whereby the Investment Advisory Board agreed to ring fence and commit £5 million. All the funds for equity investments have been committed;

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

2. **Defrayment of Funds (to include additional allocation to Small Business Boost)**

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

Funds committed and defrayed as at 30 September 2016	= £35,639,070}	£36,294,019
Estimated funds remaining to be defrayed	£654,949}	

3. **Profile for Repayments of Funds (as at 31 March 2017)**

3.1   All repayment of loans and returns on Equity Investments will be reinvested into future financial support programmes for businesses. The table below provides details on the repayment profile. The total amount to be repaid is £21,992,317. Sixteen companies have been awarded equity investments.

3.2   There are two loan repayment periods per financial year i.e. March and September. The cumulative estimated amount to be repaid by March 2017 was £7,822,820. The actual amount receipted to date is £6,672,092, which represented an achievement of 85%. The target figure is subject to change, due to contract variations and applicants deciding to repay their loan in full earlier than anticipated, to allow early release of KCC charges.

2013/14 Target and Actual	2014/15 Target and Actual	2015/16 Target and Actual	2016/17 Target and Actual	TOTALS TO DATE
Target=£335,294 Actual=£335,294	Target=£820,663 Actual=£820,667	Target=£2,368,160 Actual=£2,331,152	Target=£4,298,703 Actual=£3,184,979	**Target=£7,822,820 Actual=£6,672,092 85%**
2017/18 Target	**2018/19 Target**	**2019/20 Target**	**2020/21 Target**	**Total Repayment due by 2021**
£4,503,208	£3,855,348	£2,886,637	£2,924,304	**£21,992,317**

4. Monitoring Returns (January 2017 to March 2017)

4.1 The monitoring returns for the Expansion East Kent programme for the period January 2017 to March 2017 have resulted in 69% being allocated Green status (performance fully met as per loan agreement) or Amber status (slight slippage but in the main delivery of job outputs as per loan agreement) as follows:-

No of companies	No of companies reporting on	No of companies in Green Risk Status	No of Companies in Amber Risk Status	No of Companies in Red Risk Status
153	128*	60 (47%)	28 (22%)	40 (31%)
Combined Loan Value				
£36,386,261	£27,063,160	£12,914,162	£9,849,798	£4,299,200

* Figures exclude companies not in the monitoring cycle, which are the companies which have repaid their loans, have completed their monitoring cycle, are bad debt or are reported on as part of an equity portfolio.

It is important to note there are three categories with the RED status – see table below, which represents data from the current quarter (January 2017 to March 2017):

Breakdown of Red Risk Status 31%	Category A Non Payment of Debt	Category B Nil Return of Monitoring Form	Category C Significant shortfall on milestones / targets
No of Companies	5*	11	29
Combined Loan Value	£432,000	£818,500	£3,480,700
Actions to be taken	Companies in administration	Follow up email	Companies under review

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

Category A =	5 companies – bad debt*
Action taken:	Companies in administration
Category B =	11 companies - nil return of monitoring form
Action taken:	All 11 Companies have received follow up emails and site visits have been undertaken, scheduled or planned.

Category C =	29 companies - significant delays in the following areas:-
	8 companies: • Job creation significantly behind, loss of staff/poor retention, and/or no employment contracts to sufficiently evidence job creation 11 companies: • Issues with loan repayments being met 5 companies: • Delays in project delivery, contract variation could be required. 5 companies: • Currently dormant.
Action taken:	Discussions and/or site visits have been undertaken and/or are scheduled to ascertain any business issues. Where necessary contract variations have been undertaken or will be.

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

This shows the cumulative position of bad debt companies: -

Cumulative Bad Debts	No of Companies	Percentage number of companies supported	Loan Value	Percentage of overall committed funds £36,386,261
Previously reported	15	9.8%	£2,726,930	
Current Quarter Bad Debt	5	3.3%	£432,000	8.7%
Total Bad Debt	20	13.1%	£3,158,930	

4.2 The creating and safeguarding of contractual job targets have been verified from the monitoring returns covering the period January 2017 to March 2017. The evidence gathered includes employment contracts and payroll reports. The full details of jobs created and safeguarded are below:-

Job Status	Target to Date	Actuals to Date	Percentage against target
Jobs Created	1,979	1,611	81% (Green)
Jobs Safeguarded (includes Indirect Jobs)	740	677	91% (Green)

Tiger Programme

Background Information

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

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

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1. Funding Awarded

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

Tiger Programme	Funding per Local Authority £ m	Private Investment £ m	No of Companies issued	No of jobs to be created	Saved Posts	Total number of Jobs
Dartford	2,009,115	1,451,428	9	145	52	197
Gravesham	881,062	843,375	5	44	62	106
Medway	3,813,621	3,420,834	14	222	168	390
Swale	6,544,502	16,370,958	16	344	254	598
Thurrock	1,241,700	3,066,356	5	40	41	81
Total	**14,490,000**	**25,152,951**	**49**	**795**	**577**	**1,372**

Total Funding Committed	£14,490,000	£25,152,951	49	795	577	1,372

2. Defrayment of Funds

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

Funds defrayed as of close of programme March 2015	= £14,490,000

3. Profile for Repayments of Funds (as at 31 March 2017)

3.1 All repayment of loans, and returns on Equity Investments, will be reinvested into future financial support programmes, for businesses. The table below provides details on the repayment profile. The total amount to be repaid is £12,478,414. Two companies were awarded equity investments (£1,424,072).

3.2 There are two loan repayment periods per financial year i.e. March and September. The cumulative estimated amount to be repaid by March 2017 was £4,504,731. The actual amount receipted to date is £4,289,685, which represented an achievement of 95%. The target figure is subject to change, due to contract variations and applicants deciding to repay their loan in full earlier than anticipated, to allow early release of KCC charges.

2013/14 Target and Actual	2014/15 Target and Actual	2015/16 Target and Actual	2016/17 Target and Actual	TOTALS TO DATE
Target=£3,254 Actual=£3,254	Target=£493,284 Actual=£493,284	Target=£1,875,523 Actual=£1,866,023	Target= £2,132,670 Actual = £1,927,124	**Target=£4,504,731 Actual=£4,289,685 95%**
2017/18 Target	**2018/19 Target**	**2019/20 Target**	**2020/21 Target**	**Total Repayment due by 2021**
£2,492,999	£2,498,787	£1,703,185	£1,278,712	**£12,478,414**

4. Monitoring Returns (January 2017 to March 2017)

4.1 The monitoring returns for the Tiger programme for the period January 2017 to March 2017, have resulted in 84% being allocated Green status (performance fully met as per loan agreement), or Amber status (slight slippage but in the main delivery of job outputs as per loan agreement), as follows:

No of companies	No of companies in monitoring reporting cycle	No of companies reporting on	No of companies in Green Risk Status	No of companies in Amber Risk Status	No of companies in Red Risk Status
49	42 5 bad debts 2 loans repaid	42	25 (60%)	10 (24%)	7 (16%)
Combined Loan Value					
£14,490,000	**£11,966,653**	**£11,966,653**	**£8,107,540**	**£2,043,291**	**£1,815,822**

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

Breakdown of Red Risk Status 17%	Category A Non Payment of Debt	Category B Nil Return of Monitoring Form	Category C Significant shortfall on milestones / targets
No of Companies	1*	2	5
Combined Loan Value	£195,000	£388,954	£1,426,868
Actions to be taken	Company in administration	Companies under review	Companies under review

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

The action taken on 7 (17%) companies in Red Status is as follows:

Category A =	1 company – bad debt*
Action taken:	Repayment is being sought through legal channels.
Category B =	2 companies: • Nil return of monitoring form
Action taken:	Site visits will be arranged.
Category C =	3 companies: • Significant delays in the areas of recruitment 2 companies: • Issues with loan repayments
Action taken:	All 5 companies are being closely monitored with regard to achievement of outputs, site visits have been arranged and/or scheduled; and contract variation discussions are taking place.

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

Cumulative Bad Debts	No of Companies	Percentage number of companies supported	Loan Value	Percentage of overall defrayed funds £14,490,000
Previous Bad Debt	4	7.8%	£696,213	
Current Quarter Bad Debt	1	2.0%	£195,000	6.2%
Total Bad Debt	5	9.8%	£891,213	

4.2 The creating and safeguarding of contractual job targets have been verified from the monitoring returns covering the period January 2017 to March 2017. The evidence gathered includes employment contracts and payroll reports. The full details of jobs created and safeguarded are below:-

Job Status	Target to Date	Actuals to Date	Percentage against target
Jobs Created	588	647	110% (Green)
Jobs Safeguarded	578	523	90% (Green)

Escalate

Background Information

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

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

1. Funding Awarded

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

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

Hastings Funding total is zero
**£10,000 uncommitted within Tiger and £2,402 contribution to marketing

Total Funding Committed	**£5,507,598**	**£6,200,602**	**40**	**423**	**173**	**596**

2. Defrayment of Funds

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

Funds defrayed as of close of programme March 2015	**= £5,510,000***

* Includes £2,402 contribution to marketing

3. Profile for Repayments of Funds (as at 31 March 2017)

3.1 All repayment of loans, and returns on Equity Investments, will be reinvested into future financial support programmes, for businesses. The table below provides details of the repayment profile. The total amount to be repaid is £5,092,900. One company was awarded equity investment in the sum of £250,000.

3.2 There are two loan repayment periods per financial year i.e. March and September. The cumulative estimated amount to be repaid by March 2017 was £1,875,184. The actual amount receipted to date is £1,738,181, which represented an achievement of 93%. The target figure is subject to change, due to contract variations and applicants deciding to repay their loan in full earlier than anticipated, to allow early release of KCC charges.

2014/15 Target and Actual	2015/16 Target and Actual	2016/17 Target and Actual		TOTAL TO DATE
Target=£131,760 Actual=£131,760	Target=£820,351 Actual=£814,099	Sep 16 Target=£462,977 Actual=£419,204	March 17 Target=£460,096 Actual=£373,118	**Target=£1,875,184 Actual=£1,738,181 93%**
2017/18 Targets	**2018/19 Targets**	**2019/20 Targets**	**2020/21 Targets**	**Total Repayment due by 2021: £5,092,900**
£1,127,114	£1,104,794	£693,945	£291,863	

4. Monitoring Returns (January 2017 to March 2017)

4.1 The monitoring returns for the Escalate programme for the period January 2017 to March 2017, have resulted in 86% being allocated Green status (performance fully met as per loan agreement), or Amber status (slight slippage but in the main delivery of job outputs as per loan agreement), as follows:

No of investments awarded	No of companies in monitoring reporting cycle	No of companies reporting on	No of companies in Green Risk Status	No of Companies in Amber Risk Status	No of Companies in Red Risk Status
40* *includes 5 bad debt	35	35	16 (46%)	14 (40%)	5 (14%)
Combined Loan Value					
£5,507,598	£4,811,598	£4,811,598	£2,015,544	£2,566,214	£229,840

It is important to note there are three categories with the RED status in this current quarter – see table below:-

Breakdown of Red Risk Status 14%	Category A Non Payment of Debt	Category B Nil Return of Monitoring Form	Category C Significant shortfall on milestones / targets
No of Companies	3*	0	5
Combined Loan Value	£591,000		£229,840
Actions to be taken	Companies in administration		Companies under review

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

The action taken on 6 (17%) companies in Red Status in the current quarter is as follows:-

Category A =	3 companies – bad debt*
Action taken:	Repayment is being sought through legal channels.
Category B =	N/A
Action taken:	
Category C =	1 company: • Issues with loan repayments 1 company: • Behind on job targets 3 companies: • Company dormant
Action taken:	Currently in discussion with companies to reach resolution.

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

Cumulative Bad Debts	No of Companies	Percentage number of companies supported	Loan Value	Percentage of overall defrayed funds £5,507,598
Previous Bad Debt	2	5%	£105,000	
Current Quarter Bad Debt	3	7.5%	£591,000	12.6%
Total Bad Debt	5	12.5%	£696,000	

4.2 The creating and safeguarding of contractual job targets have been verified from the monitoring returns covering the period January 2017 to March 2017. The evidence gathered includes employment contracts and payroll reports. The full details of jobs created and safeguarded are below:-

Job Status	Target to Date	Actuals to Date	Percentage against target
Jobs Created	335	248	74% (Green)
Jobs Safeguarded	173	152	88% (Green)

From: John Lynch, Head of Democratic Services

To: Growth, Economic Development and Communities Cabinet Committee – 21 June 2017

Subject: Work Programme 2017/18

Classification: Unrestricted

Past and Future Pathway of Paper: Standard agenda item

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

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

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1. **Introduction**
1.1 The proposed Work Programme, appended to the report, has been compiled from items in the Future Executive Decision List and from actions identified during the meetings and at agenda setting meetings, in accordance with the Constitution.

1.2 Whilst the Chairman, in consultation with the Cabinet Members, is responsible for the programme's fine tuning, this item gives all Members of this Cabinet Committee the opportunity to suggest amendments and additional agenda items where appropriate.

2. **Work Programme 2017/18**
2.1 The proposed Work Programme has been compiled from items in the Future Executive Decision List and from actions arising and from topics, within the remit of the functions of this Cabinet Committee, identified at the agenda setting meetings [Agenda setting meetings are held 6 weeks before a Cabinet Committee meeting, in accordance with the Constitution].

2.2 The Cabinet Committee is requested to consider and note the items within the proposed Work Programme, set out in appendix A to this report, and to suggest any additional topics to be considered at future meetings, where appropriate.

2.3 The schedule of commissioning activity which falls within the remit of this Cabinet Committee will be included in the Work Programme and considered at future agenda setting meetings to support more effective forward agenda planning and allow Members to have oversight of significant services delivery decisions in advance.

3.5 When selecting future items, the Cabinet Committee should give consideration to the contents of performance monitoring reports. Any 'for information' items will be sent to Members of the Cabinet Committee separately to the agenda and will not be discussed at the Cabinet Committee meetings.

4.   Conclusion

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

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

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6.   Background Documents: None

7.   Contact details

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

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

STANDARD AGENDA ITEMS	
Item	**Cabinet Committee to receive item**
Portfolio Dashboard	At each meeting
Budget Consultation	Annually (November/December)
Final Draft Budget	Annually (January)
Annual Equality and Diversity Report	Annually (September)
Risk Register – Strategic Risk Register	Annually (March)
Directorate Business Plan	Annually (March)
Work Programme	At each meeting

Wednesday 6 September 2017

- Declarations of interest
- Minutes
- PRESENTATION
- Opportunities for Kent film and broadcast media
- Work Programme 2017/18
- Portfolio Dashboard
- Contract Management
- Equality and Diversity Annual Report
- Broadband update
- Performance of Guilds

Tuesday 21 November 2017

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

Tuesday 16 January 2018

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

Wednesday 7 March 2018

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

Items that have not been allocated to a meeting	
Presentations	• Margate Seafront
Other items	• Otterpool Garden Town • Thames Estuary Commission • Theme Park project on Swanscombe Peninsula – regular updates • Ebbsfleet Development Corporation - Tom Marchant • A series of items focussing on economic transformation (digital, low carbon, internationalism) District focussed presentation on what is happening to support local growth *would need to be meaningful, maybe look at areas instead of districts*