

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

Thursday, 7th March, 2019

10.00 am

Darent Room - Sessions House



AGENDA

GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Thursday, 7 March 2019 at 10.00 am
Darent Room - Sessions House

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

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

Membership (16)

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

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

Labour (1) Mr D Farrell

Webcasting Notice

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UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast announcements
- 2 Apologies and Substitutes
To receive apologies for absence and notification of any substitutes present
- 3 Declarations of Interest by Members in items on the Agenda
To receive any declarations of interest made by Members in relation to any matter on the agenda. Members are reminded to specify the agenda item number to which it refers and the nature of the interest being declared
- 4 Minutes of the meeting held on 10 January 2019 (Pages 7 - 16)
To consider and approve the Minutes as a correct record

- 5 Verbal updates by Cabinet Members and Corporate Director
To receive verbal updates from the Cabinet Member for Community and Regulatory Services and the Cabinet Member for Economic Development.
- 6 Performance Dashboard (Pages 17 - 30)
To note the performance report.
- 7 Risk Management: Growth, Environment and Transport Directorate (Pages 31 - 46)
To consider and comment on the risks presented.
- 8 19/00012 - Decision on the Libraries, Registration and Archives Strategy including Proposal for a New Library Tiering Model (Pages 47 - 270)
To comment and endorse or make recommendations to the Cabinet Member for Community and Regulatory Services on the proposed decision to adopt the 3 year strategy for Libraries, Registration and Archives and implement the proposal to tier libraries and introduce a new opening hours model across the county. Specifically to:
- A) Adopt the 3 year LRA strategy subject to changes being included as outlined in this report;
 - B) Implement the library tiering model and progress to local engagement regarding the pattern of opening hours for each library;
 - C) Delegate the decision on the exact opening hours for each library to the Libraries, Registration & Archives Head of Service in consultation with the Cabinet Member for Community and Regulatory services; and
 - D) Agree to a review of the tiering model on a 2-year cycle – with a report to this committee on any changes proposed.
- 9 19/00019 - Regional Growth Fund Administrative Changes and Transfer of Funds (Pages 271 - 276)
To comment and endorse or make recommendations to the Cabinet Member for Economic Development to agree that:
- (a) administration of and funding-decision authority for the monies previously recovered from companies based in East Sussex and handled via the Escalate Scheme, be transferred to East Sussex County Council for management via their East Sussex Invest 5 scheme; and
 - (b) that authority be delegated to the Director of Economic Development to take appropriate actions, including but not limited to, entering into legal agreements as necessary to implement this decision.

The proposed record of decision is shown at Appendix A.

10 Supporting Kent Exporters (Pages 277 - 288)

To provide comments on the export support framework and pilot initiatives outlined in annexes 1, 2 and 3.

11 District Visits Programme 2019 (Pages 289 - 290)

To received and endorse the report.

12 Work Programme 2019/20 (Pages 291 - 296)

To receive a report by General Counsel that 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)

Benjamin Watts
General Counsel
03000 416814

Wednesday, 27 February 2019

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 on Thursday, 10 January 2019.

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

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

IN ATTENDANCE: Mr D Smith (Director of Economic Development), Ms S Holt-Castle (Interim Director of Environment, Planning and Enforcement) and Miss G Little (Democratic Services Officer)

UNRESTRICTED ITEMS**118. Apologies and Substitutes**

(Item 2)

Apologies were received from Mr A Hook (substituted by Mr R Bird), Mr P Messenger (substituted by Mr D Brazier), Mr A Cook (substituted by Mr R Thomas), Mr P Homewood and Mr J Kite.

119. Declarations of Interest by Members in items on the Agenda

(Item 3)

There were no declarations of interest received.

120. Minutes of the meeting held on 15 November 2018

(Item 4)

1. Mr D Smith (Director of Economic Development) said that advice had been sought from the General Counsel following the resolution made in relation to minute 114.3.b regarding the governance and membership of the Kent and Medway Enterprise and Productivity Strategy working group. The advice received from the General Counsel verified that governance arrangements involving Members and officers would be determined by the Leader and did not require political balance.
2. RESOLVED that the minutes of the last meeting on 28 November 2018 are a correct record and that they be signed by the Chairman.

121. Verbal updates by Cabinet Members and Corporate Director

(Item 5)

1. Mr M Hill, OBE (Cabinet Member for Community and Regulatory Services) announced that the John Downtown Awards evening took place on 15th November 2018, where the winning pieces of work were selected for exhibition at the Turner Contemporary Art Gallery. The event showcased the high quality of work produced by young artists in Kent and received a total of 220 entries from 27 schools,
2. Bockhanger library was re-opened following its successful relocation at the Sure Steps Children's Centre; and
3. Faversham library which had undergone a refurbishment was re-opened to the public and offered the Good Day Programme, 'Better Days' which aimed to improve the days of those with learning disabilities. Mr Hill commended the significant enhancement to the library and Kent's positive steps towards change.
4. Mr M Dance (Cabinet Member for Economic Development) said that he attended the Greater South East Offshore Wind Energy B2B event in Ashford where delegates heard from a number of leading developers and key supply chain companies on their requirements and innovations in a bid to get Kent businesses involved in the offshore industry. Mr Dance commended the way in which Kent County Council responded to the industry and its positive attitude towards green energy and job generation for local businesses.
5. Mr Dance provided an update on the three Kent partner organisations: Visit Kent, Locate in Kent and Produced in Kent and the significant amount of work that was required to mitigate the risk to investment and tourism in the county.
 - (a) In response to Members queries regarding the safety of library staff following recent incidents, Mr Hill assured Members that the safety of staff was of paramount concern for Kent County Council and said that the Head of Libraries, Registrations and Archives had taken significant actions to mitigate risk and would continue to review the safety of library staff.
6. RESOLVED that the verbal updates be noted, with thanks.

122. Visit Kent Report & Presentation

(Item 6)

Deirdre Wells, OBE (Chief Executive, Visit Kent) and David Statham (Managing Director of Southeastern & Visit Kent Board Member) were in attendance for this item.

1. Mr D Hughes (Head of Business and Enterprise) introduced the report that set out the contract arrangements between Kent County Council and Visit Kent which were due to expire in March 2020. The presentation before the Committee included the results of the recently published independent research commissioned by Visit Kent and the innovative solutions to grow the visitor economy.
2. Ms D Wells presented a series of slides that exhibited the collaborative work that had taken place across Kent and the positive impact of this on Kent's and Medway's visitor economy and employment sector. Ms Wells drew Members attention to the results of the Cambridge Economic Model published in January 2019 which highlighted Kent's achievement of reaching 65 million visitors, £3.8 billion in visitor expenditure, the creation of 77 thousand jobs; and identified the future challenges inherent to Kent during a time of unprecedented change and the importance of finding innovative solutions to raise the county's profile as a key tourism destination.
3. Mr D Statham (Managing Director of Southeastern & Visit Kent Board Member) addressed the Committee from the perspective of a private sector investor and thanked Kent County Council for its on-going commitment to help fund Visit Kent. Work had also been undertaken to identify opportunities within the niche organisations and businesses to drive high value visits to events such as the Open Golf Tournament in Sandwich and the Turner Prize event in Margate. Mr Statham advised the Committee that other tourism sectors outside of the county viewed Visit Kent as one of the leading destination management organisations and sought to adopt the Kent model within their own tourism sectors. Expertise within Visit Kent had also been deployed elsewhere in the UK to leverage further funding and to help link tourism authorities across England, all of which were key to driving the local economy in Kent.
4. Ms Wells and Mr Statham responded to comments and questions from Members, including the following:-
 - (a) In response to concerns regarding the visitor data set and supporting infrastructure to accommodate visitor growth, Ms Wells confirmed that out of the 65 million visitors, 1 million of those were from overseas. Visit Kent had identified opportunities to increase overseas visitors through the Discover England Fund from the Government which was supporting a number of Visit Kent projects, including the improvement of travel trade links to ensure Visit Kent was engaging with and identifying the

needs of overseas visitors to increase overnight accommodation within Kent. The visitor data was generated using the Cambridge Research model and was scrutinised against Visit Kent's own Business Barometer to ensure accuracy. The two-year period helped Visit Kent to identify and analyse trends over a wider data set. Ms Wells also confirmed that thematic links were crucial in order to link attractions across Kent and said that the new Visitor First Strategy was reviewing those links and working with partners to ensure cross-market advertisement as this would help to increase overnight stays.

- (b) Members raised concerns regarding the standard of hotel accommodation in Kent and the shortage of medium sized conference venues. Ms Wells agreed that accommodation encompassed a number of qualitative aspects including the type of room, where the hotel was situated, the facilities of that hotel such as conference rooms and the quality of service, all of which contributed to increased opportunities for overnight stays. As part of the strategy, Visit Kent approached a group of private sector partners across the county to review the current accommodation and identify the key areas for future developments that would help to create jobs, drive tourism and increase local economy.
- (c) With regard to Brexit, Ms Wells said that Visit Kent needed to increase its digital platform to counteract the negative media coverage that may deter people visiting Kent. Visit Kent aimed to ensure the correct digital infrastructure was in place to support visitors with live data from across Kent (including the ports).
- (d) In response to concerns regarding business rates within the rural community, Ms Wells informed the Committee that she was appointed as Chair of the Tourism Alliance Body which aided the lobbying of Government on key strategic issues that faced domestic, inbound and outbound tourism industries and a key recurring concern in that role was the business rates for the self-catering sector. She assured the Committee that a significant degree of work was being carried out with the Ministry of Housing, Communities and Local Government (MHCLG) to identify a solution to the burden of business rates as Kent should be encouraging investment and expansion, not constraining it.
- (e) Members raised concern with the content available on the Visit Kent site to which Ms Wells assured the Committee that Visit Kent were working to ensure Social Content Optimisation across all media platforms and was working in conjunction with partners across Kent to improve this. With regard to maps, Visit Kent identified that visitors had a tendency to find attractions when on-the-go and therefore were reviewing digital systems that could help visitors pin-point near-by attractions through digital mapping.

(f) In response to concerns regarding staffing within the tourism industry as a result of Brexit, Ms Wells said that this was a national concern, however, a significant amount of work is being done with Canterbury Christ Church University and private sector partners to develop a degree level apprenticeship to promote careers within tourism hospitality. Ms Wells returned to the point about good quality hotels and said that staffing was crucial to a successful business and more needed to be done to invest in and retain staff.

(g) Members raised concerns regarding the increased pressure on caravan holiday parks as a result of increased housing pressure, Ms Wells informed the Committee that specific research to this effect had not been carried out, although, this issue had been replicated across many coastal towns. Ms Wells agreed to take the query back to Visit Kent as the holiday park sector is an important part of the accommodation provision.

5. RESOLVED that the information set out in the presentation and given in response to comments and questions be noted.

123. Preparations by HM Government and the European Commission for a No-Deal Brexit *(Item 7)*

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

1. Mr D Smith introduced the report which set out the current preparations made by Government and the European Commission for a No-Deal Brexit. This report complimented the earlier paper presented at County Council on 13 December 2018 which set out the work undertaken by Kent to prepare for a possible No-Deal Brexit. Kent County Council had deployed its intelligence service to Brussels to ascertain the preparations made by Kent's continental partners and to clearly communicate to Europe Kent's desired endeavour to facilitate the movement of people, business, trade and investment as previously demonstrated by Visit Kent.
2. Mr Smith responded to comments and questions from Members, including the following: -
 - (a) In response to concerns regarding aviation from the UK to the EU, Mr Smith said that transit flights should not be affected, however, International Airlines Group (IAG) which was the multi-national holding company of airlines such as Iberia and British Airways, had not received the clarification they sought which assured the company it could continue to

fly after 29 March 2020. Mr Smith agreed to carry out further research and provide a direct response to the Member.

3. RESOLVED that the report be noted.

124. Removal of the Housing Revenue Account Debt Cap

(Item 8)

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

1. Mr D Smith introduced the report which set out the details of the Housing Revenue Account (HRA) borrowing cap which summarised views of the sector and how local authorities in Kent had responded to the significant change. Mr Smith reminded the Committee that Kent County Council was not a local authority with housing or council housing ownership affected by these Government decisions and advised Members that the paper was for information purposes only.
2. Mrs J Howarth provided a brief summary of changes that had been made to the Housing Revenue Account borrowing cap and said that Kent Housing Group were working with the local district councils to determine how the additional borrowing cap would best facilitate further housing investment within their areas.
1. Mrs Howarth responded to comments and questions from Members, including the following: -
 - (a) Mrs Howarth said that councils who had not retained council housing stock would not be able to access funding from the Housing Revenue Account.
 - (b) The authorities that had retained housing stock were: Ashford, Canterbury, Dartford, Dover, Gravesham, Medway, Folkestone and Hythe, and Thanet.
2. RESOLVED that the report be noted.

125. Capital Programme 2019-22, Revenue Budget 2019-20 and Medium-Term Financial Plan 2019-22

(Item 9)

Mr K Tilson (Finance Business Partner for the GET directorate) was in attendance for this item.

1. Mr Tilson introduced the report that was designed to accompany the Draft Budget Book 2019-22 published on 2 January 2019 and referred to the revenue savings and additional spend demands that were of particular interest to the Committee, as well as the new schemes being proposed for inclusion into the capital programme for 2019/20.
2. Mr M Hill (Cabinet Member for Community and Regulatory Services) responded to comments and questions from Members, including the following: -
 - (a) Kent County Council were legally responsible for funding the Coroner's service, however, had no control over how the service was managed. Kent County Council was in discussion with the Chief Coroner over concerns of the pricing and cost of the service and were also lobbying to Government's Minister of Justice in an attempt to address the issues. Mr Hill acknowledged Members concerns and advised that it was a national issue that needed to be addressed.
3. RESOLVED that the draft capital and revenue budgets and Medium-Term Financial Plan (MTFP), including responses to consultation and government provisional settlement, be noted.

126. Members' Recent Visit to Gravesham District
(Item 10)

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

1. Mr Smith introduced the report which summarised the outcome of the recent visit by Members to Gravesham District and outlined the programme of future visits to other Kent districts in 2019. Mr Smith expressed his gratitude to the Leader of Gravesham Council (Mr Ridgers) and thanked the officers who assisted with the site visit for their accommodation throughout the day.
2. Mr Ridgers (Chairman) thanked Mr Hancock (Programme Manager) for his work and advised Members that the next visit would be to Ashford on 26 February 2019. Mr Ridgers asked Members, by show of hands, to confirm their interest in attending the next visit and said that this would also be extended to Members of the Environment and Transport Cabinet Committee. Supplementary to this, Mr Smith informed the Committee that the Leader of Ashford Borough Council would be participating at the next sit visit and if Members required specific questions to be answered on the day, that these be sent to Mr Hancock in advance of the visit.
3. RESOLVED that the report be endorsed.

127. Work Programme 2019/20

(Item 11)

RESOLVED that the work programme be noted.

128. Urgent Item - Verbal update on the Kent Skills Agenda

(Item 12)

Paul Winter (Chief Executive Officer, Wire Belt Ltd, Chair Kent and Medway Skills Commission) was in attendance for this item.

1. Mr Smith (Director of Economic Development) welcomed Mr Winter to the Committee who provided an update to Members on the skills and employability services available within Kent.
2. Mr Winter said that a majority of the Guilds were set up in 2016 to facilitate employer and education engagement as part of the 14-24 Learning Employment & Skills strategy and these were heavily influenced by public sector contribution, in particular, Kent County Council. Mr Winter provided a brief overview of the following sectors:

Hospitality and Tourism: - The sector had achieved recognition of its success through increased employer engagement with schools and training providers whom provided fairs and pre-work experience for students. A significant factor which contributed to the sectors success was parental involvement and influence, an area that was highlighted by Visit Kent who aimed to explore this aspect further in their efforts to expand. The Hospitality and Tourism Guild also offered the Charter Mark award as it did within other sectors such as the Construction Guild and the Creative and Media Guild, however it did not offer a degree apprenticeship and therefore work had commenced to develop this.

Health Care Guild: - The sector specifically targeted level 2 and level 3 entries and promoted the Guild through creative media that appealed to the younger generations.

Financial and Professional Services Guild: - The sector was chaired by Iain Hawthorne (Global Relationship Director for HSBC) and had successfully promoted degree apprenticeships within management and accounting.

Manufacturing and Engineering Guild: - The sector relied heavily on communication via newsletters to promote opportunities to schools and this would be sent out on a regular basis.

Science Guild: - This sector faced a number of challenges around its sustainability due to its cross-cutting nature as science-based companies felt it

set within the manufacturing Guild. In response to the concerns, the Commission agreed to review whether the Science Guild crossed into other sectors such as manufacturing, digital and management and determine the future of the Guild.

Land base Guild: - This sector also faced a number of challenges around its sustainability, however, efforts would continue to be made in re-launching the Guild.

With regard to the Guilds current position, Mr Winter said that The Education People was in operation, however, performance levels were considerably low due to the impact of organisational change and loss of staff. The joint commitment from Kent County Council and West Kent Partnership however supported the expansion of the Careers & Enterprise Company (CEC) into all Secondary schools within Kent which would provide the Commission with an opportunity to review the Guilds and identify better ways of working. Mr Winter said that once the Guilds had been redesigned to support students of all ages, the key challenge would be addressing the re-skilling and up-skilling agendas within the sectors.

1. Mr Winter responded to comments and questions from Members, including the following: -
 - (a) In response to levy contributions, the Guilds Commission along with Kent County Council were reviewing how the funds could be credited to digital accounts and how this could be directly accessed by employers to improve the apprenticeship standards.
 - (b) Many Secondary Schools remained opposed to the reintroduction of term-time work experience, however, supported students should they wish to organise work experience during the holiday period.
 - (c) In terms of whether the Guilds would regain popularity within schools, Mr Winter said that the Commission was reviewing the impact of raising the participation age to 18 as not all students wished to go onto higher education at university. Schools had started to cooperate with the Guilds and explore the possibility of vocational training. Mr Winter highlighted the importance of recruiting additional advisers within the Careers & Enterprise Company (CEC) to further promote vocational training and remove the stereotypical barriers.
 - (d) Mr Winter confirmed that schools did not have to use CEC, however, schools were being monitored in terms of what they were doing to address the employment and skills gap. The Guilds Commission met three times a year and had a number of representatives from CEC, schools, universities

and those from the Federation of Small Businesses (FSB) to discuss the possibility of apprenticeship degrees and remove the stigma of needing a university degree.

(e) Mr Winter said that 9% of the students who opted for the engineering Guild were female and highlighted to Members the importance of encouraging more females to take roles within the science, engineering and manufacturing field.

2. RESOLVED that the information presented be noted.

From: Mark Dance, Cabinet Member for Economic Development
Mike Hill, Cabinet Member for Community and Regulatory Services
Barbara Cooper, Corporate Director of Growth, Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee – 7 March 2019

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 third report for this financial year to this Committee.

2. Performance Dashboard

- 2.1. The current Growth, Economic Development and Communities Performance Dashboard is attached at Appendix 1. This provides results up to the end of December 2018.
- 2.2. The Dashboard provides a progress report on performance against target for the Key Performance Indicators (KPIs) included in this year's Directorate Business Plans. The Dashboard also includes a range of activity indicators which help give context to the Key Performance Indicators.
- 2.3. Key Performance Indicators are presented with RAG (Red/Amber/Green) alerts to show progress against targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.

3. Economic Development

- 3.1. The latest jobs created and safeguarded figure from Regional Growth Fund loan schemes for end of December stood at 4,379. Job creation and project delivery

through inward investment is below floor standard which may reflect current economic uncertainties. The number of properties brought back to use through No Use Empty (NUE) is 350 so far this year, ahead of target, with a total of 5,815 since the start of the project. External investment secured through European funding remains ahead of target. Contributions achieved from developers, and successful projects through the inward investment services contract, are above target. Both Growth Hub indicators are well ahead of target.

4. Libraries, Registration and Archives

- 4.1. Public consultation started on 21 November on a draft LRA strategy and finished on 29 January. This was available in several formats from online to paper copies available in all libraries and register offices across the county. A series of 20 drop-in events were planned to enable customers to talk directly to LRA managers about the draft strategy. The results of the consultation have been analysed and are being discussed elsewhere on this agenda.
- 4.2. Faversham library re-opened on 21 November following a major refurbishment. The works included the integration of the Good Day programme into the building together with decoration, new flooring and shelving. Herne Bay library was closed from 17 September until 7 October for some urgent building repairs to be completed.
- 4.3. Use of the 3 Library Extra sites at Deal, Higham and Paddock Wood has grown in this quarter. There are now 369 enabled customers - an increase of 180 on the previous quarter. There have been 808 swiped-in visits to these libraries during the quarter with 391 in Higham alone.
- 4.4. The County online offer continues to grow with web, e-book and e-audio and e-newspapers respectively holding the top 3 ranking as our busiest locations for issues. E-book and e-audio issues continue to grow consistently with a 32% increase in Quarter 3 compared to the same period in 2017 (76,899 issues). Our latest offer of e-newspapers was launched in January 2017 and since then we have issued 189,507 copies with 72,702 in quarter 3.
- 4.5. Issues are up by 5% and visits are down by 4% on the same quarter last year, with both within the expected range for the year to date.
- 4.6. The annual email survey of Libraries and Archives customers has been delayed as it would have clashed with our consultation so will now take place in February, with results ready for March.
- 4.7. The national trend for using the Home Library Service shows a downward trend so we will be replacing this next year by a satisfaction target. In a recent survey we achieved 98% satisfaction. We are also looking to improve our survey so that we can gain more information about areas needing development.

5. Environment, Planning and Enforcement

- 5.1. For Trading Standards, the indicator on the value of items prevented from entering the market is below floor standard, although there has been a higher number of goods seized this year, they have been of lower value than last year. The Division

has exceeded the target for the number of businesses provided with support, and income generated by charges for services is above target. Timeliness for completion of priority faults on the public rights of way network is well ahead of target, but the number of volunteers supporting EPE services is less than expected after a significant increase in target, though numbers are higher than this point last year. External investment secured by the division is below expectations, but higher than the position last year and is expected to improve further.

6. Recommendation(s):

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

7. Background Documents

The Council's Directorate Business Plans:

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

8. Contact details

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

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

Growth, Economic Development and Communities Performance Dashboard

Financial Year 2018/19

Results up to end of December 2018

Page 20

Produced by Strategic Commissioning - Analytics

Publication Date: February 2019

Guidance Notes

RAG RATINGS

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

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

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

Activity Indicators

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

Key Performance Indicators Summary

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

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

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

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

Division	Director	Cabinet Member
Economic Development	David Smith	Mark Dance

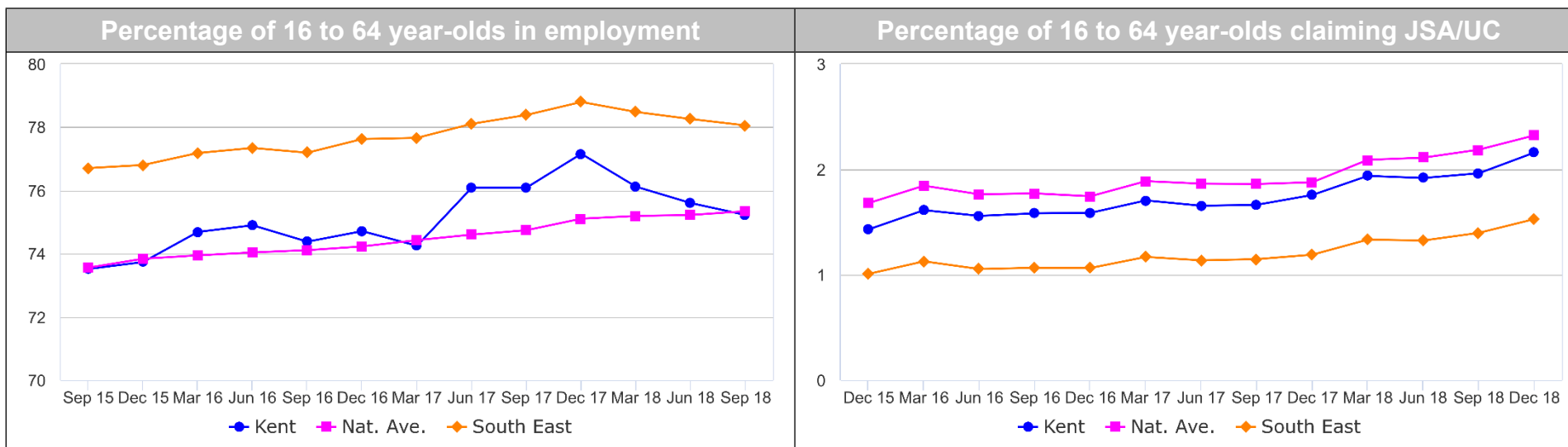
Ref	Performance Indicators	Year to Date	RAG	YTD Target	YTD Floor	Prev. Yr. YTD
ED04a	Confirmed FTE jobs created/safeguarded through RGF (cumulative since start of schemes)	4,379	AMBER	4,865	4,135	4,058
ED04b	Jobs created through inward investment services contract	428	RED	1,200	450	2,112
ED05	Number of homes brought back to market through No Use Empty	350	GREEN	300	262	327
ED07	External investment secured through European funding to deliver Kent-wide priorities	£12.7m	GREEN	£7.8m	£6.3m	£8.2m
ED08	Developer contributions secured against total contributions sought	97%	GREEN	90%	80%	96%
ED09	Successful projects achieved through inward investment services contract	45	GREEN	30	11	49
ED10	Businesses assisted via Kent and Medway Growth Hub contract (cumulative since start of contract in Nov 16)	6,432	GREEN	4,000	3,600	3,100
ED11	Businesses assisted through intensive support provided via the Growth Hub contract (cumulative since Nov 16)	837	GREEN	400	360	310

ED04a - The split between created and safeguarded jobs is 3,025 and 1,354 respectively.

ED04b - Additional jobs this quarter relate solely to SME's that Locate In Kent is supporting as part of the Foreign Inward Investment Kent contract with MHCLG. This is due to the contract being specific to SME's and reflects the lower projected job numbers.

ED10 & ED11 – The targets reflect the contract specification to be achieved by October 18, the end of the contract. A new contract for the Growth Hub is being negotiated.

Division	Director	Cabinet Member
Economic Development	David Smith	Mark Dance



The indicators above provide contextual information on the general state of the Kent economy.

The percentage of 16 to 64 year-olds in employment is derived from the Annual Population Survey (APS) which is a sample survey. The results of the survey come with statistical confidence intervals, which for Kent are plus or minus 2%. Those not in employment include individuals who are students, looking after family/home, temporary or long-term sick, and retired. The rate has been steadily increasing over the last three years.

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

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

Ref	Performance Indicators	Year to Date	RAG	Target YTD	Floor YTD	Prev. Yr.
LRA06	Customer satisfaction with birth and death registration	95%	GREEN	95%	90%	94%
LRA07	Customer satisfaction with wedding ceremonies	96%	GREEN	95%	90%	96%
LRA12	Customer satisfaction with libraries	N/a		95%	90%	97%
LRA13	Customer satisfaction with archives	N/a		90%	82%	87%
LRA18	Customer satisfaction with citizenship ceremonies	98%	GREEN	95%	90%	97%

LRA12&13 - Email surveys for libraries and archives were run in February. Due to a technical problem we were unable to download email addresses from our registration booking system and birth and death and wedding ceremony responses are limited this quarter.

Ref	Activity Indicators	Year to Date	Prev. Yr. YTD
LRA06b	Number of responses to birth and death registration satisfaction survey	1,066	1,493
LRA07b	Number of responses to wedding ceremonies satisfaction survey	498	584
LRA12b	Number of responses to libraries satisfaction survey	N/a	683
LRA13b	Number of responses to archives satisfaction survey	N/a	30
LRA18b	Number of responses to citizenship ceremonies satisfaction survey	209	270

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

Ref	Performance Indicators	Year to Date	RAG	Target YTD	Floor YTD	Prev. Yr. YTD
DT11	Percentage of automated book renewals	77%	GREEN	77%	74%	73%
DT12	Percentage of birth registrations booked online	74%	AMBER	77%	74%	74%
LRA14	Number of customers using Home Library Service	1,300	RED	1,456	1,306	1,369
LRA15	Number of customers attending events in libraries and archives	176,720	GREEN	164,510	149,210	165,187
LRA17	Number of volunteer hours adding extra value to the LRA service	33,455	AMBER	34,840	31,370	34,361

The high number of Red and Amber results in part reflects a significant increase in Target levels this year.

DT12 – The online booking system is being upgraded and is being tested by staff with implementation in 2019.

LRA14 – We will be amending this indicator to one for satisfaction next year. The national trend shows that this service is not increasing.

LRA17 – Following an increase in volunteer recruitment these hours are now increasing towards the target.

Ref	Activity Indicators	Year to Date	Prev. Yr. YTD
DT11b	Number of book renewals (000s)	1,011.9	1,084.4
DT12b	Number of birth registration appointments	14,124	14,652
LRA16	Number of archival documents utilised by the public	20,655	26,625

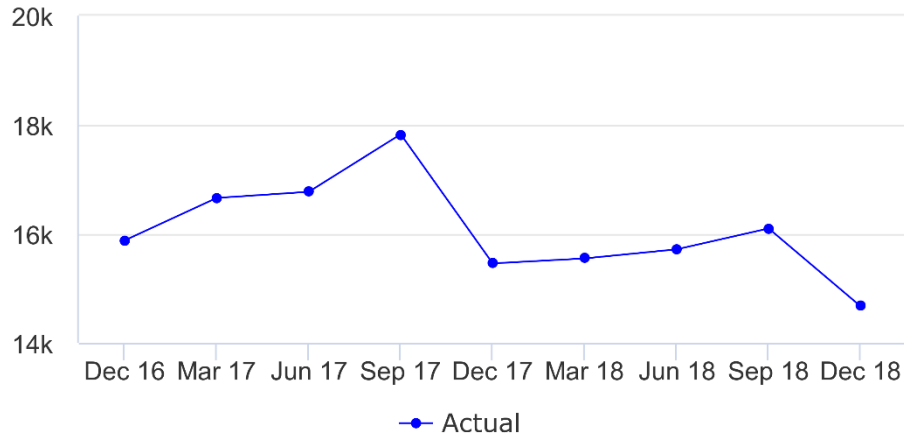
Service Area	Head of Service	Cabinet Member
Libraries, Registrations and Archives	James Pearson	Mike Hill

Ref	Activity Indicators	Year to Date	In expected range?	Expected Activity		Prev. Yr. YTD
				Upper	Lower	
LRA01	Average number of visits to libraries per day (excludes mobile libraries)	15,496	Yes	16,192	14,655	16,696
LRA02	Average number of books issued per day (includes audio- and e-books)	15,640	Yes	15,655	14,170	15,764
LRA04	Average number of daily online contacts to the service	7,363	Above	4,291	3,855	4,464
LRA05	Number of ceremonies conducted by KCC officers	5,985	Yes	5,990	5,400	6,139

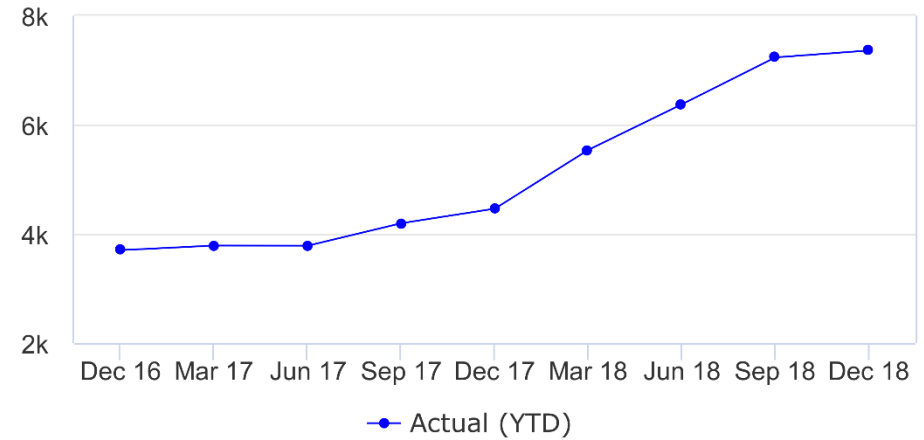
LRA04 - Online contacts continue to grow with social media increasing above expectations.

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

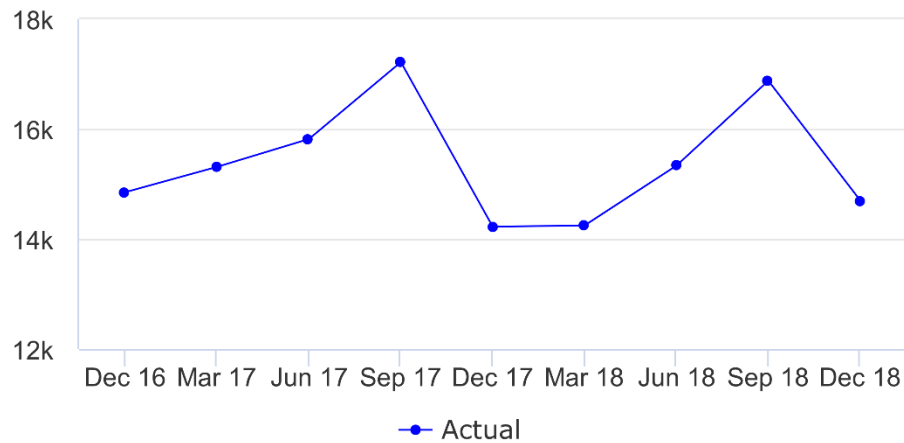
LRA01 - Number of visits to libraries per day



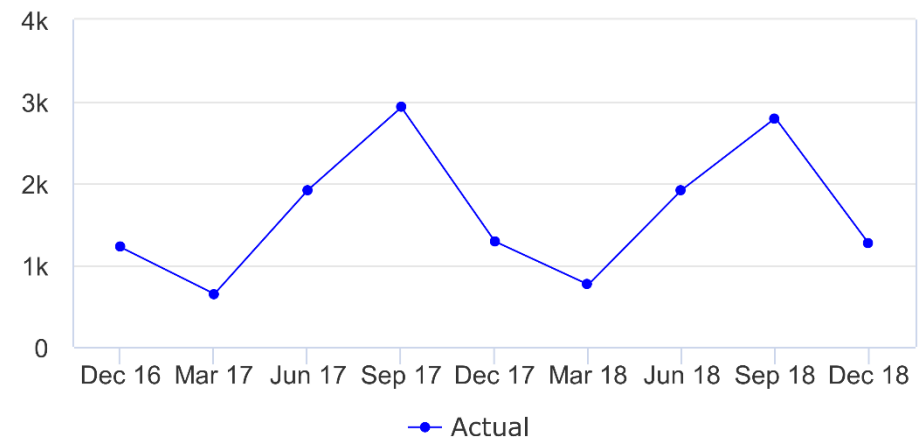
LRA04 - Average number of daily online contacts



LRA02 - Number of books issued per day



LRA05 - Number of ceremonies conducted by KCC officers



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

Ref	Performance Indicators	Year to Date	RAG	Target YTD	Floor YTD	Prev. Yr. YTD
EPE02	Value of criminal activity investigated by Trading Standards (£000s)	1,402	GREEN	375	338	1,427
EPE03	Value of items prevented from entering, or removed from, the market by Trading Standards (£000s)	314	RED	375	338	9,988
EPE04	Total number of businesses supported by Trading Standards and the Sustainable Business Team	629	GREEN	315	284	379
EPE15	Income generated by EPE charged for services (£000s)	3,278	GREEN	2,663	2,400	2,641
EPE16	Median number of days to resolve priority faults on public rights of way network (rolling 12 month figure)	20	GREEN	24	18	18
EPE18	Investment secured by EPE services (Grants / EU funding) (£000s)	3,292	RED	5,063	4,553	1,990
EPE19	Number of volunteer hours contributing to delivery of EPE services	34,235	RED	41,936	37,745	28,002

EPE03 – The value of items prevented or removed from the market by Trading Standards is reactive and dependent on the value of the goods received. Trading Standards has received more goods this year to date; however, they have been of less value than those received last year.

EPE18 –The Division set itself a challenging target; almost double last year’s investment target; however, the last quarter traditionally delivers a disproportionate amount of investment which could result in achievement of the year-end target.

EPE19 – A challenging target was set for 18/19; however, our volunteer hours have increased by 22% from this time last year.

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From: Mark Dance, Cabinet Member for Economic Development
 Mike Hill, Cabinet Member for Community and Regulatory Services
 Barbara Cooper, Corporate Director for Growth, Environment & Transport

To: Growth, Economic Development and Communities Cabinet Committee – 7th March 2019

Subject: Risk Management: Growth, Environment and Transport Directorate

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary:

This paper presents the strategic risks relating to the Growth, Economic Development and Communities Cabinet Committee, comprising of three risks featuring on the Corporate Risk Register for which the Corporate Director is the designated 'Risk Owner' on behalf of the Corporate Management Team; plus a summary of key risks from within the directorate.

Recommendation(s):

The Cabinet Committee is asked to consider and comment on the risks presented.

1. Introduction

- 1.1 Risk management is a key element of the Council's internal control framework and the requirement to maintain risk registers ensures that potential risks that may prevent the Authority from achieving its objectives are identified and controlled.
- 1.2 Directorate risks are reported to Cabinet Committees annually and contain strategic or cross-cutting risks that potentially affect several functions across the Growth, Environment & Transport directorate, and often have wider

potential interdependencies with other services across the Council and external parties.

- 1.3 Corporate Directors also lead or coordinate mitigating actions in conjunction with other Directors across the organisation to manage risks featuring on the Corporate Risk Register.
- 1.4 The majority of these risks, or at least aspects of them, will have been discussed in depth at the relevant Cabinet Committee(s) throughout the year, demonstrating that risk considerations are embedded within core business.

2. Growth, Environment and Transport led Corporate Risks

- 2.1 The Corporate Director for the Growth, Environment and Transport directorate is the lead Director for three of the council’s corporate risks. A brief summary of changes over the past year are outlined below, with full details contained in the risk register attached at appendix 1.

Risk Reference	Risk Description	Current Score	Target Score
CRR0042	Post Brexit border systems, infrastructure and regulatory arrangements	25 (High)	20 (High)
<p>The main concerns relating to this risk have been stated in a number of comprehensive reports over the past year, including to County Council (July and December 2018); the Growth, Economic Development and Communities Cabinet Committee (January 2019, September 2018 and July 2018); Environment and Transport Cabinet Committee (November 2018); and Cabinet (January 2019).</p> <p>At time of writing, the external environment in relation to this risk is still uncertain, and the risk has been raised from 20 to 25 in February 2019 to reflect the increasing potential for a ‘no-deal’ Brexit scenario at the end of March 2019.</p> <p>While KCC is not in a position to influence the likelihood of the risk occurring, we continue to work intensively with partners at local and national level to prepare for potential impacts and mitigate them as far as possible, accepting the fact that not all elements are within our control. This work has involved a comprehensive review of service business continuity plans across the organisation.</p> <p>A section 31 financial grant of £28.81m has been awarded to KCC by the Department for Transport for Kent’s road network to support Operation Brock and significant activity is underway.</p> <p>Other direct costs incurred by KCC services are currently being captured.</p>			

CRR0003	Access to resources to aid economic growth and enabling infrastructure	16 (High)	12 (Medium)
<p>The risk centres around three concerns, namely an inability to secure sufficient contributions from development to support growth; funders not recognising Kent</p>			

priorities for investment; and / or a lack of resources to continuously shape and determine bids.

KCC is engaging with stakeholders to develop an Enterprise and Productivity Strategy. A UK Shared Prosperity Fund (UKSPF) will replace EU structural funds, with further clarity to be provided on how to access, and links with Local Enterprise Partnerships and the development of Local Industrial Strategies. A Government consultation on the UKSPF was due in December but has been delayed.

CRR0004	Civil contingencies and resilience	16 (High)	12 (Medium)
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While there are a large number of robust controls in place for this risk, the level of risk was raised from medium to high due to the continued uncertainty surrounding potential implications of a 'no-deal' Brexit scenario and the potential for Brexit contingency planning to detract focus from other, more 'routine' exercising of controls.

3. Growth, Environment and Transport risk profile

3.1 The current risks in the GET Directorate risk register are shown below. Risks are presented in order of significance (highest first).

Risk Reference	Risk Description	Current Score	Target Score
GT0023	Post-Brexit public protection regulatory arrangements.	20 (High)	16 (High)
This is closely linked to the corporate risk referenced above and highlights risks regarding the future UK/EU relationship post-Brexit and the potential to significantly impact on the regulatory environment and KCC's ability to discharge its public protection responsibilities. As part-mitigation, KCC has appointed further Trading Standards resources to respond to the risk.			
GT0021	Internal services provided to the Directorate do not meet an acceptable standard.	16 (High)	9 (Medium)
The Directorate Management Team is continually liaising with KCC commissioners on any issues that arise regarding performance of service providers (e.g. KCC Local Authority trading companies or outsourced services) and ensuring that there is appropriate involvement of Growth Environment and Transport (GET) representatives in shaping specifications and contract monitoring. This is in addition to liaising with corporate services at the council to ensure they are able to provide expert advice at the right time.			

GT0020	Identification, planning and delivery of Medium-Term Financial Plan targets.	16 (High)	4 (Low)
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The directorate is required to make its contribution to the challenging savings targets

<p>required by the council over the medium term. There is a reduced ability for the directorate to mitigate year-on-year. For example, there is a significant capital programme for the directorate to support, and in addition a number of services rely on significant external funding, grants and partner contributions. Demand for some services can also fluctuate.</p> <p>The directorate participates fully in the KCC medium term financial planning and financial monitoring processes and a directorate portfolio board reviews and governs significant project and programme proposals that will deliver significant savings, in addition to business as usual efficiency savings.</p>			
GT0022	Information Governance - Embedding the General Data Protection Regulations (GDPR).	12 (amber)	8 (Medium)
<p>The General Data Protection Regulations came into effect on 25 May 2018 and have a significant effect on how data is managed in KCC. A significant effort has been made by all services in the directorate to bring their data protection processes into line with the new regulations, with a directorate working group overseeing progress. The directorate is now ensuring the embedding of the regulations into core business.</p> <p>A directorate guide to GDPR processes and procedures has been devised, to complement existing corporate guidance. This is now being adopted corporately.</p>			
GT0003	Directorate Response and Resilience to Severe Weather incidents	12 (amber)	6 (Low)
<p>This is a directorate-focused version of the corporate civil contingencies risk. The number of severe weather events affecting the county has increased in the past few years, which can have a significant impact on all GET services, businesses and the Kent community. Services within the directorate must continue to play an important role in planning for, responding to, and recovering from these events. This includes the annual development, execution and review of the winter plan for Kent's highways, as well as liaison with Kent Resilience Forum partners to ensure preparedness for weather related incidents.</p>			
GT0019	Delivery of in-year budget targets.	4 (Low)	4 (Low)
<p>The budget report to Cabinet (28 Jan 2019) outlined a forecast overspend of +£0.105m, which was a net improvement of -£0.118m from the last reported position. Latest information would support the assertion that the directorate will achieve a balanced budget at year-end.</p>			
GT0001	Health and Safety considerations	10 (amber)	10 (Medium)
<p>Many of the directorate's services are 'frontline' in their nature in the heart of Kent's communities. This brings inherent risks to the safety of the public, KCC staff or contractors, which need to be well controlled with robust processes that are subject to continual review.</p> <p>As well as service-specific work, a GET Health & Safety group has oversight of health and safety matters, reporting to the Directorate Management Team regularly.</p>			
GT0004	Skills shortage and capacity issues to apply for funding and manage contracts and projects	9 (amber)	6 (Low)

This is a sub-set of the corporate risk regarding access to aid economic growth and enabling infrastructure. KCC needs to submit suitable business cases in order to bid successfully for funds and requires staff with the appropriate skill set to manage contracts and projects. It is possible that the Authority could be unable to attract or retain suitably trained project managers as the private sector remains competitive in this area.

A workforce strategy and action plan has been developed and is regularly reviewed, aiming to address key skills gaps.

- 3.2 Brexit-related risks: Clearly, the fluid national picture relating to the UK's exit from the EU means that significant uncertainty surrounds a number of risks that have been identified by services across the directorate. This may well mean that the risk profile alters between point of drafting this paper and the date of presentation to the Committee. If so, the risk owner(s) will provide a verbal update to the Committee.

4. Key Divisional Risks

- 4.1 The Corporate and Directorate risks are underpinned by risks at a divisional level that are typically more operational in nature. The Directorate Management Team has regular oversight of significant divisional risks, which currently includes those relating to:

- ensuring services continue to comply with significant policy changes at national level and meet service delivery standards in challenging financial context;
- sufficiency of capital funding for highway asset management;
- successful delivery of major projects and service transformation;
- operational risks such as unplanned highway collapses, health and safety concerns in household waste recycling centres;
- Longer term risks such as climate change impacts.

5. Recommendation

The Cabinet Committee is asked to consider and comment on the risks presented in this report.

6. Background Documents

6.1 KCC Risk Management Policy and associated risk management toolkit on KNet intranet site. <http://knet/ourcouncil/Management-guides/Pages/MG2-managing-risk.aspx>

Contact details

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Growth Economic Development and Communities Cabinet Committee
GET-Led Corporate Risks

Corporate Risks - Summary Risk Profile

Low = 1-6
Medium = 8-15
High =16-25

Risk No.	Risk Title	Current Risk Rating	Target Risk Rating	Direction of Travel since March 2018
CRR0003	Access to resources to aid economic growth and enabling infrastructure	16	12	↔
CRR0004	Civil Contingencies and Resilience	16	12	↑
CRR0042	Post-Brexit border systems, infrastructure and regulatory arrangements	25	20	↑

NB: Current & Target risk ratings: The 'current' risk rating refers to the current level of risk taking into account any mitigating controls already in place. The 'target residual' rating represents what is deemed to be a realistic level of risk to be achieved once any additional actions have been put in place. On some occasions the aim will be to contain risk at current level.

The overall risk score is derived from multiplying the likelihood and impact scores.

Likelihood & Impact Scales					
Likelihood	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
Impact	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

Risk ID	CRR0003	Risk Title	Access to resources to aid economic growth and enabling infrastructure			
Source / Cause of Risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
The Council seeks access to resources to develop the enabling infrastructure for economic growth, regeneration and health.	Inability to secure sufficient contributions from development to support growth.	Key opportunities for growth missed.	Barbara Cooper, Corporate Director Growth, Environment and Transport (GET)	Likely (4)	Serious (4)	
However, in parts of Kent, there is a significant gap between the costs of the infrastructure required to support growth and the Council's ability to secure sufficient funds through s106 contributions, Community Infrastructure Levy and other growth levers to pay for it.	Funders do not recognise Kent priorities for investment.	The Council finds it increasingly difficult to fund KCC services across Kent (e.g. schools, waste services) and deal with the impact of growth on communities.		Target Residual Likelihood	Target Residual Impact	
At the same time, Government funding for infrastructure is limited and competitive and increasingly linked with the delivery of housing and employment outputs.	Lack of resources to continuously shape and determine bids.	Kent becomes a less attractive location for inward investment and business.	Responsible Cabinet Member(s): Mark Dance, Economic Development	Possible (3)	Serious (4)	
A UK Shared Prosperity Fund will replace EU structural funds, with further clarity to be provided on how to access, and links with Local Enterprise Partnerships (also being reviewed) and the development of Local Industrial Strategies.		Our ability to deliver an enabling infrastructure becomes constrained.	Mike Whiting, Planning, Highways, Transport & Waste			
		Reputational risk.				
Control Title			Control Owner			
Growth and Infrastructure Framework for Kent and Medway published, setting out the infrastructure needed to deliver planned growth			Stephanie Holt-Castle, Interim Director Environment Planning & Enforcement (EPE)			

Environment Planning & Enforcement and Economic Development teams working with each individual District on composition of infrastructure plans including priorities for the CIL and Section 106 contributions, from which gaps can be identified	David Smith, Director Economic Development / Stephanie Holt-Castle, Interim Director EPE	
Coordinated approach in place between Development Investment Team and service directorates	David Smith, Director Economic Development	
Dedicated team in Economic Development in place, working with other KCC directorates, to lead on major sites across Kent	David Smith, Director Economic Development	
Strong engagement of private sector through Kent and Medway Economic Partnership (KMEP), Business Advisory Board and Kent Developer Group	David Smith, Director Economic Development	
Strong engagement with South East LEP and with central Government to ensure that KCC is in a strong position to secure resources from future funding rounds	Dave Hughes, Head of Business and Enterprise	
KCC is actively engaged in preparation of local plans across Kent and Medway, responding to all consultations	Tom Marchant, Head of Strategic Planning & Policy	
Local Transport Plan 4 produced and approved by County Council	Tom Marchant, Head of Strategic Planning & Policy	
Organisation Development plan is targeting gaps in resources to support bids.	GET Directorate Management Team	
KCC has responded to the Government's 'Strengthened Local Enterprise Partnerships' review	David Smith, Director Economic Development	
KCC has contributed to the refresh of the Strategic Economic Plan, now entitled 'Economic Strategy Statement'	Barbara Cooper, Corporate Director Growth, Environment and Transport	
Action Title	Action Owner	Planned Completion Date
Engage with stakeholders to draw up an agreed Enterprise & Productivity Strategy 2018-2050	David Smith, Director Economic Development	March 2020
Respond to consultation on Government's UK Shared Prosperity Fund	David Smith, Director Economic Development	TBC – consultation delayed

Work with LEP partners to implement new LEP arrangements arising from the 'Strengthened Local Enterprise Partnerships' review as appropriate

David Smith, Director
Economic Development

April 2020

Risk ID	CRR0004	Risk Title	Civil Contingencies and Resilience			
Source / Cause of Risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
The Council, along with other Category 1 Responders in the County, has a legal duty to establish and deliver containment actions and contingency plans to reduce the likelihood and impact of major incidents and emergencies. This includes responses associated with the Government's Counter-terrorism Strategy (CONTEST) 2018. Ensuring that the Council works effectively with partners to respond to, and recover from, emergencies and service interruption is becoming increasingly important in light of recent national and international security threats, severe weather incidents, threats of 'cyber attacks' and uncertainties around implication of a 'no-deal' Brexit.	<p>Failure to deliver suitable planning measures, respond to and manage these events when they occur.</p> <p>Critical services are unprepared or have ineffective emergency and business continuity plans and associated activities.</p> <p>Lack of resilience in the supply chain hampers effective response to incidents.</p> <p>Focus on 'no-deal' Brexit contingency planning means less opportunity to progress other aspects of emergencies and resilience agenda.</p>	<p>Potential increased harm or loss of life if response is not effective.</p> <p>Serious threat to delivery of critical services.</p> <p>Increased financial cost in terms of damage control and insurance costs.</p> <p>Adverse effect on local businesses and the Kent economy.</p> <p>Possible public unrest and significant reputational damage.</p> <p>Legal actions and intervention for failure to fulfill KCC's obligations under the Civil Contingencies Act or other associated legislation.</p>	<p>On behalf of CMT:</p> <p>Barbara Cooper, Corporate Director Growth, Environment & Transport (GET)</p> <p>Responsible Cabinet Member(s):</p> <p>On behalf of Cabinet:</p> <p>Mike Hill, Community & Regulatory Services</p>	<p>Likely (4)</p> <p>Target Residual Likelihood</p> <p>Possible (3)</p>	<p>Serious (4)</p> <p>Target Residual Impact</p> <p>Serious (4)</p>	
Control Title				Control Owner		
Legally required multi-agency Kent Resilience Forum in place, with work driven by risk and impact based on Kent's Community Risk Register. Includes sub-groups relating to Health and Severe Weather				Mike Overbeke, Head of Public Protection (for Kent Resilience Team Activity)		

The Director of Public Health works through local resilience fora to ensure effective and tested plans are in place for the wider health sector to protect the local population from risks to public health	Andy Scott-Clark, Director of Public Health
Management of financial impact to include Bellwin scheme	Cath Head, Head of Finance (Operations)
Implementation of Kent's Climate Adaptation Action Plan	Carolyn McKenzie, Head of Sustainable Business and Communities
Local multi-agency flood response plans in place for each district / borough in Kent, in addition to overarching flood response plan for Kent	Fiona Gaffney, Head of Resilience and Emergency Planning and Kent Resilience Team Manager (KCC)
On-going programme of review relating to ICT Disaster Recovery and Business Continuity arrangements. ICT resilience improvements are embedded as part of the ICT Transformation Programme	Rebecca Spore, Director of Infrastructure
Kent Resilience Team in place bringing together personnel from KCC, Kent Police and Kent Fire and Rescue Service in an integrated and co-located team to deliver enhanced emergency planning and business continuity in Kent	Mike Overbeke, Head of Public Protection
Multi-Agency recovery structures are in place at the Strategic and Tactical levels & working effectively over the short term	Stephanie Holt-Castle, Interim Director Environment Planning & Enforcement (EPE)
KCC and local Kent Resilience Forum partners have tested preparedness for chemical, biological, radiological, nuclear and explosives (CBRNE) incidents and communicable disease outbreaks in line with national requirements	Andrew Scott-Clark, Director Public Health
Emergency planning training rolled out at strategic, tactical and operational levels. KCC Resilience Programme in place to deliver further training opportunities and exercises regularly conducted to test different elements of KCC emergency and business continuity arrangements with partners	Stephanie Holt-Castle, Interim Director EPE
Updated and expanded Duty and Recovery Director rota introduced	Stephanie Holt-Castle, Interim Director EPE
KCC Business Continuity Management Policy and overarching Business Continuity Plan in place, underpinned by business continuity plans at service level	Stephanie Holt-Castle, Interim Director EPE

Prevent Duty Delivery Board established to oversee the activity of the Kent Channel Panel, co-ordinate Prevent activity across the County and report to other relevant strategic bodies in the county	Penny Southern, Corporate Director ASCH	
Kent Channel panel (early intervention mechanism providing tailored support to people who have been identified as at risk of being drawn into terrorism) established at district and borough level	Nick Wilkinson, Prevent and Channel Strategic Manager	
Ongoing development of a counter-terrorism local profile	Nick Wilkinson, Prevent and Channel Strategic Manager	
Quality Assurance approach introduced for business continuity plans to emphasise service accountability. This includes the testing of interdependencies between KCC business continuity plans and those of 3 rd parties	Stephanie Holt-Castle, Interim Director EPE	
Fire Safety Guidance provided by KCC reviewed and updated	Flavio Walker, Head of Health & Safety	
Local procedures have been and are being continually reviewed and refined for occasions the national threat level increases to critical. This includes an update of the Corporate Business Continuity Plan	Stephanie Holt-Castle, Interim Director EPE	
New approach to Business Continuity Governance arrangements implemented, to enable increased focus on directorate issues and complement KCC's cross-directorate Resilience group	Fiona Gaffney, Head of Resilience and Emergency Planning and Kent Resilience Team Manager (KCC)	
Kent Resilience Forum Local Authorities Emergency Planning group's mutual aid arrangements with District Councils and other councils across the region undertaken	Fiona Gaffney, Head of Resilience and Emergency Planning and Kent Resilience Team Manager (KCC)	
Action Title	Action Owner	Planned Completion Date
Building resilience into Multi-agency recovery structures for a longer time response	Stephanie Holt-Castle, Interim Director EPE	March 2019
KCC services to review business continuity arrangements, taking potential no-deal Brexit scenarios into consideration (cross-reference to CRR0042)	Service Managers	March 2019 and ongoing

Risk ID	CRR0042	Risk Title	Post-Brexit border systems, infrastructure and regulatory arrangements			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
The personnel, procedures, systems and physical infrastructure necessary to provide sufficient capacity and capability for fast and efficient flow of goods and people through the Dover / Continental Ports and Eurotunnel in accordance post-Brexit requirements are not in place as required.	That the 'implementation period' agreed between UK leaving the EU is not enacted leading to immediate third country status for the UK on 29 March 2019.	Significant slowdown in the existing flow of goods and people through the Kent Ports leads to long delays in accessing Dover Ports and Eurotunnel.	Barbara Cooper, Corporate Director Growth, Environment & Transport	V. Likely (5)	Major (5)	
KCC is reliant on coherent, coordinated governance across Government to aid the Local Authority and partners locally in planning their contingency arrangements.	That the implementation period agreed between the UK and EU is insufficient to develop the personnel, procedures, systems and physical infrastructure in time to support post-Brexit border arrangements.	Temporary closure or permanent changes to all or part of the M20 or M26 to support Operation Stack / Brock and other mitigations for port delays.	Responsible Cabinet Member	Target Residual Likelihood	Target Residual Impact	
	That a customs arrangement between the UK and EU is not agreed and there are delays in the physical transport of people / goods across the border.	Significant reduction in the capacity of the Kent Highway Network, with consequential increase in local and pan-Kent road journey times, impacting on local residents and businesses.	Mike Whiting, Planning, Highways, Transport & Waste	V. Likely (5)	Serious (4)	
	That the Government does not provide sufficient capital and revenue financial support to departments, agencies, local authorities and other infrastructure stakeholders necessary to address the personnel, procedures and physical infrastructure to support post-Brexit border arrangements.	Significant long-term detrimental impact on county's economic competitiveness, attractiveness for inward investment and quality of life for Kent residents.	Mike Hill, Community Services			

Control Title	Control Owner	
Regular engagement with senior colleagues in relevant Government Departments on the impacts and implications of Brexit on KCC's regulatory responsibilities relating to Trading Standards and the resilience of Kent highways	Barbara Cooper, Corporate Director GET	
KCC membership and co-chair of the Kent Border Planning Steering Group and associated working groups such as Emergency Planning, Infrastructure etc.	Barbara Cooper, Corporate Director GET	
Internal KCC co-ordination through a Brexit Co-ordination Group and Informal Members Group	David Whittle, Director SPRCA	
KCC leads and manages the Kent Strategic Freight Forum	Barbara Cooper, Corporate Director, GET	
KCC membership and support to the Kent Resilience Forum	Fiona Gaffney, Head of Resilience and Emergency Planning	
KCC involvement in Operation Fennel Strategic and Tactical Groups (multi-agency planning group for potential disruption at Port of Dover and Eurotunnel)	Barbara Cooper, Corporate Director, GET (KCC lead)	
Action Title	Action Owner	Planned Completion Date
KCC services to review business continuity arrangements, taking potential no-deal Brexit scenarios into consideration	Service Managers	March 2019 and ongoing
Operation Fennel strategic plan submitted, to be approved by the Secretary of State for Transport	Barbara Cooper, Corporate Director, GET	March 2019
KCC to make a case for further funding from the Ministry for Housing, Communities and Local Government (MHCLG) for direct costs of the impact of Brexit in the county.	Barbara Cooper, Corporate Director, GET	April 2019
KCC contribution to multi-agency communications plan in the 'response' phase, and leadership of communications in the 'planning' and 'recovery' phases	Christina Starte, Head of Communications	March 2019 and ongoing

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

To: Growth, Economic Development and Communities Cabinet Committee
- 7 March 2019

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

Key Decision: 19/00012

Classification: Unrestricted

Past Pathway of Paper: Growth, Economic Development and Communities Cabinet Committee, 15th November 2018

Future Pathway of Paper: For decision by the Cabinet Member for Community and Regulatory Services

Electoral Division: Whole of Kent

Summary: This paper summarises the results of the recent public consultation on the draft three-year Libraries, Registration and Archives Strategy and its proposal to review library opening hours through a new tiering model. It sets out changes made to the proposals as a result of the consultation and details the recommended next steps and timeline to put the proposals into effect.

Recommendation: The Cabinet Committee is asked to comment and endorse or make recommendations to the Cabinet Member for Community and Regulatory Services on the proposed decision to adopt the 3 year strategy for Libraries, Registration and Archives and implement the proposal to tier libraries and introduce a new opening hours model across the county. Specifically to:

- A) Adopt the 3 year LRA strategy subject to changes being included as outlined in this report.
- B) Implement the library tiering model and progress to local engagement regarding the pattern of opening hours for each library.
- C) Delegate the decision on the exact opening hours for each library to the Libraries, Registration & Archives Head of Service in consultation with the Cabinet Member for Community and Regulatory services.
- D) Agree to a review of the tiering model on a 2-year cycle – with a report to this committee on any changes proposed.

1.0 Introduction

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

2. Background

2.1. The financial challenge facing Kent County Council is significant and Libraries, Registration and Archives (LRA) is required to make up to £1 million savings over the next two financial years. LRA has proposed a new 3-year strategy to ensure sustainability for the future and ensure the service is ready to adapt to the changing use and demand of its services. This is in line with the budget approved at County Council on 14th February 2019

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

- Retain and maximise the use of our community network of buildings - 99 libraries, archive centre and five register offices
- Explore the potential for working with partners in the delivery of services
- Optimise library opening hours through a new library tiering model

2.3. On 15 November 2018 the Growth, Economic Development and Communities Cabinet Committee endorsed the draft LRA strategy progressing to a public consultation.

3. Public consultation

3.1. A ten-week public consultation ran from 21 November 2018 through to 29 January 2019. It was made available online via our website and paper copies were available in all Libraries, Register Offices and Gateways across the County.

3.2. The strategy was also available in the following formats:

- Accessible Word version for use with audio transcription software
- Large print
- Easy Read version
- Nepalese as this was requested during the consultation period.

3.3. The consultation was promoted in the following ways:

- Press release at the start and towards the end of the consultation
- Email/letter to key stakeholders

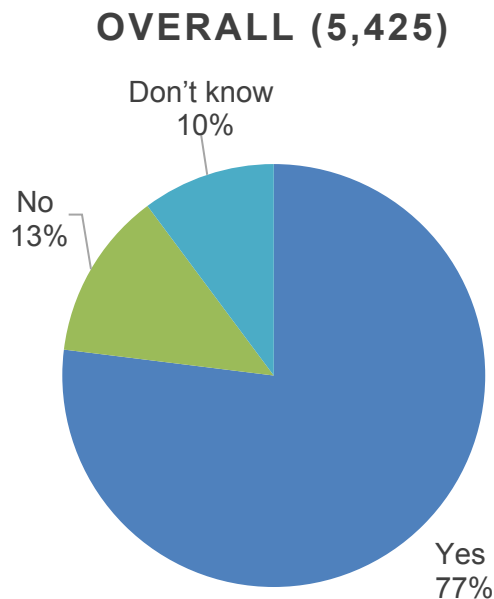
- Email to all library customers (173,938) who have registered their email address and given consent for LRA to contact them for promotional purposes.
- Information on our website and through LRA and KCC social media channels
- Promoted via the LRA staff and displays in all our service points
- 20 advertised drop-in sessions at libraries across the county to raise awareness of the consultation and provide the opportunity for people to ask questions. The sessions were scheduled on different days and times to enable the most people to be able to attend.

3.4. The consultation received 5,547 responses from individuals and organisations. Not everyone answered the questions or all of them. The majority of responses at 96% were from individuals and 68% were completed online.

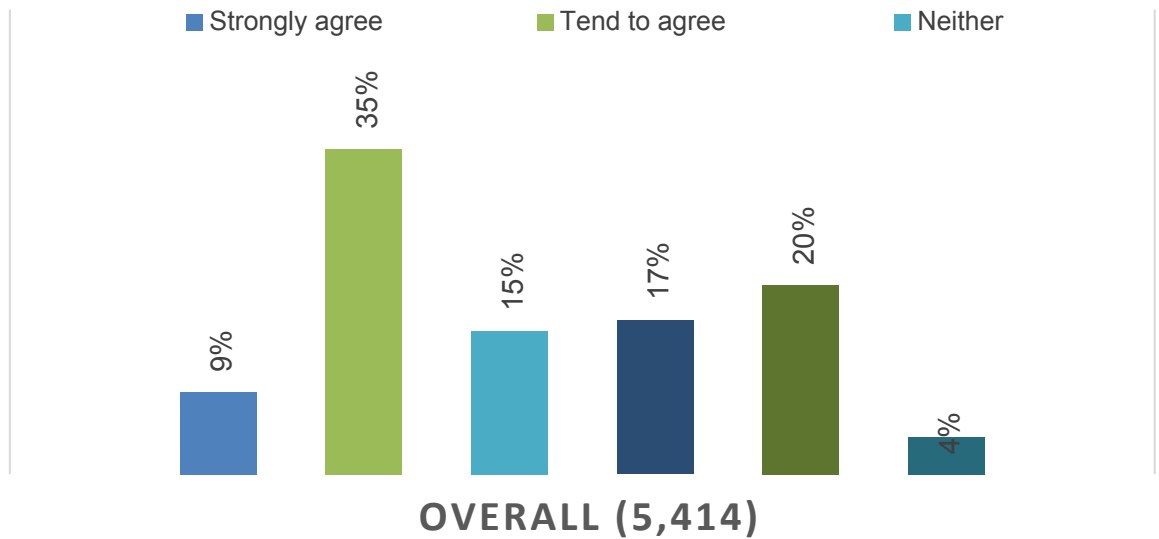
4. Summary results from the public consultation

4.1. The consultation returns were analysed by an independent market research company M.E.L Research. A full evaluation report on the consultation is included as Appendix B. This also includes the full engagement record of how the consultation was promoted. Where percentages do not sum up to 100 per cent this is due to computer rounding or multiple-choice answers.

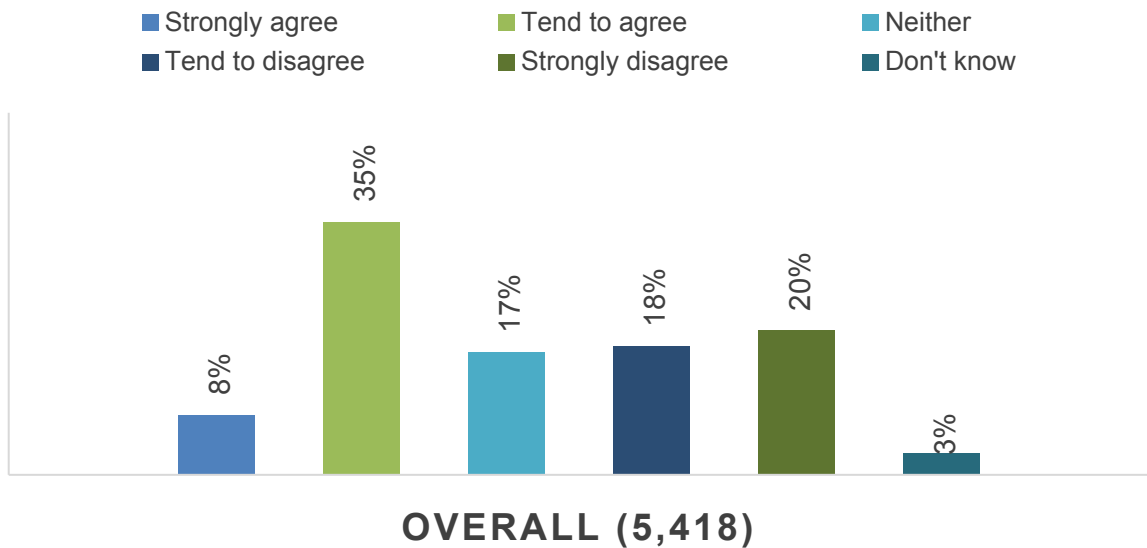
4.2. Respondents were asked to what extent they found the strategy easy to understand. Of those who answered this question 77% said they found the strategy easy to understand, 13% said no and 10% didn't know.



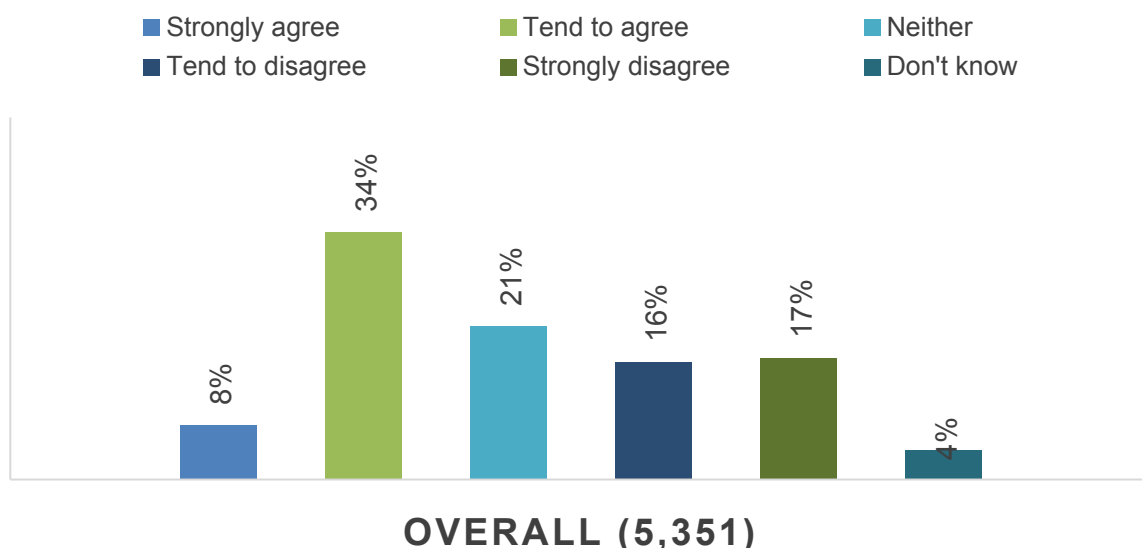
4.3. Respondents were asked to what extent they agreed or disagreed with the way forward for LRA services as described in the draft strategy. Of those who answered this question 44% tend to agree/strongly agree, 37% tend to disagree/strongly disagree with 15% neither agreeing or disagreeing and 4% didn't know.



4.4. Respondents were asked to what extent they agreed or disagreed with the proposal to tier libraries. Of those who answered this question 43% tend to agree/strongly agree, 38% tend to disagree/strongly disagree with 17% neither agreeing or disagreeing and 3% didn't know.



4.5. Respondents were asked to what extent they agreed or disagreed with the proposed criteria to be used to tier libraries and to suggest alternative criteria for the tiering of libraries. Of those who answered this question 42% tend to agree/strongly agree, 33% tend to disagree/strongly disagree with 21% neither agreeing or disagreeing and 4% didn't know.



5. Proposed changes as a result of the consultation

- 5.1. Respondents offered a number of suggestions for inclusion in the strategy and these are summarised in Appendix C. Many of these points endorse or build on ideas that were included in the draft strategy and as such, will be included in the final version which will be taken through to implementation.
- 5.2. Respondents also suggested alternative criteria for the library tiering, and these are detailed in Appendix D alongside the outcomes of our considerations. From this assessment it is proposed that we review the assessment period used.
- 5.3. The original data period used for the tiering model was the full calendar year 2017 as this was the last full year available at the time of developing the model. Usage of libraries has changed in that time and as a result the service supports that the data used is updated to cover the period from October 2017 to September 2018. This is the latest last full quarter period we could use before the public consultation. This review results in the following libraries changing tiers and increasing opening hours from the original proposal:

Library	Original Tier	New Tier	New total weekly opening	Increased hours
Ash	5	4	23 hours per week	8
Cliftonville	3	2	37 hours per week	9
Dover	2	1	42 hours per week	5
Faversham	2	1	42 hours per week	5
Headcorn	4	3	28 hours per week	5
Hildenborough	5	4	23 hours per week	8
Longfield	5	4	23 hours per week	8
Newington	5	4	23 hours per week	8
Shepway	4	3	28 hours per week	5
Staplehurst	4	3	28 hours per week	5
Tenterden	3	2	37 hours per week	9
Tonbridge	2	1	42 hours per week	5

Note that all other libraries remain as proposed.

5.4. The implication of accepting this change to the 12 libraries listed is a reduction of the estimated savings from the tiering model of £90K and this will be found through further efficiencies in LRA non-staffing budgets.

5.5. Based on customer feedback we are also proposing to change the labels given to each tier from specific names to numbers 1 to 5.

6. Financial implications

6.1. The estimated revenue savings to the Libraries, Registration and Archives budget from the strategy is as below;

Area	Full year saving £000
Estimated tiering saving (split over two financial years 2019/20 and 2020/21)	870
Additional savings from LRA non-staffing budgets	90
Total	960

6.2. LRA were tasked with delivering a budget reduction of up to £1m over the next two years, comprising staffing (primarily) and non-staffing expenditure less a provision for early retirement and redundancy costs. The latter are estimates at this stage, until final staffing numbers are known and once the local arrangements have been agreed, with our latest modelling suggesting a net saving of £960k. This figure could differ slightly once the final tiering has been agreed and this will be monitored throughout the period.

7. HR implications

7.1. The implementation of the tiering model and reduction in opening hours will necessitate a reduction in the number of Customer Service Assistants/Senior Customer Service Assistants and Customer Service Officers. LRA is working with KCC's Human Resources Team about the staffing structure that will be required to deliver the revised opening hours.

7.2. Once the results of the three-week community engagement have been fully considered, a formal consultation process will begin with LRA staff and the Trade Unions. The consultation will set out the proposed staffing implication arising from the reduced library opening hours.

7.3. In order to minimise the requirement for compulsory redundancies the service has been holding vacancies and will also consider requests for voluntary redundancies/early retirement.

8. Legal implications

8.1. KCC has a statutory obligation "to provide a comprehensive and efficient library service for all persons desiring to make use thereof" (s7 Public Libraries and Museums Act 1964).

8.2. An efficient service must make best use of the assets available in order to meet its core objectives and vision, recognising the constraints on Council resources. Decisions about the services must be embedded within a clear strategic framework which draws upon evidence about needs and aspirations across the diverse communities of the county.

8.3 A thorough consultation process has been undertaken which has assessed the equality impact on protected characteristic groups.

9. Equalities implications

9.1. Equality Impact Assessments (EqIA) were completed prior to consultation for the strategy and the tiering proposal. They have now been updated as a result of feedback from the public consultation.

9.2. The revised EqIAs are included as Appendix E&F. The key feedback from the consultation has highlighted the potential impacts of reduced hours on all protected characteristic groups, and particularly the young, older people, people with disabilities, and carers.

9.3. This information will shape the planned customer engagement of local opening hours and has reinforced the proposed mitigations put forward. This is in the context of keeping all of Kent's 99 libraries open, opening them to meet local demand and continuing to provide other ways to access library services.

10. Next Steps and timeline

10.1 Following a decision by the Cabinet Member, we will update the public, stakeholders and staff on the results of the consultation and the decision taken.

10.2 We will plan the delivery of our strategy proposals, focussing on the five key ambition targets. Implementation plans will be devised for each ambition and implementation will include the following areas of work:

- Implement the tiering model following a three-week community engagement on the pattern of each library's opening hours. This will give residents the opportunity to let us know how and when they use their libraries to assist us in shaping and confirming the opening hours' patterns. We will ensure the changes to opening hours are clearly and fully advertised to our customers in advance and one month before the changes are introduced in the Autumn.
- Review the tiering model every 2 years, based on the criteria used in this review. Any changes will be reported to this cabinet committee.
- Progress work on a new marketing and promotional approach for LRA
- Develop LRA's digital offer including the continuation of the digitisation of Kent's Archives
- Bring our access services together into one offer under the 'Library Direct' banner. This also includes exploring the opportunity to replace our fleet of mobile libraries with smaller more efficient and reliable vehicles. The vehicles will have to be replaced in the future and LRA has a capital reserve for this purpose.

- Continue to maximise the use of our buildings, working in partnership with other KCC and wider services.
- Highlight the difference that LRA services can make across a range of agendas, but particularly around social isolation and loneliness where new initiatives like social prescribing need to be built upon for greater benefit.
- LRA will explore how it can deliver services for future new populations in the key growth areas in Kent (for example Ebbsfleet and Otterpool). We will consider new and innovative ways to deliver services and consider how these communities would want to access LRA services.
- Evaluate the Library Extra pilots, to consider potential for expansion of this service subject to full business case being approved and funding being identified.

11. Conclusion

- 11.1. We have now completed the public consultation and the views of the public will inform the final version of this strategy and next steps. We will now progress to implement this approach which offers a sustainable future for the LRA service.

12. Recommendation

Recommendation: The Cabinet Committee is asked to comment and endorse or make recommendations to the Cabinet Member for Community and Regulatory Services on the proposed decision to adopt the 3-year strategy for Libraries, Registration and Archives and implement the proposal to tier libraries and introduce a new opening hours model across the county. Specifically, to:

Adopt the 3-year LRA strategy subject to changes being included as outlined in this report

Implement the library tiering model and progress to local engagement about the opening hour patterns for each library

Delegate the decision on the exact opening hours for each library to the Libraries, Registration & Archives Head of Service in consultation with the Cabinet Member for Community and Regulatory services

Agree to the review of the tiering model on a 2-year cycle – with a report to this committee on any changes proposed.

13. Background Documents

- Appendix A: Proposed Record of Decision
- Appendix B: Public Consultation analysis report
- Appendix C: Suggested ideas to include in the strategy
- Appendix D: Alternative library tiering selection criteria
- Appendix E: Updated Equalities Impact Assessment for the LRA strategy
- Appendix F: Updated Equalities Impact Assessment for Library tiering

14. Contact details

<p>Report Author: James Pearson Head of Libraries, Registration & Archives 03000 414923 james.pearson@kent.gov.uk</p>	<p>Relevant Corporate Director: Barbara Cooper Corporate Director, Growth, Environment and Transport 03000 415981 barbara.cooper@kent.gov.uk</p>
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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Mike Hill, Cabinet Member for Community and Regulatory Services

DECISION NO:

19/00012

For publication *[Do not include information which is exempt from publication under schedule 12a of the Local Government Act 1972]*

Key decision: YES

Affects more than 2 Electoral Divisions

Subject Matter / Title of Decision

Decision on the draft three year libraries, registration and archives strategy and the proposal to tier libraries and implement a new opening hours model across the county.

In reaching this decision I have taken into account:

1. The views put in writing in response to the consultation
2. The views of stakeholders such as District, Town and Parish councils
3. The Equality Impact Assessment and comments received about this during the consultation
4. The views of the Growth, Economic Development and Communities Cabinet Committee

Decision:

As Cabinet Member for Community and Regulatory Services, I agree to:

Progress, adopt and implement the strategy for Libraries Registration and Archives, in particular;

Recommendation: The Cabinet Committee is asked to comment and endorse or make recommendations to the Cabinet Member for Community and Regulatory Services on the proposed decision to adopt the 3 year strategy for Libraries, Registration and Archives and implement the proposal to tier libraries and introduce a new opening hours model across the county. Specifically to:

- A) Adopt the 3 year LRA strategy subject to changes being included as outlined in this report
- B) Implement the library tiering model and progress to local engagement about the opening hour patterns for each library
- C) Delegate the decision on the exact opening hours for each library to the Libraries, Registration & Archives Head of Service in consultation with the Cabinet Member for Community and Regulatory services
- D) Agree to the review of the tiering model on a 2-year cycle – with a report to this committee on any changes proposed.

Reason(s) for decision:

- Completion of the ten week public consultation
- Budget savings target allocated for Libraries, Registration and Archives in the KCC medium Term Financial plan.

Cabinet Committee recommendations and other consultation:

Any alternatives considered and rejected:

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

.....
Signed

.....
date



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research

Kent County Council

LRA Draft Strategy 2019-2022

Consultation Results

Final Report
February 2019

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Project details

Title	Libraries, Registration and Archives Draft Strategy
Client	Kent County Council
Project number	18132
Author	Clare Rapkins
Research Manager	Clare Rapkins
Reviewer	David Chong Ping

We would like to take this opportunity to thank the team at Kent County Council for all their work in developing the project. We would also like to thank all the residents, organisations and groups who took the time to complete the consultation questionnaire.

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Executive summary

Consultation response profile

In total, 5,547 responses were received for the consultation across individuals and organisations/groups. Individuals account for 96% of the sample with organisations/groups accounting for 3% of the sample – 1% were unknown.

The gender profile of the individual consultees broadly reflects the Libraries, Registration and Archive (LRA) Borrower profile. Whilst the LRA borrower profile is skewed towards the under 50 age groups, more residents aged over 50 have responded to the consultation.

Of the organisations/groups responding, 56 indicated they were a representative of a local community group, 46 indicated they were responding on behalf of a Parish/Town/Borough/District Council and 47 from a VCS organisation. A further 28 responded on behalf of an education establishment (19) or a business (9).

Use of Libraries, Registration and Archive service

- Most consultees (98%) indicated that they have used a Library, Registration and Archive Service in the last 12 months. The results are also similar between individuals (98%) and organisations/groups (96%).

Ease of understanding the strategy

- All consultees were asked to indicate how easy they found the LRA strategy to understand. Some three-quarters (77%) found it easy to understand. Just 13% of all consultees did not find it easy and 10% were unsure. The results are almost identical when comparing the results by respondent type but respondents who completed the questionnaire on paper and returned by post were significantly more likely to agree the LRA strategy was easy to understand.
- When analysing the results by individuals, there were marked significant differences between certain demographic groups. Residents under 50 and carers were less likely to agree, while White residents were significantly more likely than BME residents to feel that the LRA strategy was easy to understand.
- Common reasons for agreeing that it was easy to understand was because it was clear, well written and free from jargon and it was well explained with clear objectives. This

was reflected in the comments contained in the letters the Council received. One resident said, *“The document was well produced and easy to follow”*. However, a relatively large number of respondents (220 mentions) also felt the strategy was too long and detailed.

Agreement for the way forward for LRA services

- 44% of all consultees supported the way forward for LRA services as described in the LRA strategy.
- Whilst the majority of respondents supported the way forward, those who had used an LRA service in the last 12 months were more likely to **disagree** with the way forward for LRA services (38% compared to 12% of respondents who have not used the service in the last 12 months).
- All respondents who had visited a library in the last 12 months were asked which library/libraries they had visited. Consultees who visited a Tier one (47%) or two (45%) library were significantly more likely to agree with the way forward for LRA services. This compares to 36% who visited a Tier five library.
- There were significant differences between demographic groups for individuals. Men, those over 75 and those without caring responsibilities were most likely to agree with the way forward compared to their respective counterparts.
- Respondents were given the opportunity to comment on the way forward for LRA services. The most frequently mentioned ‘positive’ theme related to the general agreement with the aims of the strategy or proposals. A high number of respondents also understood the need to make savings or changes to current provision.
- The most common ‘negative’ theme related to concerns about the cuts to opening hours or services. This was followed by concerns about the impact of the changes on the local community if the changes go ahead. These concerns were also echoed during most of the drop-in sessions and the additional correspondence the Council received from residents and local community groups. One resident said, *“Libraries should be seen as a critical component in carrying out the country’s public health obligation particularly around mental health and related issues such as social deprivation”*.

- All consultees were then given the opportunity to suggest alternative ideas or areas that should be included in the strategy. Common suggestions included: making rooms available for other purposes such as events, increased marketing to promote library services and wider use of volunteers.

Agreement with the tiering approach

- 43% supported the tiering approach for libraries. The results indicated that individuals were significantly more likely to agree with this approach than organisations/groups.
- Whilst the majority of respondents supported the approach, those who have used an LRA service in the last 12 months were more likely to **disagree** with the tiering approach for libraries (38% compared to 16% of respondents who have not used the service in the last 12 months).
- Consultees who visited a Tier one (45%) or two (42%) library were significantly more likely to agree with the tiering approach. This compares to 33% who visited a Tier five library.
- When analysing the results by individuals, there were marked significant differences between certain demographic groups. Residents under 75 (34%-49%) were significantly less likely to agree with this approach than their counterparts.

Agreement with the criteria used to tier libraries

- 42% supported the criteria used to tier libraries. Individuals were significantly more likely to agree with the criteria than organisations/groups.
- Whilst the majority of respondents supported the criteria, those who had used an LRA service in the last 12 months were more likely to **disagree** with the criteria used to tier libraries (33% compared to 15% of respondents who have not used the service in the last 12 months).
- Consultees who had visited a Tier five (30%) library were significantly less likely than other tiers to agree with the criteria used to tier libraries (35%-45%). All respondents were asked to provide their reasons for their response to this question. The most common reason related to the fact the criteria should be tailored to suit local needs (e.g. demographic profile, size, deprivation levels, etc).

- When analysing the results by individuals, Men were significantly more likely to agree than women with the criteria used to tier.
- All consultees were also given the opportunity to suggest alternative criteria for tiering libraries. The most common frequently mentioned themes related to making sure the criteria considered local needs (e.g. population size, demographics and deprivation levels) and undertaking more detailed analysis of usage patterns (e.g. analysis over a longer period than one month).

Introduction

Background

Kent County Council's Libraries, Registration and Archives service (LRA) is a statutory and highly valued public service. LRA's wide range of services are delivered across Kent to anyone who lives, works, studies or visits the county.

Kent County Council (KCC), along with many other English local authorities, are facing a period of unprecedented financial pressure which demands continued and sustained innovation, change and focus on positive outcomes from all services. Since 2013/2014, LRA has delivered savings of around £6 million but up to a further £1 million is required over the next two financial years.

Alongside the financial pressures, the communities and customers that LRA serves are changing and will continue to change over time, including changes in demography, where people live, how people want to access services and their expectations of those services, technology and IT literacy. The service also needs to review its marketing and promotion to residents and businesses, as well as developing its commercial approach.

To help meet these future challenges, KCC has produced a draft strategy for 2019-2022. The strategy sets out the Council's proposals (which includes library tiering and opening hour review) to achieve the necessary savings, while continuing to provide a sustainable service to meet the needs and choices of customers and communities.

To help finalise the strategy and proposals, the Council ran a county-wide public consultation between 21st November 2018 and 29th January 2019.

The draft strategy consultation document which was also available in an easy read format covered:

- Details of how people could take part in the consultation, where they could find additional information and how they could request alternative formats;
- A foreword written by Mike Hill, Cabinet Member for Community and Regulatory Services;
- An overview of the LRA service in Kent, the new three-year strategy, national picture for libraries, registration and archives and financial challenges;
- Proposed ways of delivering LRA services in the future;

- Details of the five ambitions (Everyone is welcome, Enriching people’s lives, Resilient and connected communities, Sustainable and innovative and Helping everyone to live well);
- Appendices (map of KCC libraries, mobile library stops, proposed library tiers and opening hours).
- There were also the following supporting documents produced which were again available on the website and in hardcopy in libraries;
 - Consultation questionnaire (downloaded on website 10,728 times)
 - Equality Impact Assessments for the strategy (downloaded on website 418 times) and the tiering proposal (downloaded on website 360 times)
 - Frequently asked questions and answers that were updated during the consultation period (downloaded on website 563 times)
 - Document outlining how the proposed tiering model was developed and the supporting data (downloaded on website 587 times)
 - Copies of the consultation postcard and poster to promote the consultation

M·E·L Research was commissioned to analyse and report the findings.

Methodology

Consultees were invited to submit their views on the strategy and proposals via the following channels:

- An online questionnaire, accessed via the KCC’s Consultation Directory on Kent.gov.uk website (www.kent.gov.uk/lrastrategy);
- Or in hard copy at all Kent libraries, register offices, gateways and on request.

Consultation material was also made available in Easy Read and upon request in Large Print and Nepalese.

The council has produced a summary engagement record of how the consultation was promoted that details all the steps taken to promote to Kent residents to raise awareness. In summary this included;

- A direct LRA email to registered email addresses with the service. This was sent to 173,938 email accounts.
- KCC sent an email via the consultation directory to 704 registered users.

- Social media posts from the LRA Facebook page and on local district Facebook pages. This also included a direct push to non-users of the services.
- Press releases were sent out at the beginning of the consultation and towards the end.
- Email or letter promotion to LRA partners and stakeholders that included Kent Members of Parliament, District, Parish and Town Councils.
- Entries in newsletters of a range of Kent organisations.
- Attendance at meetings including the Kent Safeguarding Children's board and Kent Youth County Council.

Further details can be found in the LRA produced consultation engagement record in **Appendix B**.

The Council also ran 20 drop-in sessions across the County to give consultees the opportunity to talk to staff about the strategy and proposals. The Council spoke to over 500 residents across the 20 sessions. A summary of these discussions can be found in **Appendix C**.

All hard copy paper questionnaires received by 5th February 2019 were processed by the data entry team at M·E·L Research. These questionnaires were then combined with the online responses received by KCC. A total of 5,547 responses have been received comprising of:

- 3,764 online returns;
- 1,783 postal responses (including 80 easy read versions and 40 Nepalese);

21 supplementary emails and letters were also sent directly to KCC by individuals, community groups and organisations. These have been reviewed and illustrative free text comments have been included in this report.

Response rate and robustness of results

The majority of respondents to this consultation are users of the libraries, registration and archive service; 98% stated that they had used an LRA service(s) in the last 12 months. They therefore do not represent wider Kent residents as a whole.

According to KCC's borrower profile, 148,437 library users actively borrowed items from a library between January 2017-2018. With 5,547 consultees having completed the consultation questionnaire (and the vast majority indicating they are a library user), this suggests a response rate of roughly 3.7%.

For the purposes of the report, we have also used the borrower profile figure as a proxy to estimate a 'confidence interval' for the data¹. 5,547 responses provides a confidence interval of $\pm 1.3\%$ for a 50% statistic at the 95% confidence level.

This simply means that if 50% of consultees indicated that they agreed with the way forward for LRA services, the true figure could lie within the range of 48.7% and 51.3%, and that these results would be achieved 95 times out of 100.

Notes on analysis

Results are based on 'valid' responses and therefore where a respondent has selected 'not applicable' or left a question blank, these have been excluded from analysis for that question. The base size shows the total number of respondents included in the analysis for each question.

For indicative purposes, we have carried out sub-group analysis by different demographic characteristics and some other variables by computing Z-tests to test if differences in proportions are statistically significant (at 95% confidence level). Where this is the case, we have highlighted these within each section. Where there is a statistically significant difference between groups, this has been noted in the report as a "significant difference".

It should be noted that only a proportion of Kent residents participated in this consultation rather than all residents of the KCC area; sub-group analysis results are therefore subject to sampling error and not all differences will be statistically significant or necessarily important.

Within the main body of the report, where percentages do not sum up to 100 per cent, this is due to computer rounding or multiple-choice answers.

Where '**Individuals**' are mentioned in the report. This includes: an individual, carer or relative of a service user, a member of KCC staff or KCC Member/Councillor. All other categories are classed as '**Organisations or Groups**'.

In order to analyse the results by district. We have assumed the following:

- East Kent- Thanet, Dover & Canterbury;
- West Kent- Sevenoaks, Tunbridge Wells & Tonbridge;
- North Kent- Dartford, Gravesham & Swale;

¹ The achieved confidence interval gives an indication of the precision of the results, assuming a random sampling approach.

- Mid Kent - Maidstone, Ashford & Folkestone;

Open ended responses have been coded into broad themes and these, together with the number of mentions for each theme, are presented in the corresponding tables. The total number of mentions might differ from the total number of valid comments as some residents may have mentioned more than one theme in their comments.

Consultation findings

Section 1: About you

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

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

Table 1 below shows the detailed breakdown of responses by respondent type.

Table 1: Breakdown of respondent type

Percentage of respondents- base size 5,547 (all respondents)

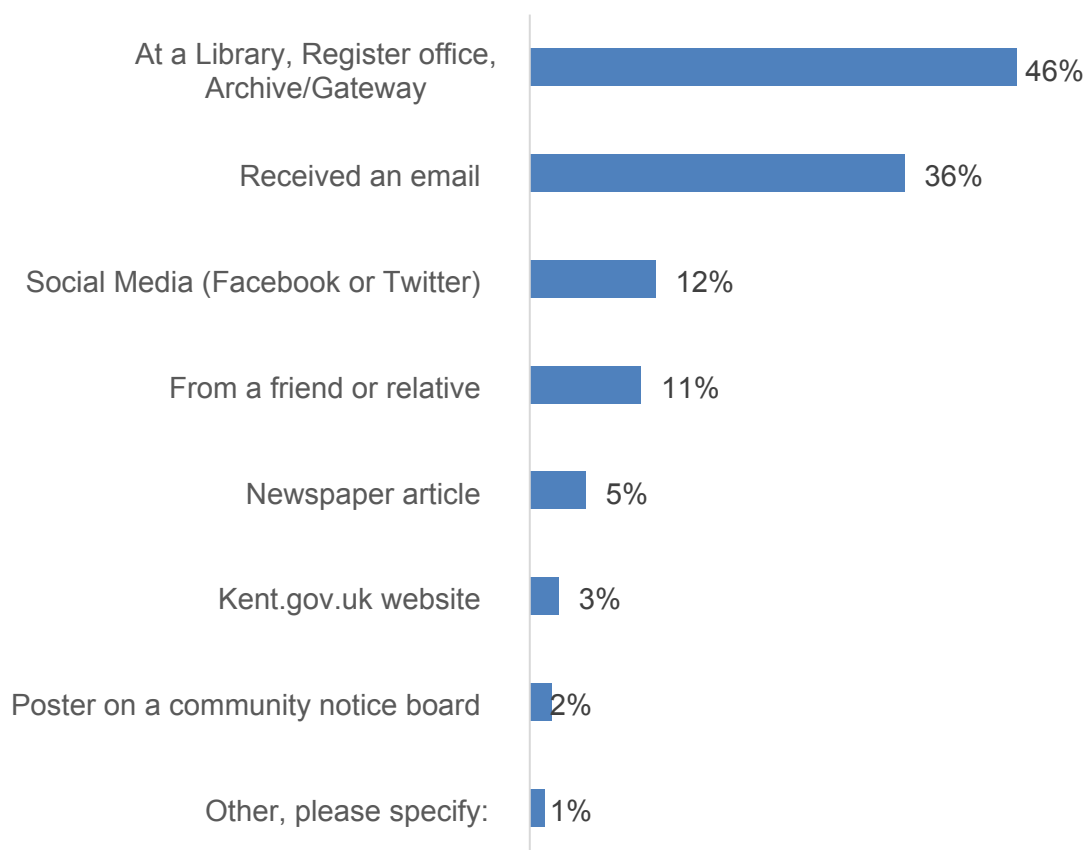
Individual	5,337
Group/organisation	177
- Representative of a local community group	56
- Parish/Town/Borough/District Council	46
- VCS organisation	47
- Educational establishment	19
- Business	9
Unknown	33

How consultees found out about the consultation

Figure 1 overleaf shows that the main method(s) of finding out about the consultation was at a library, register office, archive or gateway (48%) and/or via email (35%). Only 3% found out the consultation via the Kent.gov.uk website.

Figure 1: How found out about the consultation (multiple choice question)

Percentage of respondents- base size 5,506



Profile of individuals responding to consultation vs. LRA borrowers & census statistics

Generally, a greater proportion those responding online are under 50, whilst a greater proportion of those responding in hard copy are women.

Table 2 overleaf compares:

- The Kent Census Population Statistics for Kent by age and gender;
- KCC's libraries profile by gender and age sourced from borrowers recorded between 2017 and 2018 (latest data available by demographics for a complete year);
- The profile of individuals who took part in the consultation by gender and age;

Comparing these statistics reveals that the gender profile of those taking part in the consultation broadly reflects KCC's libraries borrower profile.

Whilst the Libraries borrower profile is skewed against the under 50 age group, the profile of individuals taking part in the consultation is more heavily skewed towards residents aged 50 or over.

Table 2: Profile of individuals compared to LRA borrower profile and census statistics (age and gender)

Percentage of respondents- base size (all respondents)

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

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

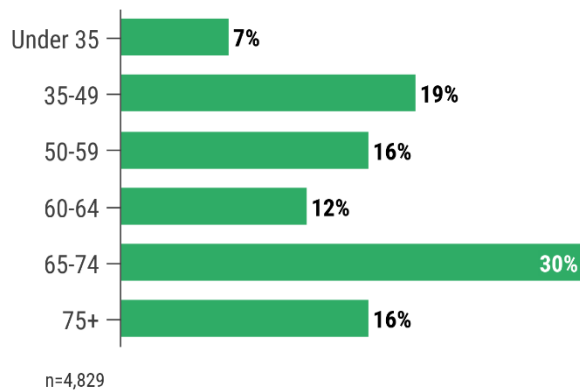
Profile of individuals responding

The infographic overleaf shows the profile of individuals who responded to the consultation. In summary:

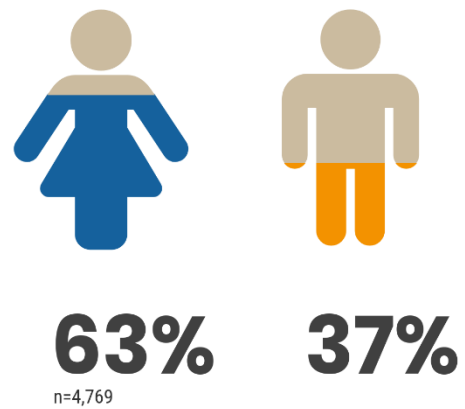
- Online was the most common completion method with 68% taking part in the consultation using this method. 32% submitted their response on paper;
- 74% of individuals who responded were aged 50 or over;
- 63% of the individuals were female;
- 11% considered themselves disabled as set out in the Equality Act 2010. 44% of these indicated they have a physical impairment and 28% indicated they have a sensory impairment. 35% have a long-standing illness or health condition;
- 96% of individuals indicated they are White and 4% indicated they are of BME origin;
- 47% of the individuals indicated they belonged to a religion or belief;
- 9% indicated they were a carer.

Profile of responding individuals

Age group



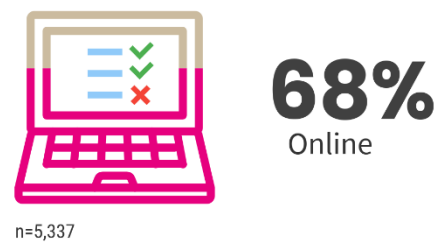
Gender



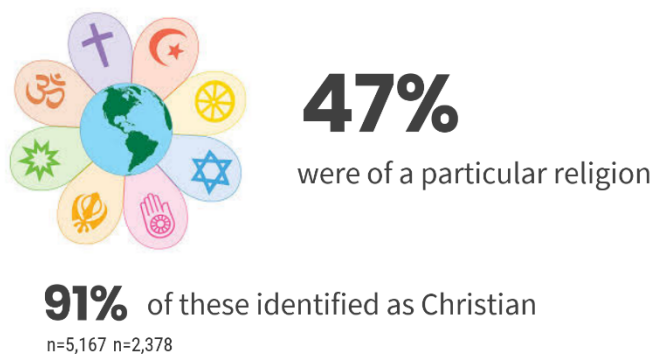
Ethnic group



Survey method



Religion



Classified as a carer



*n=number of responses

Individual consultees were asked to enter the first five characters of their postcode for analysis purposes. The table below represents the number of responses by area. The majority of the responses to the consultation questionnaire came from residents living in West Kent (accounting for 75%).

Table 3: Geographical distribution of respondents

Percentage of respondents- base size 5,272 (all respondents)

Area	Number of responses	Percentage of responses
West	3,960	75%
East	953	18%
North	236	4%
Mid	123	2%

Use of libraries, registration and archive (LRA) service

Table 4 shows that most consultees (98%) have used a Library, Registration and Archive Service in the last 12 months. The results are also similar between individuals (98%) and organisations/groups (96%).

Table 4: Breakdown of LRA service usage in the last 12 months

Percentage of respondents

	Overall (5,496)	Individuals (5,301)	Organisation/grp (171)
Used LRA service in the last 12 Months	98%	98%	96%
Not used LRA service in last 12 Months	2%	2%	4%

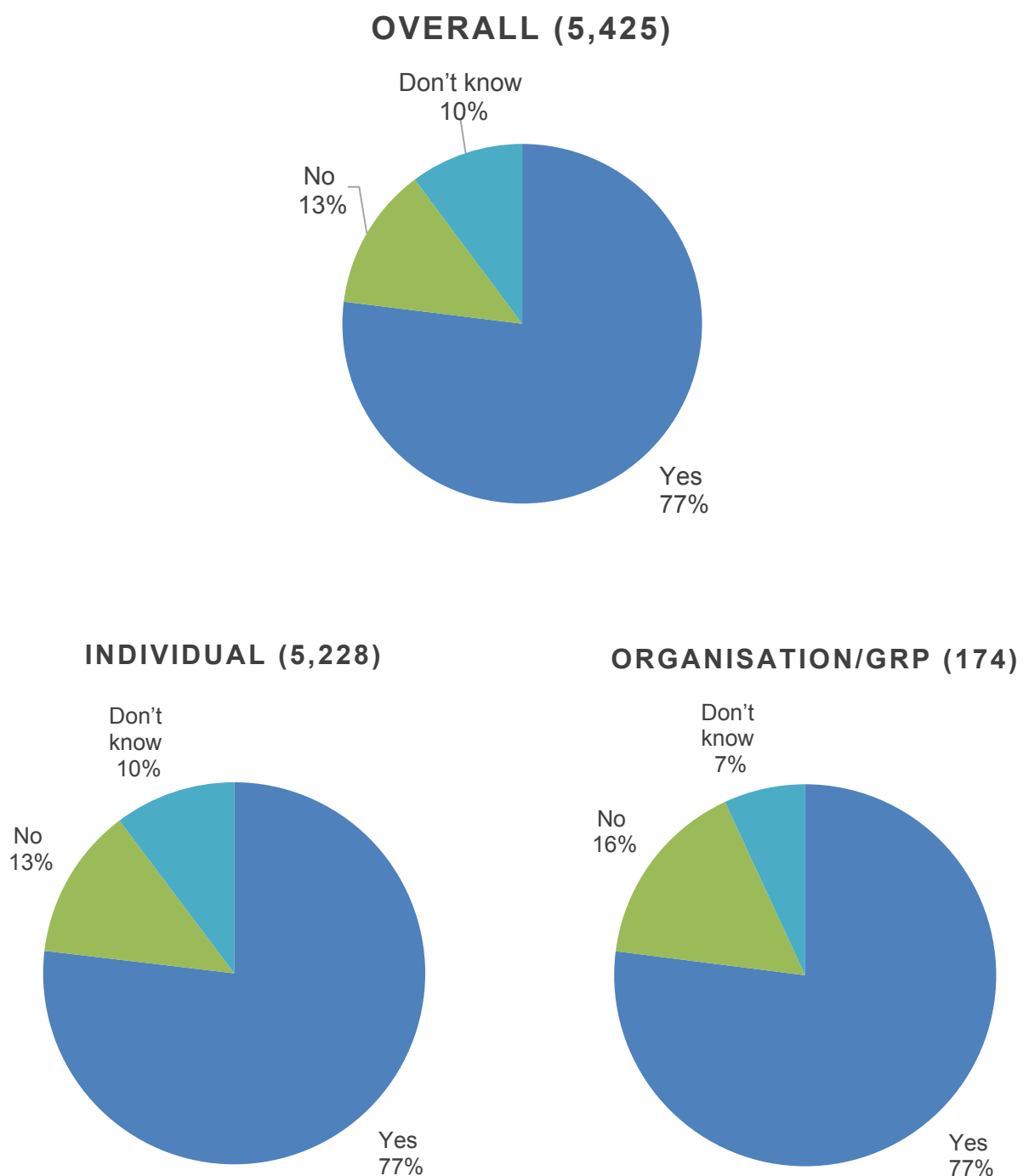
Section 2: Our Strategy

Ease of understanding

Firstly, all consultees were asked to indicate how easy they found the LRA strategy to understand. Figure 2 shows that three quarters (77%) of all consultees found it easy. 13% of all consultees did not find it easy and 10% were unsure. The results are almost identical when comparing the results by respondent type.

Figure 2: Ease of understanding of the strategy

Percentage of respondents



When analysing the results by questionnaire completion method, respondents who completed the questionnaire by post (83%) were significantly more likely to agree that the LRA strategy was easy to understand. This compares to 74% who completed the questionnaire online.

Sub group analysis (Individuals)

Sub group analysis for individuals indicates the following significant differences:

- Residents under 50 (67%-73%) were significantly less likely than those 50+ (78%-83%) to say that the LRA strategy was easy to understand.
- Residents who considered themselves to be carers (74%) were significantly less likely to say that the LRA strategy was easy to understand. This compares to 79% of residents who were not carers.
- White residents (79%) were significantly more likely than BME residents (66%) to agree that the LRA strategy was easy to understand.

All consultees were asked to provide a reason for their response to this question. A total of 3,202 provided a valid response, including 'don't knows'. As respondents who stated 'don't know' to question 5 also provided relevant suggestions these have been included in the analysis.

Their responses have been analysed and categorised into themes and are presented in Table 5 (positive themes) and Table 6 (negative themes). Individual responses could have contained more than one theme (including positive and negative comments) and as such the total presented in the table may be higher than the number of respondents. The most common 'positive' themes related to the fact that the strategy was clear and written in plain English (792 mentions) and was well explained with clear objectives (508 mentions).

Table 5: Positive themes (base 3,202, total number of valid comments)

Positive theme	Mentions - 'Yes' only	%
Clear and well written/written in plain English	792	25%
Well explained and clear objectives	508	16%
Document is generally easy to understand/read	482	15%
Clear structure, format, presentation	472	15%

Below is a selection of quotes for the top two (positive) themes:

Example quotes from respondents (clear, written/written in plain English)

It was written well. It's clear and says exactly what you want to do in the future.

Clear, concise and easy to read. Everything was explained well.

Example quotes from respondents (well explained and clear objectives)

Clear goals outlined with reasons for the proposed changes.

Both the objectives and the means of achieving these objectives were stated clearly and expansively.

Table 6 summarises the negative themes. The most frequently mentioned theme suggested the strategy was too detailed or there was too much to read (220 mentions). Interestingly, even amongst respondents who answered 'yes' when asked if the strategy was easy to understand, there were 171 who also thought the consultation document was too lengthy. The second most frequently mentioned (negative) theme related to the fact the document contained too much jargon (121 mentions).

Table 6: Negative themes (base 3,202, total number of valid comments)

Negative theme	Mentions - 'No' only	%
Too long and detailed	220	7%
Too much jargon	121	4%
Lack of information/difficult to find information in the document	73	2%
Misleading information/information did not make sense	46	1%
Unnecessary or repetitive information	44	1%

Below is a selection of quotes for the top two (negative) themes:

Example quotes from respondents (document too long and detailed)

Too lengthy and wordy and sounded like a sales brochure rather than a proposal to shorten opening hours to Library services.

Too long, too much to read. Make an animated video out of the content there's lots of free online tools to help convey strategies and their aims these days.

Rather long at 46 pages - could have benefitted from a summary page.

Example quotes from respondents (too much jargon)

Too much waffle and management jargon, such as "delivering outcomes".

There was lots of management speak rather than plain English. It seemed to be for White middle-class readers rather than striving to engage a diverse community.

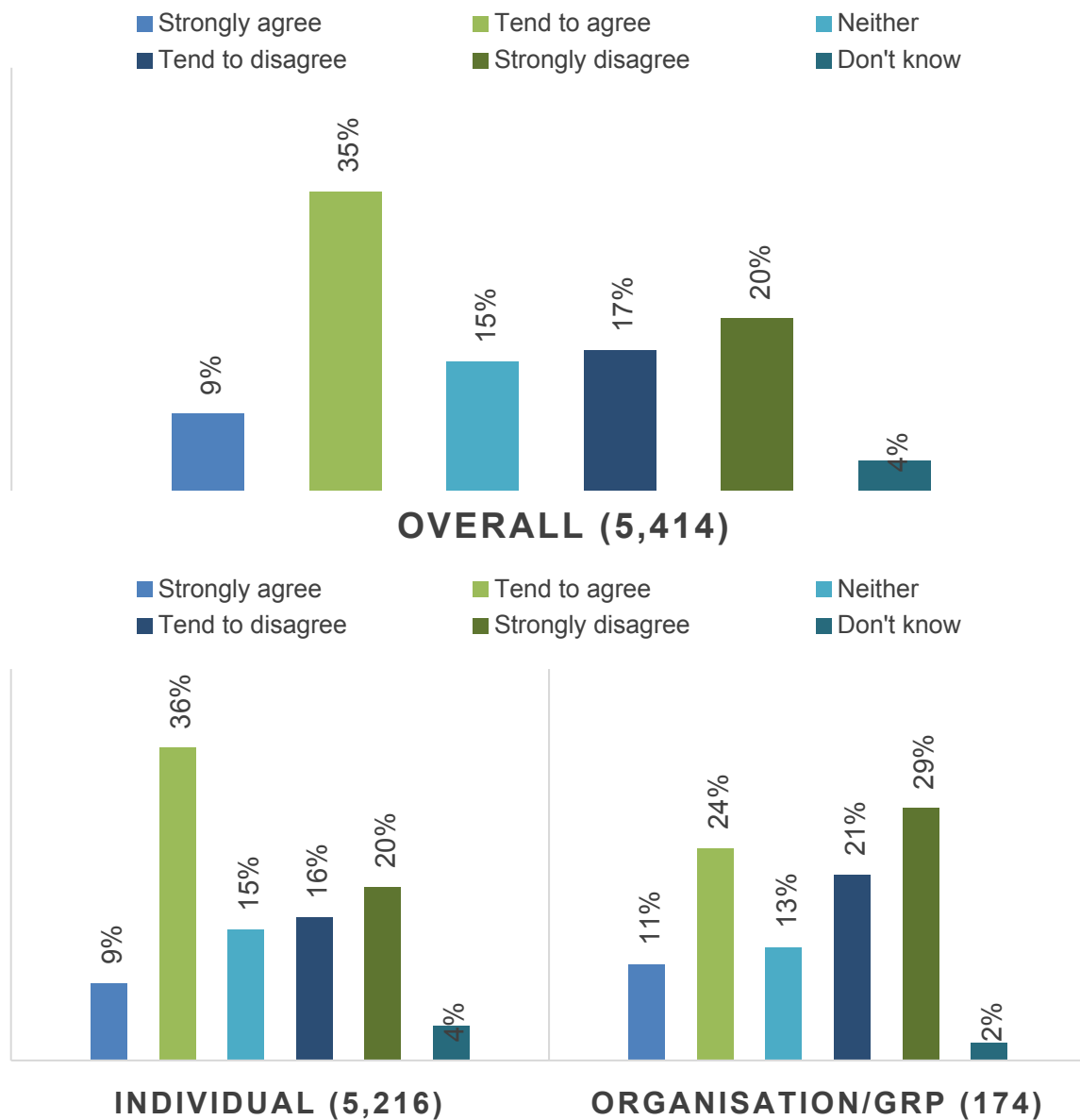
Agreement with the way forward for LRA services

Consultees were then asked to indicate their agreement with the way forward for LRA services as described in the LRA strategy. Figure 3 shows that 44% of all consultees supported this proposal, although a further 37% indicated they disagreed with the way forward as described in the draft strategy. Almost one fifth (19%) indicated they neither agreed nor disagreed or were unsure.

When analysing the results by respondent type, Figure 3 also shows that organisations/groups (36%) were significantly less likely to agree with the way forward than individuals (45%).

Figure 3: Agreement with the way forward for LRA services

Percentage of respondents



When analysing the results by questionnaire completion method, respondents who completed the questionnaire by post were significantly more likely to agree (47%) with the way forward for LRA services. This compares to 43% who completed the questionnaire online.

Respondents who have used an LRA service in the last 12 months were most likely to disagree with the way forward for LRA services (38% disagreed compared to 12% of respondents who had not used a service in the last 12 months).

All respondents who have visited a library in the last 12 months, were asked which library/libraries they have visited. The libraries they selected were grouped into one of the five proposed tiers (as per Appendix C of the consultation document). Consultees who visited a

Tier one (47%) or Tier two (45%) library were significantly more likely to agree with the way forward for LRA services. This compares to 36% who visited a Tier five library. The main reason for this could be due to the changes in opening hours at smaller, rural libraries and the perceived impact on their communities.

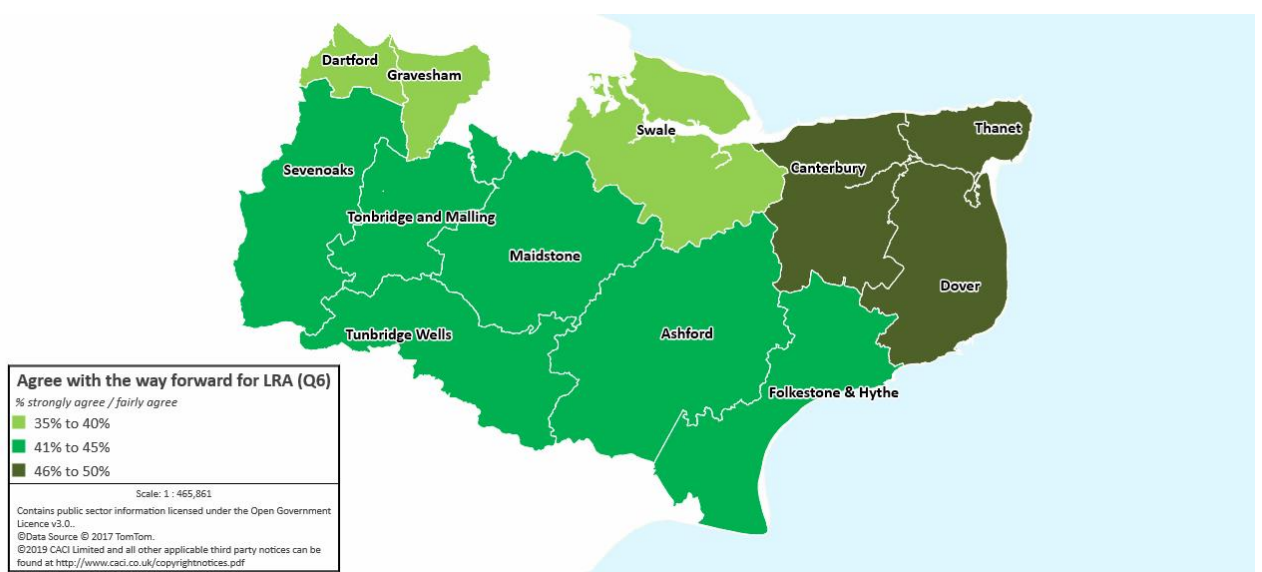
Sub group analysis (Individuals)

Sub group analysis for individuals indicates the following significant differences:

- Men (49%) were significantly more likely to agree with the way forward for LRA services. This compares to 46% of women.
- Residents over 75 (58%) were significantly more likely than all other age groups to agree with the way forward for LRA services (33%-49%). Residents under 50 (33%-36%) were significantly less likely than other age groups to agree with the way forward for LRA services (43%-58%).
- Residents who considered themselves to be carers (41%) were significantly less likely to agree with the way forward for LRA services. This compares to 47% who were not carers.

When analysing the results by geography, respondents who live in East Kent (49%) were significantly more likely than those living in North (36%) or West Kent (44%) to agree with the way forward for LRA services (Map 1).

Map 1: Residents who agreed with the way forward for LRA services (Base: 119-3,746)



All consultees were then given the opportunity to provide comments on the way forward for LRA services. A total of 3,054 provided a valid response, including 'don't knows'. As respondents who stated 'don't know' to question 6 also provided relevant suggestions these have been included in the analysis.

Table 7 summarises the key 'positive' themes for this question. The most common theme related to general agreement with the aims of the strategy or proposals outlined in the consultation document (350 mentions). The second most frequently mentioned theme related to an understanding of the need to make savings or changes to current provision (190 mentions). This is likely because this was detailed in the draft strategy document and a result of ongoing publicity in the national news surrounding cuts to council budgets and the need to make substantial savings in the coming years.

Table 7: Positive themes (base 3,054, total number of valid comments)

Positive theme	Mentions - 'Agree' only	%
Agree with the aims of the strategy/proposal (general comments)	346	11%
Understand the need to make savings/changes to current service provision	190	6%
Agree to shortening opening hours rather than closing libraries	155	5%
Agree with improved use of technology (e.g. self-service etc)	74	2%
Agree with some aspects (e.g. reduced hours instead of closures)	57	2%

Below is a selection of quotes for the top two (positive) themes:

Example quotes from respondents (Agree with the aims of the strategy/proposals)

I agree with your draft strategy and am looking forward to it hopefully being implemented soon.

The position to retain 99 libraries is admirable but is there a real need to have them so close together, so collaboration with other services should be an essential way to protect and retain those locales. I like the idea of consistent hourly opening and the innovation.

Example quotes from respondents (Understand the need to make savings/changes to current provision)

I ticked 'strongly agree' as I am a realist and I realise that the way forward in the current financial climate, is bound to involve some cutbacks. Any strategy which keeps as many libraries as possible open (and this strategy seems to) has my support.

We all need to tighten our belts. If savings can be made to protect our services, we should embrace them.

Table 8, overleaf, summarises the key 'negative' themes for this question. The most common theme overall, related to concerns surrounding cuts to opening hours or services (852 mentions). However, when looking at just the respondents who disagreed with the way forward, most mentions (646 mentions) related to concerns around the impact on the local community.

One of the main impacts on the community highlighted by respondents was the impact on parents and young children. For example, one respondent stated that the library is used for ***“Thriving Bounce and Rhyme groups that parents really depend on”***. Another respondent was concerned that ***“The reduction in hours will significantly impact the ability of children to visit after school”***.

Another impact on the community which was consistently highlighted is the ways that these cuts will impact employment opportunities. With one consultee stating that ***“If the libraries close then I'm worried I won't be able to do all my job searching and then I'll lose money”***. This issue was supported by another respondent who highlighted that ***“The staffing of the library service also contributes to the employment of Kent residents, of which employment opportunities will clearly be negatively affected by this strategy...”***.

The potential impact on the vulnerable groups within the community, such as the elderly and the poor were also highlighted by respondents. One consultee was particularly concerned that ***“There are not many elderly social activities elsewhere or anyone to talk to, maybe the librarian is the only person they speak to weekly...”***. Another respondent voiced concerns that ***“cutting library hours in a time when poorer people, especially children, need access to books, computers and a library environment is a retrograde step”***.

The impact of the cuts and associated impact on the community was also highlighted during the drop-in sessions and correspondence (e.g. letters, emails) received by the Council. One consultee at the Margate drop-in session said, “*Libraries are a home away from home for many people*”. Another consultee who sent a letter to the Council said, “*Libraries are a major asset to the elderly, disabled, etc*”.

Table 8: Negative themes (base 3,054, total number of valid comments)

Negative theme	Mentions- 'Disagree' only	%
Disagree/concerned with cuts to opening hours/services	646	21%
Concerns relating to the impact on the local community	405	13%
Disagree with the strategy (general comments)	283	9%
Cutting services/hours will impact on usage/accessibility	262	9%
Disagree with tiering approach	153	5%
Other concerns (e.g. over reliance on volunteers etc)	101	3%
Concerns about job losses/redundancies	86	3%
Cuts will eventually lead to library closures in the future	41	1%
It is just a cost cutting exercise	34	1%

Below is a selection of quotes for the top two (negative) themes from the complete consultation questionnaires:

Example quotes from respondents (Disagree/concerned with the cuts to opening hours/services)

I do not agree that the opening hours of libraries should be cut. It is an invaluable resource that I use regularly with my daughter.

I don't believe that cutting hours in any library is a good idea. In particular, XXX is a well-used Library in a town which is currently undergoing massive expansion of around 500 homes. Also, the library is in a Gateway building, which also houses the Main Post Office.

Example quotes from respondents (Concerns related to the impact on the local community)

Libraries are core to our community and providing access for people who can't afford books otherwise.

Libraries play a vital role for communities, and reducing their availability may produce short-term financial savings, but will lead to long-term detriment to communities and individuals.

As well as providing positive or negative comments relating to the way forward for LRA services, some respondents also took the opportunity to provide suggestions for the Council to consider. Table 9 provides a summary of the suggestions provided. The need for increased marketing/ promotion of library services and the requirement to be more commercial going forward was also mentioned during the drop-in sessions and in the correspondence received by the Council.

Table 9: Suggestions - Way forward for LRA services (base 3,054, total number of valid comments)

Theme (suggestions)	Mentions	%
Need more information	150	5%
Increased promotion and marketing of libraries is needed	108	4%
Expand or update services/facilities (e.g. range of books etc)	85	3%
Libraries should start being more commercial (e.g. room hire etc)	75	2%
Cost reductions should take place in other areas (e.g. higher paid staff, use of volunteers, etc)	61	2%
Libraries should only be used for library services, not integrated with other services	27	1%
Other (such as reservation fees, more data to inform strategy etc)	214	7%

Suggested ideas or areas for inclusion in the strategy

All consultees were given the opportunity to suggest alternative ideas or areas that should be included in the strategy. A total of 1,876 respondents provided a valid response.

Table 10 shows that the most frequently mentioned suggestion (287 mentions) related to making rooms available for other purposes (such as events or hire etc). This was followed by increased marketing to promote the services of libraries (174 mentions). Some respondents also suggested an making wider use of volunteers (169 mentions). This was also reflected in the additional correspondence received from the council. One resident said, ***“Promotion and marketing is vital but has already been poor in Kent in recent years. You need to work with other library authorities for a national TV or radio commercial”***.

A large number of respondents also suggested that ‘things should stay the same’ and the budgets for libraries should be ring fenced (316 mentions). Finally, some respondents (116

mentions) highlighted queries with the consultation document and/or they required further information (e.g. more information on how the tiers were calculated etc).

Table 10: Suggested ideas or areas for inclusion in the strategy (base 1,876, total number of valid comments)

Theme	Mentions	%
Using rooms for other purposes/room hire/organised events/trainings/clubs/integrate with other services	287	15%
Improve marketing/ encourage people to use libraries	174	9%
Use of volunteers (e.g. community-run libraries)	168	9%
Provide more/better facilities and services (e.g. café/food/faster Wi-Fi/toilets/parking)	166	9%
Ensure opening times are convenient/ meet demand/ideas for revised opening hours	161	9%
Other suggestions (e.g. delivery service, new activities, more visible mobile libraries)	148	8%
Sponsorship or partnerships with local businesses/voluntary organisations	136	7%
Improve links with schools, care homes etc.	104	6%
Charge for some services/raise money/donations etc	97	5%
Better online facilities /improve online accessibility/ develop online offer	84	4%
Update/review/rotate library stock	80	4%
Make better use/increased visibility of librarians	71	4%
Review charges for LRA services	53	3%
Close/reduced hours of less used libraries/use mobile libraries instead	51	3%
Look at needs of individual libraries/review on case by case basis	42	2%
Need to consider library facilities in growing areas	42	2%
Pay/job cuts amongst highest paid Council/councillors	41	2%
Out of hours collection/drop off service/self-service options	34	2%
Improve accessibility (e.g. public transport) to libraries	28	1%
Spread cuts more proportionally across all libraries/areas	23	1%
Cut some services (e.g. DVD/CD loans)/save money in other areas	20	1%
Misc. (Refurbishment costs, improve literacy and less online investment)	48	3%
No change (to opening hours, ring fence cuts etc)	316	17%
Queries on consultation/more information required	116	6%

Overleaf is a selection of quotes for the top three themes for this question:

Example quotes from respondents (Using library space for other purposes)

Incorporating more council services within library spaces to make the most of the buildings and their proximity to town/village centres.

Taking the community aspect one step further, in various locations across the country are community shops and cafes, run by volunteers. If this could be integrated with the library service, what a great way to bring more people into the library, embracing diversity, helping the elderly with loneliness etc.

Example quotes from respondents (Improve marketing and promotion of libraries)

I think more could be done to advertise the services you offer. For example, I had no idea you had an Archive Centre in Maidstone. Or a service called Ask a Librarian. Or a death registration service until recently.

Better advertising of services. KCC is really bad at this. Promotion is awful! Posters in libraries are ok if people use the libraries but many don't. What are KCC doing county wide to attract new customers to our services? Advertising in all doctors' surgeries, or dentists would work, as people wait here. Why not advertise on sides of buses, that everyone sees driving around? Advertise on Kent Radio, Heart or other local radios. This would get the word out.

Example quotes from respondents (Use of volunteers)

The Library services already use volunteer staffing but could this be expanded in order to keep libraries open for longer.

Could more use be made of volunteers, there are many lonely people in our communities who would relish the idea of volunteering to make them feel more part of the community and help with their levels of self-worth-volunteering in libraries needs to be advertised and supported far more.

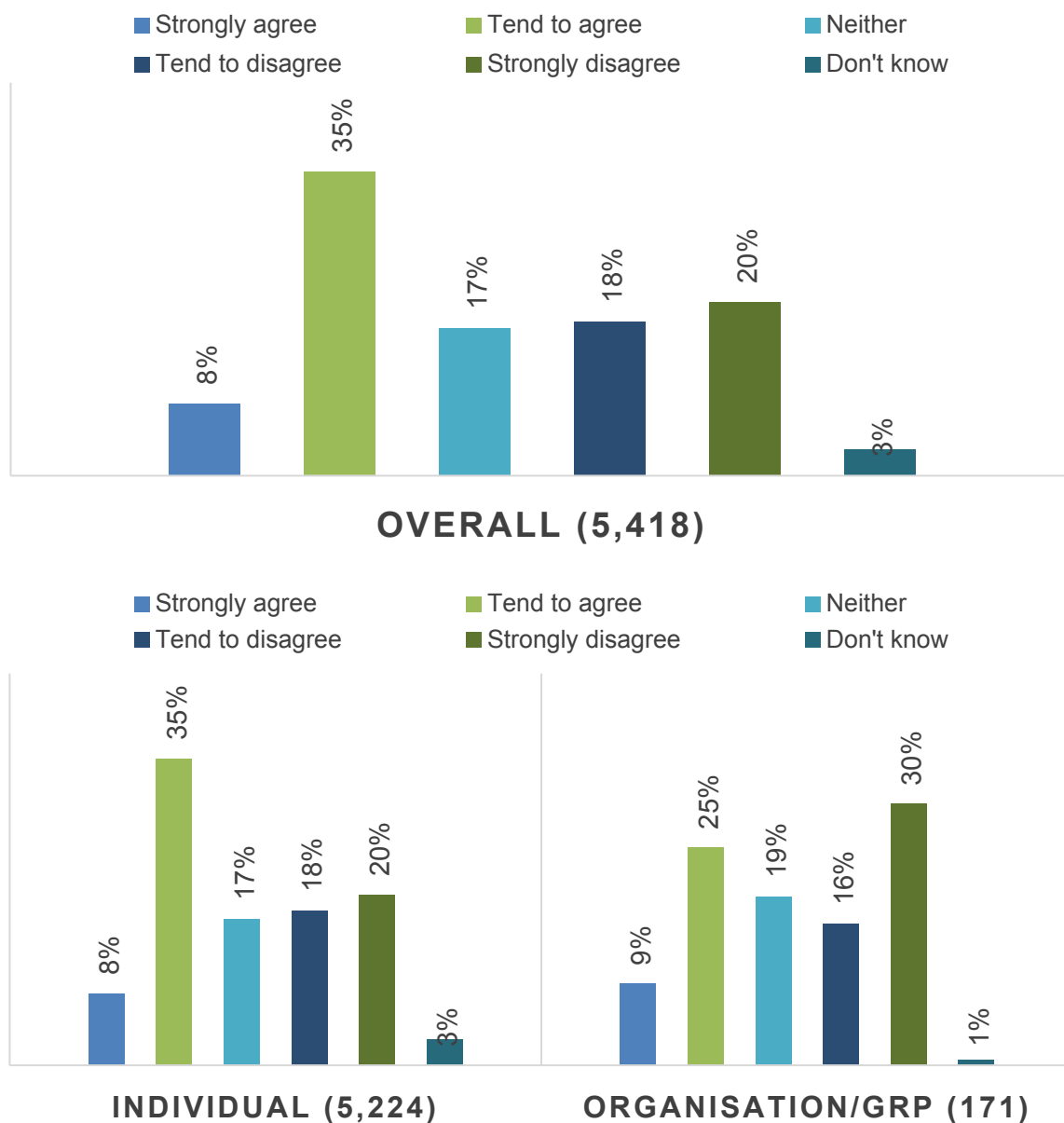
Agreement with tiering approach

All consultees were asked to what extent they agreed or disagreed with KCC's proposal to arrange 99 libraries into five tiers. 43% of all consultees supported this approach, whilst 38% disagreed. 19% of all consultees indicated they neither agreed nor disagreed or were unsure.

When analysing the results by respondent type, Figure 4 also shows that individuals (43%) are significantly more likely to agree with the way forward than organisations/groups (34%).

Figure 4: Agreement with the tiering approach

Percentage of respondents



The results by questionnaire completion method were almost identical (42% agree for postal and 43% online).

Respondents who have used an LRA service in the last 12 months were most likely to disagree with the tiering approach for libraries (38% compared to 16% of respondents who have not used the service in the last 12 months). Consultees who visited a Tier one (45%) or two (42%) library were significantly more likely to agree with the Council's proposed approach. This compares to 33% who visited a Tier five library.

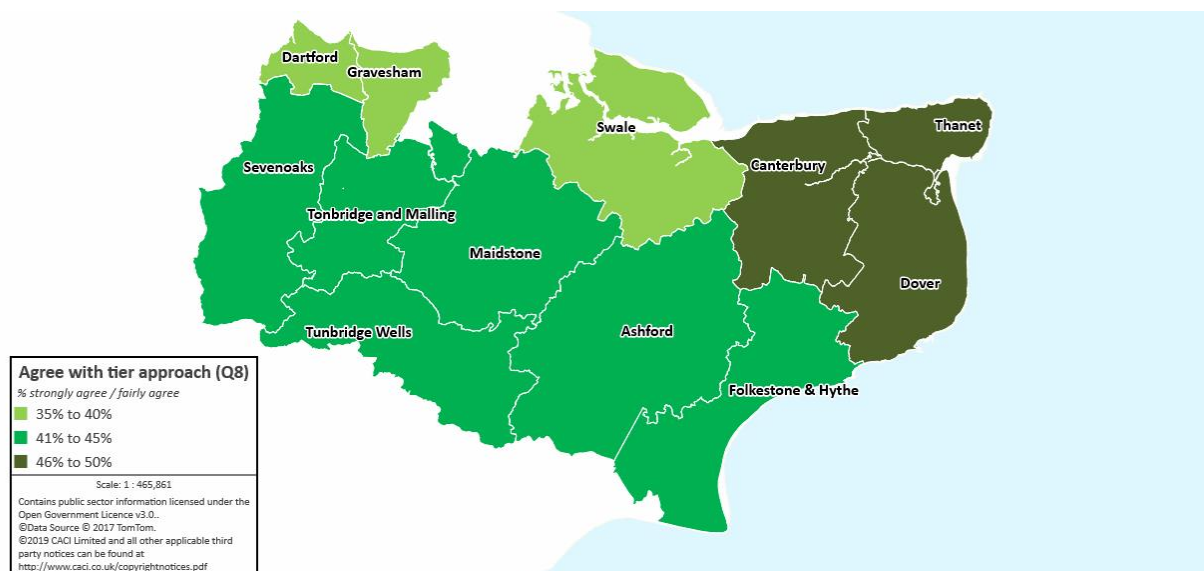
Sub group analysis (Individuals)

Sub group analysis for individuals indicates the following significant differences:

- Residents over 75 (54%) were significantly more likely than all other age groups to agree with the tiering approach (34%-49%). Residents under 50 (34%-35%) were significantly less likely than all other age groups to agree the tiering approach (44%-54%).
- Residents with a disability (40%) were significantly less likely to agree with the new tiering approach than those without a disability (46%).
- Residents with caring responsibilities (39%) were significantly less likely to agree with the tiering approach. This compares to 46% of residents without this responsibility.
- White residents (46%) were significantly more likely than BME residents (39%) to agree with the tiering approach.

When analysing the results by geography, respondents who live in East Kent (46%) had the highest level of agreement with the tiering approach. (Map 2). Please note: there were no significant differences when compared to other districts.

Map 2: Residents who agreed with the tiering approach

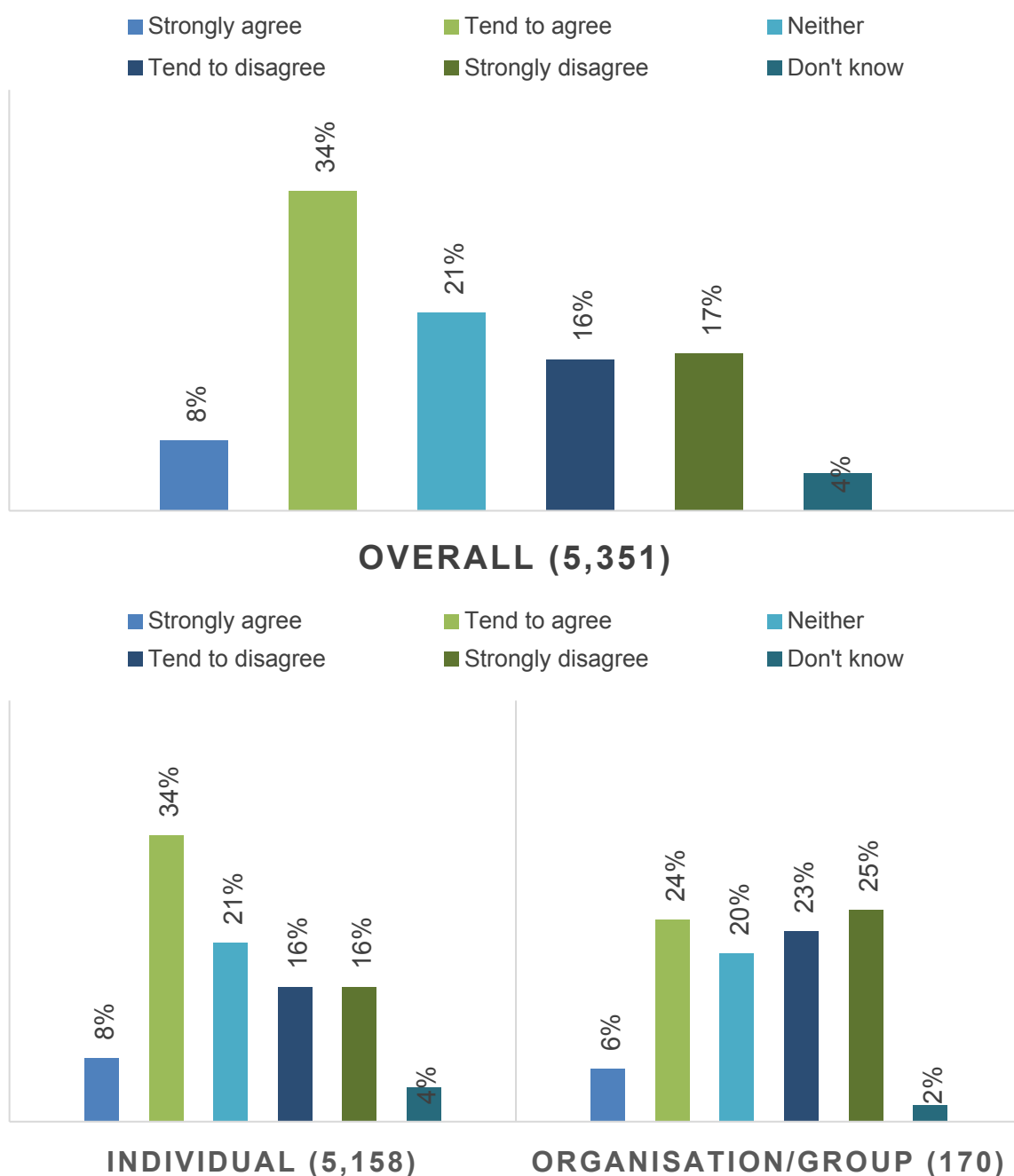


Agreement with the criteria used to tier libraries

All consultees were asked to what extent they agreed or disagreed with the criteria used to tier libraries. 42% of all consultees agreed with the criteria used compared to 33% that disagreed. The remaining 25% of all consultees indicated they neither agreed nor disagreed or didn't know. When analysing the results by respondent type, Figure 5 also shows that individuals (42%) were significantly more likely to agree with the way forward than organisations/groups (31%).

Figure 5: Agreement with criteria used to tier libraries

Percentage of respondent



Respondents who had used an LRA service in the last 12 months were most likely to disagree with the criteria used (33% compared to 15% of respondents who have not used the service in the last 12 months).

Consultees who visited a Tier five (30%) library were significantly less likely than other tiers to agree with the criteria used to tier libraries (35%-45%). All respondents were asked to provide their reasons for their response to this question. Detailed analysis of the open-ended responses is detailed below but the most common reasons related to the fact the criteria should be more tailored to local needs (e.g. demographic profile, size, deprivation levels etc) and the need for more detailed analysis of usage patterns (e.g. analysis over a longer period of time).

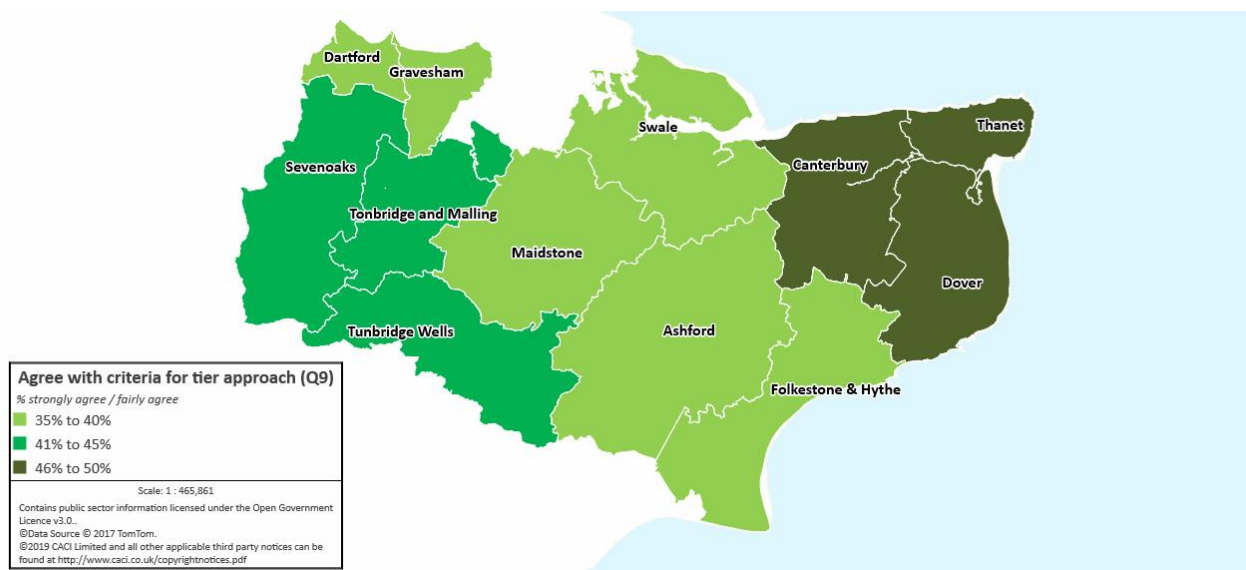
Sub group analysis (Individuals)

Sub group analysis for individuals indicates the following significant differences:

- Men (47%) were significantly more likely to agree with the criteria used to tier libraries. This compares to 42% of women.
- Residents aged 75+ (53%) were significantly more likely to agree with the criteria used to tier libraries than any other age group (36%-47%).
- Residents with a disability (39%) were least likely to agree with the criteria used to tier libraries. This compares to 45% of respondents without a disability.
- Residents with caring responsibilities (38%) were less likely to agree with the criteria used to tier libraries. This compares to 45% of residents without.

When analysing the results by geography, respondents who live in East Kent (46%) were significantly more likely than those living in West Kent (42%) to agree with the tiering approach. (Map 3 overleaf).

Map 3: Residents who agreed with the criteria used to tier libraries



Suggestions for alternative criteria for tiering libraries

All consultees were asked to provide suggestions for alternative criteria for tiering libraries. A total of 1,775 respondents provided a valid comment.

Their responses have been analysed and categorised into themes and are presented in Table 11. Individual responses could have contained more than one theme and as such the total presented in the table may be higher than the number of responses.

The most common themes focused on the need to take tailor the criteria to suit local needs such as the population size, demographics and deprivation levels (580 mentions). This is followed by a need for greater analysis on usage patterns (257 mentions).

Table 11: Suggestions for alternative criteria for tiering libraries (base 1,775, total number of valid comments)

Theme	Mentions	%
Tailored to suit local needs (e.g. population size/growth demographics etc)	580	33%
More detailed analysis of usage patterns (e.g. analysis over a longer time period and not just August, etc)	257	14%
Distance from other libraries/community facilities	148	8%
Services & social events offered at individual libraries	106	6%
Consider footfall at different times of day	55	3%
Should be based on more criteria or more than five tiers	53	3%
Proximity to schools, colleges etc	52	3%
Need to consider customer service or helpfulness of staff	34	2%
Wi-Fi/online use at individual libraries	33	2%

More weighting on number of loans/unique visits	22	1%
Allow for regular review of tiers/footfall	21	1%
Other comments		
<i>Other (e.g. social mobility, economic/financial/productivity uses etc)</i>	233	13%
<i>General comments – disagreement with tiering proposal</i>	550	31%

Example quotes from respondents (Tailored to suit local population/demographics)

I am opposed to a one size fits all formulaic approach which does not take into account the needs of local communities.

Age and mobility of the population within the catchment area should be a major (criterion).

Areas with large numbers of unemployed/disadvantaged people who will regularly need to access computers for job searches etc should have access to longer opening hours - this should be one of the criteria.

Example quotes from respondents (Dependent on usage/more detailed analysis of usage)

Opening times should be dictated by current demand and should be reviewed at least annually.

It should be based on library usage rather than size of place it's located.

Base it on the number of people using the facility rather than location. I have often been into XXX library and the number of people using it is comparable to XXX at times, but the proposed opening hours are significantly different.

Other comments on the tiering proposal

All consultees were given the opportunity to provide any other comments on the tiering proposal including name suggestions. A total of 1,158 respondents provided a valid comment.

Their responses have been analysed and categorised into themes and are presented in Tables 12 and 13. Individual responses could have contained more than one theme and as such the total presented in the table may be higher than the number of responses. The most frequently 'positive' theme related to agreement with the tiering approach (49 mentions).

Table 12: Positive themes (base 1,158, total number of valid comments)

Positive theme	Mentions	%
Agree with tiering approach (e.g. happy with the strategy, hope it goes ahead)	49	4%
Logical criteria	27	2%
Understand the reasons for tiering	25	2%
Positive about revised/unchanged opening hours	17	1%

Below is a selection of quotes for the positive themes:

Example quote from respondents (Agreement with tiering approach)

I agree with the tiering proposal as long as it means that no libraries will be closed.

Example quote from respondents (Logical criteria)

I think this is a logical and results-based approach that will provide the limited resources in a most effective and efficient way. The whole strategy has to optimise the resources as there is no open-ended provision of library support.

Example quote from respondents (Understand the reasons for tiering)

Any attempt to limit access to libraries is regrettable, but I can understand why it is necessary. As long as all libraries are kept open even with slightly reduced hours, that is the important thing. Please never consider closing down libraries, as has happened in other parts of the country.

Example quote from respondents (Positive about revised/unchanged opening hours)

I am very pleased to see that Sunday opening is being maintained at the XXX Library. This is a boon to the local community.

Table 13 summarises the 'negative' themes relating to the tiering proposals. The most frequently mentioned related to disagreement with the proposed cuts and changes (303 mentions) and general disagreement with the tiering proposal (182 mentions).

Table 13: Negative themes (base 1,158, total number of valid comments)

Negative theme	Mentions	%
Disagreement with the proposed cuts and changes to opening times/staff	303	26%
General disagreement with the tiering proposal	182	16%
Library placed in wrong Tier	150	13%
Proposal is over-simplistic (e.g. should consider demographics, community needs etc)	147	13%
Impact on community (e.g. vulnerable)	117	10%
Proposal not clear/missing information (e.g. how opening times were determined)	77	7%
Waste of Money/Time	27	2%
Negative impact on small libraries	19	2%

Below is a selection of quotes for the top two negative themes:

Example quotes from respondents (Disagreement with the cuts and changes)

Libraries need investment, not cuts. They are the cornerstone of education.

Any reduction in library time is unacceptable.

Example quotes from respondents (General disagreement with the tiering proposal)

I don't agree with the tiered approach. If you're going to make cuts, all libraries should face these equally. Otherwise you're fairly obviously going to have the effect of wiping out smaller community libraries. Maybe that's the aim - in which case let's not pretend otherwise.

I think it's a shame to Band libraries into tiers. It would be better to look at each specific library use and make decisions based on that for the opening hours, rather than it being a universal opening time based on each tier.

As part of the same question, respondents were also given the opportunity to offer alternative names for the proposed tiers. 16 respondents said they were happy with the names proposed in the consultation document. 33 either disliked the names or did not feel 'names' were necessary. 49 respondents provided alternative suggestions. Some examples included:

- IE town library, Community library and Rural library;
- Town Extra, Town Community Extra, Community and Community Express;
- Top Rank, Middle Rank and Bottom Rank;
- Numbers 1 - 5 or letters A – E;

Any other comments on the Council's draft strategy

All consultees were given the final opportunity to comment on the draft strategy. A total of 1,985 respondents provided a valid comment.

Their responses have been analysed and categorised into themes and are presented in Table 14. One response could have contained more than one theme and as such the total presented in the table may be higher than the number of responses. Most of the themes in this question are already covered in other questions.

The most frequently mentioned (and only) 'positive' theme related to an agreement with the proposals (269 mentions). This may be because the proposals only relate to reduction in opening hours and no closures are planned at this stage.

The most 'negative' comment related to the impact on the local community particularly amongst the elderly and vulnerable (566 mentions). For example, one respondent comments on the impact it will have on poorer parents within the community and elderly who visit the library to avoid social isolation. This respondent said "***Just think it's a shame, penalising staff, parents who can't afford books for their children, limiting the friendly & warm spaces for elderly folk to go out from home***".

This is followed (and potentially linked) to the disagreement with reduced hours and/or concerns about future closures (467 mentions).

Table 14: Themes – any other comments on draft strategy (base 1,985, total number of valid comments)

Theme	Mentions	%
POSITIVE		
Agree with the proposals (e.g. no libraries closing)	269	14%
NEGATIVE		
Impact on community particularly amongst the vulnerable, elderly etc)	566	28%
Disagree with reduced hours/concerns about future closures	467	24%
Don't understand reasons for cuts/keep things the same	143	7%
Concerns about job cuts/redundancies	132	7%
SUGGESTIONS/OTHER COMMENTS		
Feedback or queries on strategy document/tiering criteria	408	21%
Review alternative options (e.g. self-service, volunteers etc)	206	10%
Suggestions for alternative services /review services available	154	8%
More choice/facilities/resources in library	108	5%
Greater promotion/targeted marketing of services	85	4%
Use/rent library space for other purposes (e.g. community events)	68	3%
Rely on volunteers	38	2%
Review reservation charges	34	2%
Other	159	8%

Below is a selection of positive quotes:

Example quotes from respondents (Agreement with the proposals)

I am delighted such a positive approach is being taken to do as much as possible to retain the library facilities and services, despite the budget restraints.

It is a preferable and fairer proposal than closing libraries, so I am broadly in favour.

Overleaf is a selection of negative quotes for the top two themes:

Example quotes from respondents (Impact on the community)

I don't feel you should close any of the libraries as many elderly people and young mothers with children use them and it is a chance to interact with other people.

It is important the library remains an essential part of the community and even small villages rely on them, particularly elderly and parents with small children. Sometimes tiering may take away the smaller less frequented libraries which still have a vital role to play.

Example quote from respondents (Disagree with reduced hours/concerns about future closures)

The strategy looks set to start libraries on the path to decline in use by cutting hours in well used libraries & cutting staff, which are the libraries biggest asset. It appears this is the desired effect to give the excuse to legitimately close libraries, which always causes uproar, & is politically unpopular. Be brave. Close underused libraries & improve the core libraries.

Comments on the Equality Impact Assessments (EqIA)

Kent County Council completed two Equality Impact Assessments to assess the impact of the proposals on residents, one on the overall strategy and a second on the Library Tiering proposal. 91% of consultees did not answer this question, had nothing to add or their response did not relate to the question asked. Table 15 shows that 4% provided a positive comment and 65% of those answering made a cautionary or negative comment. 24% felt libraries should be accessible to all and therefore felt the EqIA was a waste of money. The remaining 7% felt the EqIA should cover more areas (such as the impact on rural communities and local literacy levels etc).

Table 15: Comments on the Equality Impact Assessment (base 614, total number of valid comments)

Theme	Mentions	%
POSITIVE		
It is all inclusive/fair	22	4%
NEGATIVE		
Impact on those with disabilities	99	16%
Impact on vulnerable/poorer communities (e.g. those who cannot afford PCs, consider social needs of people who live alone / are socially isolated)	96	16%
Impact on elderly	74	12%
Impact on children	68	11%
Impact on students	27	4%
Impact on employed	26	4%
Impact on ethnicity/religion	8	1%
Impact on gender	6	1%
OTHER		
Libraries should be accessible to everyone/EqIA waste of money	150	24%
Needs to cover more areas (e.g. rural and smaller communities, literacy levels etc)	46	7%

Below is a selection of comments:

Example quotes from respondents

It seems all inclusive.

Some of the smaller libraries can be in more deprived areas where people may not be able to afford transport to bigger libraries - I hope that has been considered.

Equality impact assessments are pointless exercises. People either use libraries or they do not. They are accessible to all, so don't need a strategy in this area.

Appendix A: Questionnaire

Appendix B: Consultation engagement record

Appendix C: Summary of drop-in session discussions

Appendix A: Copy of questionnaire

Libraries, Registration and Archives Draft Strategy 2019 2022
Consultation Questionnaire



Libraries, Registration and Archives Draft Strategy Consultation Questionnaire

21 November 2018 to 29 January 2019

We are seeking your views on our draft Libraries, Registration and Archives (LRA) strategy and proposals to introduce a tiering model for our 99 libraries.

What information do you need before completing the questionnaire?

We recommend that you read the LRA strategy document before filling in this questionnaire. All consultation material is available on our website kent.gov.uk/lrastrategy or in hard copy from any Kent library.

We are also hosting 20 consultation drop-in events across the county where you can speak to members of our LRA team. Visit our website or libraries for more information.

This questionnaire can be completed on our website. Alternatively, you can fill in this paper form and return it via:

Freepost LRA STRATEGY CONSULTATION

(please use this exact format – the consultation name must be in capitals)

Please ensure your response reaches us by 23:59 on Tuesday 29 January 2019.

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

Privacy: Kent County Council collects and processes personal information in order to provide a range of public services. Kent County Council respects the privacy of individuals and endeavours to ensure personal information is collected fairly, lawfully, and in compliance with the General Data Protection Regulation. Read the full Privacy Notice on kent.gov.uk/lrastrategy.



Section 1 – About you

Q1. Are you responding...?

Select the option from the list below that most closely represents how you will be responding to this consultation. *Select **one** option only.*

<input type="checkbox"/>	As an individual
<input type="checkbox"/>	As Carer or relative of a service user
<input type="checkbox"/>	As a member of KCC staff
<input type="checkbox"/>	As a KCC Member / Councillor
<input type="checkbox"/>	On behalf of an educational establishment, such as a school or college
<input type="checkbox"/>	On behalf of a Parish / Town / Borough / District Council in an official capacity
<input type="checkbox"/>	On behalf of a business
<input type="checkbox"/>	On behalf of a charity, voluntary or community sector organisation (VCS)
<input type="checkbox"/>	As a representative of a local community group
<input type="checkbox"/>	Other, please specify: <input type="text"/>

Q1a. If you are responding on behalf of an organisation, please tell us the name of the organisation.

Q2. Please tell us the first five digits of your postcode:

Please do not reveal your whole postcode. We use this to help us to analyse our data. It will not be used to identify who you are.



Q3. How did you find out about this consultation?

Select all that apply.

<input type="checkbox"/>	Newspaper article
<input type="checkbox"/>	Received an email
<input type="checkbox"/>	From a friend or relative
<input type="checkbox"/>	Social Media (Facebook or Twitter)
<input type="checkbox"/>	At a Library, Register office, Archive or Gateway
<input type="checkbox"/>	Poster displayed on a community notice board
<input type="checkbox"/>	Kent.gov.uk website
<input type="checkbox"/>	Other, please specify: <input type="text"/>



Q4. Have you used any of the following Library, Registration or Archive (LRA) services in the last 12 months?

Select *all that apply*.

<input type="checkbox"/>	Visited a Kent library
<input type="checkbox"/>	Used a Kent library service online, e.g. eBook, eMagazine, eNewspaper or eAudiobook or Ask a Kent Librarian
<input type="checkbox"/>	Visited the Kent archive search room at the Kent History and Library Centre in Maidstone
<input type="checkbox"/>	Used a Kent archive service online, e.g. ordered a digital image or requested conservation work
<input type="checkbox"/>	Held or attended a wedding or citizenship ceremony at one of the register offices in Kent
<input type="checkbox"/>	Been married by one of KCC's registrars / celebrants at a venue of your choice in Kent
<input type="checkbox"/>	Registered a birth or death
<input type="checkbox"/>	I have not used any Kent LRA services in the last 12 months
<input type="checkbox"/>	I don't know
<input type="checkbox"/>	Other LRA service please specify

Q4a. If you have visited a Kent library in the last 12 months, please tell us which library / libraries you visited in the box below:



Section 2 – Our Strategy

Q5. Was the LRA strategy easy to understand?

Select **one** option.

- Yes
- No
- Don't know

Q5a. Please tell us why in the box below.



Q6. To what extent do you agree or disagree with the way forward for LRA services as described in the draft strategy?

Select **one** option only.

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q6a. Please add any comments in the box below.



Q7. Do you have any alternative ideas or areas you think the strategy should cover that it does not currently?

Write in the box below.

Q8. We are proposing to arrange our 99 libraries into five tiers. Each tier will have a consistent level of opening hours. See page 31 of the draft strategy for more information.

To what extent do you agree or disagree with this approach?

Select one option only.

Strongly agree

Tend to agree

Neither agree nor disagree

Tend to disagree

Strongly disagree

Don't know



Q9. To what extent do you agree or disagree with the criteria we have used to tier libraries? See page 32 of the draft strategy.

Select **one** option only.

Strongly agree

Tend to agree

Neither agree nor disagree

Tend to disagree

Strongly disagree

Don't know

Q9a. Do you have any alternative criteria you would like to suggest for tiering libraries?

Write in the box **below**.



Q10. Please add any other comments you have on our tiering proposal, including name suggestions for the proposed tiers, in the box below.



Q11. We have completed initial Equality Impact Assessments (EqIA) on the draft strategy and the proposal to tier our libraries.

An EqIA is a tool to assess the impact any service change, policy or strategy would have on age, gender, gender identity, disability, race, religion or belief, sexual orientation, pregnancy or maternity, marriage and civil partnership and Carer's responsibilities. The EqIA is available online at www.kent.gov.uk/lrastrategy or on request.

If you have any comments about the Equality Impact Assessments, please provide them here:

Q12. Finally, do you have any other comments to make about our draft strategy?

Write in the box below.



Section 3 - More about you

We want to make sure that everyone is treated fairly and equally, and that no one gets left out. That's why we are asking you these questions. We won't share the information you give us with anyone else. We'll use it only to help us make decisions and improve our services.

If you would rather not answer any of these questions, you don't have to.

It is not necessary to answer these questions if you are responding on behalf of an organisation.

Q13. Are you.....? Select one option.

<input type="checkbox"/>	Male
<input type="checkbox"/>	Female
<input type="checkbox"/>	I prefer not to say

Q14. Is your Gender the same as your birth? Select one option.

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	I prefer not to say

Q15. Which of these age groups applies to you? Select one option.

<input type="checkbox"/>	0-15	<input type="checkbox"/>	25-34	<input type="checkbox"/>	50-59	<input type="checkbox"/>	65-74	<input type="checkbox"/>	85 + over
<input type="checkbox"/>	16-24	<input type="checkbox"/>	35-49	<input type="checkbox"/>	60-64	<input type="checkbox"/>	75-84	<input type="checkbox"/>	I prefer not to say

**Q16. Do you regard yourself as belonging to a particular religion or holding a belief?
Select one option.**

<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	I prefer not to say
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Q16a. If you answered 'Yes' to 16, which of the following applies to you?

Select **one** option.

- | | | | | | | | |
|--------------------------|-----------|--------------------------|--------|--------------------------|--------|--------------------------|---------------------|
| <input type="checkbox"/> | Christian | <input type="checkbox"/> | Hindu | <input type="checkbox"/> | Muslim | <input type="checkbox"/> | I prefer not to say |
| <input type="checkbox"/> | Buddhist | <input type="checkbox"/> | Jewish | <input type="checkbox"/> | Sikh | <input type="checkbox"/> | Other |
- Please write in below

The Equality Act 2010 describes a person as disabled if they have a longstanding physical or mental condition that has lasted, or is likely to last, at least 12 months; and this condition has a substantial adverse effect on their ability to carry out normal day-to-day activities. People with some conditions (cancer, multiple sclerosis and HIV/AIDS, for example) are considered to be disabled from the point that they are diagnosed.

Q17. Do you consider yourself to be disabled as set out in the Equality Act 2010?

Please select **one** option.

- | | | | | | |
|--------------------------|-----|--------------------------|----|--------------------------|---------------------|
| <input type="checkbox"/> | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> | I prefer not to say |
|--------------------------|-----|--------------------------|----|--------------------------|---------------------|

Q17a. If you answered 'Yes' to Q17, please tell us the type of impairment that applies to you.

You may have more than one type of impairment, so select **all that apply**. If none of these applies to you, please select 'Other', and give brief details of the impairment you have.

- | | |
|--------------------------|---|
| <input type="checkbox"/> | Physical impairment |
| <input type="checkbox"/> | Sensory Impairment (hearing, sight or both) |
| <input type="checkbox"/> | Longstanding illness or health condition, or epilepsy |
| <input type="checkbox"/> | Mental health condition |
| <input type="checkbox"/> | Learning disability |
| <input type="checkbox"/> | I prefer not to say |
| <input type="checkbox"/> | Other (please specify) |
-



A Carer is anyone who cares, unpaid, for a friend or family member who due to illness, disability, a mental health problem or an addiction cannot cope without their support. Both children and adults can be Carers.

Q18. Are you a Carer?

Select **one** option.

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	I prefer not to say

Q19. To which of these ethnic groups do you feel you belong?

Select **one** option. (Source: 2011 Census)

White English	<input type="checkbox"/>	Mixed White & Black Caribbean	<input type="checkbox"/>
White Scottish	<input type="checkbox"/>	Mixed White & Black African	<input type="checkbox"/>
White Welsh	<input type="checkbox"/>	Mixed White & Asian	<input type="checkbox"/>
White Northern Irish	<input type="checkbox"/>	Mixed Other*	<input type="checkbox"/>
White Irish	<input type="checkbox"/>	Black or Black British Caribbean	<input type="checkbox"/>
White Gypsy/Roma	<input type="checkbox"/>	Black or Black British African	<input type="checkbox"/>
White Irish Traveller	<input type="checkbox"/>	Black or Black British Other*	<input type="checkbox"/>
White Other*	<input type="checkbox"/>	Arab	<input type="checkbox"/>
Asian or Asian British Indian	<input type="checkbox"/>	Chinese	<input type="checkbox"/>
Asian or Asian British Pakistani	<input type="checkbox"/>	I prefer not to say	<input type="checkbox"/>
Asian or Asian British Bangladeshi	<input type="checkbox"/>		
Asian or Asian British Other*	<input type="checkbox"/>		

***Other Ethnic Group - If your ethnic group is not specified on the list, please describe it in the box below**



Q20. Are you?

Select one option

<input type="checkbox"/>	Heterosexual/Straight	
<input type="checkbox"/>	Bi/Bisexual	
<input type="checkbox"/>	Gay woman/Lesbian	
<input type="checkbox"/>	Gay man	
<input type="checkbox"/>	Other	
<input type="checkbox"/>	I prefer not to say	

Thank you for taking the time to complete this consultation response.

How we use your information

The information you provide on this form is collected and dealt with in compliance with the General Data Protection Regulation.

We are relying on the lawful bases of the 'performance of a public task in the public interest' to process your personal data for a specific purpose of facilitating a consultation.

We also rely on 'processing is necessary for reasons of substantial public interest' as the lawful basis on which we collect and use your special category data for the purposes of equalities monitoring.

Kent County Council will share your details with services within the Council who are responsible for management of this consultation. Responses will be shared with a third-party supplier who has been contracted to independently analyse the consultation responses. Any information given will not be used to identify you.

Responses will be held securely stored for the period of 6 years.

Appendix B: Engagement record

Stakeholder Groups	Consultation Method/Activity	Details	Accessibility Requirement
Staff	<ul style="list-style-type: none"> • Management Team briefing • Trade Union reps briefed • Briefing LRA Staff & Volunteers • Wider KCC staff 	<ul style="list-style-type: none"> • Meeting 5 November 2018 • Meetings 5/6 November • Webinar 6 November 2018 • Promoted on KNet homepage, KMail, Directorate newsletters and on KCC-wide building TV screens throughout the consultation 	
Members	<ul style="list-style-type: none"> • Briefing 	<ul style="list-style-type: none"> • Paper at cabinet committee 15 November 2018 • Member Information Bulletin from Information Services Team 17 November 2018 • Hard Copy consultation material at Members' desk 21 November 2018 • Attended member briefing sessions 6th December- Swale and Canterbury & Dartford and Gravesham. 12 December Thanet and Dover 	
LRA customers – face to face promotion	<p>Between 21 November 2018 - 26 January 2019</p> <ul style="list-style-type: none"> • Online and hard copy questionnaire 	<ul style="list-style-type: none"> • Available and promoted at all service points • Postcards handed out or attention drawn to the consultation during regular groups/meetings (book clubs, baby rhyme time etc.) at Libraries during the consultation 	<ul style="list-style-type: none"> • Exhibitions/display stands in accessible parts of Library buildings • Consultation material in plain English • Hard copies of consultation document and questionnaire available in libraries, Gateways, register

			<p>offices, County Hall and on request</p> <ul style="list-style-type: none"> • Freepost address for hard copy questionnaire returns for customers to use. • Easy Read version of the consultation document for people with learning disabilities – 2 copies requested by email • Consultation document available in Large Print - 4 copies requested (three by email, one by phone) • Details of how people can request the consultation documents in alternative formats on all promotional material • Library and Gateway staff briefed to provide support if required • Consultation document and questionnaire available in an accessible Word version for people using audio transcription software • Consultation document and questionnaire available in Nepalese as a translation was requested
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<p>LRA customers - online promotion</p>	<ul style="list-style-type: none"> • Direct LRA email shot • Corporate e-mailshot • Facebook 	<ul style="list-style-type: none"> • Mailchimp newsletter sent 5 December 173,938, opened by 53,140 (approx. 30%) • Invite sent via the consultation directory to 704 registered users who have expressed an interest in being kept informed of LRA and General Interest consultations • Posts on LRA Facebook pages: Main countywide FB page: 21 November 7,193 people reached; 980 Engagements; 65 shares 23 November 2,147 people reached; 146 Engagements; 11 shares 26 November 7,743 people reached; 565 Engagements; 38 shares 30 November 3,225 people reached; 190 Engagements; 9 shares 9 December 589 people reached; 12 Engagements; 1 share 11 December 4,127 people reached; 169 Engagements; 17 shares 14 December 1,684 people reached; 134 Engagements; 5 shares 	<ul style="list-style-type: none"> •
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	<ul style="list-style-type: none"> • LRA public computers • Website 	<p>18 December 2,447 people reached; 91 Engagements; 8 shares</p> <p>2 January 867 people reached; 13 Engagements; 2 shares</p> <p>22 January 1,756 people reached; 105 Engagements; 19 shares</p> <p>29 January 2,379 people reached; 147 Engagements; 12 shares</p> <p>Also shared locally on district LRA FB pages each time</p> <ul style="list-style-type: none"> • Consultation featured on library computer welcome screens • Downloads from KCC website <p>Consultation document: 10,728</p> <ul style="list-style-type: none"> • PDF document 8665 • Accessible word document 490 • PDF Large Print 85 • Accessible word Large Print 37 • Easy Read: 1443 • Nepalese Translation 8 <p>Questionnaire: 447</p> <ul style="list-style-type: none"> • Accessible word document 447 <p>FAQs: 563</p> <ul style="list-style-type: none"> • PDF document 352 • Accessible word document 211 	
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		<p>Equality Impact Assessment, Tiering Proposal: 360</p> <ul style="list-style-type: none"> • PDF document 252 • Word document 108 <p>Equality Impact Assessment, Draft Strategy: 418</p> <ul style="list-style-type: none"> • PDF document 313 • Word document 104 <p>Proposed tiering model data: 587</p> <ul style="list-style-type: none"> • PDF document 452 • Word document 135 	
<p>Wider Kent residents – may well not use the services at all or irregular users.</p>	<ul style="list-style-type: none"> • 20 x Library drop in sessions advertised widely to encourage everyone to attend • Press releases • Television • Radio • Press 	<ul style="list-style-type: none"> • 523 total customer conversations • Press release 21 November 2018 • Press release 17 January 2019 • 2 x recorded items on KMTV • Featured on BBC Radio Kent on 17, 26, 27, 28 January with a potential listenership of 68,000. • Featured in county-wide print and online newspapers, including Kent Messenger with a potential readership of 20,800. • Featured in several local newspapers, online and in 	As above

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

		<ul style="list-style-type: none"> • Folkestone & Hythe District Council (to leader and Head of Paid Service) • Gravesham Borough Council (to leader and CEO) • Maidstone Borough Council (to leader and CEO) • Sevenoaks District Council (to leader and CEO) • Swale Borough Council (to leader and CEO) • Thanet District Council (to leader and CEO) • Tonbridge & Malling Borough Council (to leader and CEO) • Tunbridge Wells Borough Council (to leader and CEO) • Early Help and Preventative Services (to the Director of Integrated Children's Services) • East Kent Mencap (to the Strategic Operations Manager and the Valuing People Now officer) • Folkestone MIND • Hi-Kent • Kent Prisons (all governors) • Home Education (to the County Access to Education Manager) • East Kent Housing Association (to Canterbury, Dover, Folkestone & Hythe and Thanet offices) • Hastoe Housing Association • Housing 21 • Hyde Housing Association 	
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		<ul style="list-style-type: none"> • Moat Housing • Sage Housing Association • Salvation Army Housing Association • West Kent Housing Association • Inclusion Support Service Kent (to the virtual Head Teacher for GRT, The Education People) • KCC Rainbow Staff Forum • Kent Association for the Blind (to the Head of Client Services and Team Leader) • KCC Level Playing Field staff group • Alzheimer's & Dementia Support Services • Mental Health Action • Age UK • Arts Council England • CILIP (to the CEO) • Department for Digital, Culture, Media & Sport • Department for Work and Pensions • General Register Office (GRO) • Libraries Connected, previously SCL (to the CEO) • Dartford and Gravesham NHS Trust (to the Head of Library Services) • East Kent Hospitals University NHS Foundation Trust (to the Knowledge Services Manager, Clinical Outreach Librarian and Clinical Librarian) • Maidstone and Tunbridge Wells NHS Trust (to the 	
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		<ul style="list-style-type: none"> • Maidstone & Mid Kent Mind • Rethink • Skillnet Group • SNAAP (Special Needs Advisory & Activities Project) • Take Off • The Parents' Consortium • Tunbridge Wells Access Group • Dover Access & Mobility • Alzheimers Society • Compaid • Headway • Leonard Cheshire • The Field Lane Foundation • Avenues • Healthwatch Kent • West Kent Mind • Maidstone & Mid Kent Mind • Maidstone Mencap • Take Off Folkestone • Dartford & Gravesham District Partnership Group • Kent Learning Disability Partnership Board • Canterbury Hard Of Hearing Club • Maidstone Mobility Team • International Glaucoma Association • Community Alcohol Partnerships • Aspen • North Kent Independent Advisory Scheme • Gay Outdoors Club • Metro Centre (Kent & Medway) • Thanet Leisure Force • University of Kent Student Union LGBT Group 	
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		<ul style="list-style-type: none"> • Bengali Association of Lewisham and Kent • Bells of Revival Worldwide Ministries • Diversity House • Four by Four Bhangra Youth Club • Guru Nanak Day Centre • Guru Nanak Hockey Club • Indian Overseas Congress Group UK • Kent Zimbabwe Society - Kent Union • Maidstone Nepalese Community • Polish Association in Kent • Refugees Group • Zen • Maidstone Baptist • NWR • WKFWI • West Kent MCA • The Freedom Club • Transgender Peer Associates (TGPals) • Kent Council of Christians and Jews • Kent Liberal Jewish Community • Margate Mosque • North Kent Council for Interfaith Relations • Sikh Education & Cultural Association UK/NWKIC • Thanet & District Reform Jewish Community • Thanet Inter-faith • Global Generation Church • Kent Refugee Action Network (KRAN) • Young refugee & asylum seekers group • British Red Cross • KRAN Refugee Youth Hub • Kent Kindness 	
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		<ul style="list-style-type: none"> • Kent Refugee Action Group • Migrant Help • SE Strategic Partnership for Migration • Carers First • Involve Kent • Carers Ashford • Kent Young Carers • Carers Support (Canterbury, Dover & Thanet) • Rethink Sahayak Carers Service • Carers First in Kent & Medway • Carers First in South West Kent • Involve Carers Kent • Advocacy for All • The Bridge Trust • Caring Hands • Tunbridge Wells Churches Street Teams • House of Mercy - help single homeless • West Kent YMCA 16-25 yrs. • Emmaus, Dover • Folkestone Rainbow Centre • Social Enterprise Kent CIC • Kent Invicta Chamber of Commerce • Active Business Group (ABG) Networking Association • Thanet & East Kent Chamber • Stronger Kent Communities 	
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		<p>Consultation communicated at:</p> <ul style="list-style-type: none"> • Kent Safeguarding Children Board • Kent Safeguarding Children Board – online safety sub group • Kent & Medway Growth Hub • Kent Youth County Council 12 January • Children’s Centre meeting (with Improvement Officer, Information & Intelligence) • Booktrust (with Regional Manager) • Home Education meeting (with County Access to Education Manager - for Elective Home Education families) • Featured in Kelsi Newsletter 	
Members	<ul style="list-style-type: none"> • Email 	<p>KCC Members</p> <ul style="list-style-type: none"> • Email from Mr. Hill to all KCC Members requesting promotion to their constituents 	
Members of Parliament	<ul style="list-style-type: none"> • Letter 	<ul style="list-style-type: none"> • Letter from Mr. Hill to all Kent MPs 	

Appendix C: Drop-in session discussions

Library	Summary of questions or comments
Ashford	<ul style="list-style-type: none"> • Shut other libraries and put hours into town centres • Under-used building now • Need private sector partnership or sponsorship
Deal	<ul style="list-style-type: none"> • Mobile service is useful • “You’re not closing are you”? • Not concerned as retired can use library whenever convenient • Small part time libraries are not so useful. • Doesn’t think this is a real consultation, it is meaningless. Too few questions, waste of money
Dover	<ul style="list-style-type: none"> • Lots mainly around cuts/closures • Felt questionnaire/strategy was a done deal • Need more promotion • Main concerns related to reduced hours particularly amongst communities who use it the most • Concerned this is the first step to closures • Concerned Dover is tier 2 – busy library. • Community uses – where will people go? • Worried it will eventually close?
Folkestone	<ul style="list-style-type: none"> • Lots of interest in the tiering • Should be open earlier on a Sunday • Please keep public access to PCs • Limited buses on a Sunday • Ask the lottery for additional funding
Herne Bay	<ul style="list-style-type: none"> • Could charge for books • Where was consultation advertised in Herne Bay? • How will the hours be arranged? • All about cuts, people at the top have all the money • Keep the hours as they are • Staff at Herne Bay so helpful, helping people choose audio books • Lovely staff • Hours reduction would be OK
Margate	<ul style="list-style-type: none"> • Proposals seem OK, reasonable • Less impact on retirees, have more flexibility time wise • Charge for events • Staff -how will they cope with increased pressure of different services • How will people who can’t complete form be able to input? • Worried about closures, Margate won’t close presumably

	<ul style="list-style-type: none"> because of partnership with Gateway? “Libraries are a home away from home for many people” Thanet 2nd most deprived area & elderly population in Kent Read strategy thought it was fair Asked why do you have to reduce your budget?
Meopham	<ul style="list-style-type: none"> Timeline & if a decision has already been made? % of budget that £1 million equates to? Why have fees and charges been introduced? Look at other areas where revenues can be made Open Plus access being increased? How are hours determined/ will be reduced? Will staffing be reduced? How are stats collated? Concerns about groups, local history, availability & staffing Concerns about closures
Ramsgate	<ul style="list-style-type: none"> Lots of students use library for study Libraries are a thing of the past Very unhappy about Newington reductions Very important to be able to access libraries more More adult classes at Ramsgate 80p too much, no concessions for pensioners Library has provided an excellent service
Sevenoaks	<ul style="list-style-type: none"> Questions raised re: opening hours How will the closure hours be determined? How to encourage move to use the library and reach out to those that don't use IT How many hours will the library close for? Why does this consultation not link into education with KCC (Adult Education)? Potential to link into Higher Education more?
Sheerness	<ul style="list-style-type: none"> Structure of hours What was the cost of the consultation?
Sittingbourne	<ul style="list-style-type: none"> Why no county councillors available to answer questions?
Tenterden	<ul style="list-style-type: none"> Pleased Council will ask locals about the best hours to open Concerned about need for savings Can't understand why Sheerness is in the tier above compared to Tenterden Should tie open hours into bus times Opposed to any cuts in opening hours Tenterden is isolated if use public transport Tenterden needs to be open more (i.e. until 9pm every day) as it's a rural location and people come from other places
Tonbridge	<ul style="list-style-type: none"> Libraries should not close Hours should not be cut

	<ul style="list-style-type: none"> • Hildenborough Library makes a real difference and should not have its hours cut, it's in the wrong tier • Get Tourist Information in the building • Concerns re: opening hours • Please keep libraries open • Provides a wonderful service
Tunbridge Wells	<ul style="list-style-type: none"> • Asked about the hub and whether reservation charges would still be in place • Asked when moving to the Hub

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Appendix C - Alternative ideas for including in the strategy

Suggested additions considered

Alternative idea suggested	Results upon consideration
Using rooms for other purposes (e.g. events)	This is something we have done for many years but do propose to refresh our approach. We will also link this into our new marketing strategy to promote the availability of our rooms and charges.
Improve marketing/promotion to increase footfall	This is a key proposal in our strategy and will be an area to focus some of our initial strategy implementation work.
Use of volunteers (e.g. community-run libraries)	KCC is committed to having paid staff running our libraries with our volunteers adding value to the service. We are interested to hear from local parish/town councils or other bodies who are interested to explore different ways to deliver services in partnership, for example at Sandgate library.
Provide more/better facilities (e.g. café/food/faster Wi-Fi/toilets parking)	This will be a consideration and will link into the work making best use of our buildings. Café spaces are a possibility providing a good business case can be established. This is to ensure we have the foundation for a successful operation that can be sustained as quite a few cafes we have had in the past have not lasted. We have Wi-Fi in all our libraries but will explore how we can develop this which will include the potential for Wi-Fi printing. We will continue to review what we can provide in our libraries with our property team although in regard to parking we are often restricted by the sites we have and offer customer parking where it is possible.
Ensure opening times are convenient/meet demand/ideas for revised opening hours	The next stage of the tiering model is to engage with local people to shape the opening hour patterns at each library
More visible mobile libraries	We propose to explore a new smaller mobile vehicle and will look at its external livery at the same time.
Sponsorship or partnerships with local businesses/other funding	We will continue to look at opportunities where they arise and will do further work on our offer to businesses in Kent. We also propose to make good use of bids to national funds where appropriate and have had some success in recent years with Arts Council England funding for example.
Improve links with school, care homes	We have last year launched a new offer for schools and are keen to continue to forge/develop local links with them. Care homes is an area we want to review our offer, and

	this will form part of the strategy (Library direct) and engaging with care homes directly around what their residents would like.
Charge for some services/raise money/donations	LRA does review its fees and charges and will continue to exploit commercial opportunities as well as exploring other ways of generating money.
Improve online/improve online accessibility/develop online offer	This is another part of our proposed strategy to progress (digital strategy). We are working with other parts of KCC to improve the online accessibility of our services and this will continue.
Update/review/rotate library stock	This is an ongoing area of work for the service which we propose to build on with the tiering model. The aim is to develop and shape stock in libraries that is more focused on that place.
Make better use/increased visibility of librarians	We focus our staff on being visible in libraries and will take this forward through regular meet the manager style drop-ins.
Review charges for LRA services	We are committing to a yearly review of our fees and charges. We reviewed them last year.
Close/reduced hours of less used libraries/use mobile libraries instead	LRA strategy is committed to maintaining all 99 libraries. We have looked at reduction of opening hours, based on the usage criteria in the strategy.
Need to consider library facilities in growing areas	The tiering model and library usage will be reviewed in two years time and the issue of new growth communities will be considered as part of the next steps of work on the strategy.
Look at needs of individual libraries/review on case by case basis	This is what the strategy proposes.
Pay/job cuts amongst highest paid Council officers/councillors	This feedback is noted and KCC does look at its Pay and structures on a yearly basis.
Out of hours collection/drop off service/self-service options	There are out of hours drop off boxes in some of our libraries and we will look to see where we may be able to expand this. We already have self-service in a number of our libraries, and we are piloting Library Extra in three libraries. We will review the results from the pilots in considering any future expansion.
Cut some services (e.g. DVD/CD loans) save money in other areas	LRA does review its services regularly and we do make changes. DVDs and CDs are still a source of income for the service but are keeping these under review in terms of how customers continue to use. We are looking less at CDs now as we have concentrated our collections into specific places. All parts of LRA have contributed savings over recent financial years.

Improve accessibility (e.g. public transport) to libraries	We will keep the locations of our libraries under review and take opportunities where they arise to better locate.
Spread cuts more proportionally across all libraries/areas	We have taken a use-based approach to reviewing the opening hours of our libraries across Kent.

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Appendix D - Alternative Criteria put forward for library tiering

Suggested Developments considered

Alternative criteria suggested	Results upon consideration
Age/mobility/disability	All of these were considered as part of the EQIA process and there was a question about the findings as part of the consultation. The EQIA's have been updated as a result. After any decision there will be further engagement with communities to best shape the library opening patterns to best meet local need.
Better promotion of the service/potential users unaware	This has been a key theme raised through the consultation feedback. This will be taken forward, with new promotion and branding forming part of the implementation of the new strategy.
New future housing/population growth should be a criteria for tiering	This will not be included as we would be basing the model on as yet unrealised use of LRA services and ultimately that new use may not happen. The strategy is for 3 years and one of our key commitments is to review the model every two years.
Need data (e.g. deprivation) should be part of the criteria for tiering	<p>Need data should be a key determinant in where libraries are located. This strategy will retain all 99 libraries in Kent. The evidence base represents the full range of use of the modern library service. This covers the number of visits, the number of loans, the percentage of unique users, the amount of public computer usage and the number of customers who attend events. We also feel that several our criteria, for example, use of our public PCs and unique users, do reflect need.</p> <p>These key indicators capture everyone who uses the library service, for whatever reason, whether to borrow books, use a computer or just to come to read or study. The next stage library staff will then be to engage with communities to shape those hours to best meet local need.</p> <p>The tiering model offers a good range of opening hours across Kent to ensure that our libraries are open at times when people will use them, and our resources are focussed. We are committed to Saturday opening at all our libraries as this is vital for working people and school children. LRA will also continue to ensure that we target our events and initiatives for those in need as shown by our recent digital dens project which was offered to children from disadvantaged backgrounds and has enabled those young people to develop key skills for the future.</p>

<p>Current population levels should form the basis of the tiering model.</p>	<p>This is the basis of a suggestion put forward by Ramsgate Town Council for Ramsgate. We have looked at how we could potentially apply this across the county. The difficulties arise for the following reasons;</p> <ul style="list-style-type: none"> - No consistent methodology of assessing the population of each of the 99 library locations - The latest population estimates are from mid-2017 meaning we would not be using up to date information. <p>The actual usage data of our libraries remains a better range of criteria to base our tiering model on, this can be up to date and reflects current use. Thus, this proposal will not progress.</p>
<p>Assessment period used for tiering not current/wider time frame needed</p>	<p>We accept that usage will have changed in the time since we put the model together. We used data from the full calendar year 2017 as this was the latest full year available to us at the time. Post consultation we have looked at the potential to update this to the period October 17 to September 18 which was the last full quarter period of 2018 before the proposals were made public. This is covered in our decision paper and is proposed is accepted.</p>
<p>Don't believe statistics – figures are not correct</p>	<p>The published figures are from data that is routinely collected by LRA. Data such as borrower information and book issues is collected via our library management system. The number of users at each library is collected by our library Customer Support Assistants. Our data collection team collated all of the relevant data used to inform our proposals. If the library was closed due to either staff sickness or building issue, then this was not counted in the statistics.</p>
<p>Tiering names</p>	<p>Several suggestions were made about alternative names for the tiers and responses from the consultation pointed out that these were not easy to understand. Therefore using one of the suggestions made in the consultation response we propose to number our tiers 1 to 5 instead.</p>
<p>New Growth communities</p>	<p>The question of LRA services in the new growth communities is an issue that we think needs further consideration. This will form part of the follow-on work as we implement the strategy.</p>
<p>Distance from other libraries/community facilities</p>	<p>We are not looking to include this. In this review it is proposed to focus on actual usage which is a more customer focused criteria.</p>
<p>Services & social events offered at individual libraries</p>	<p>Using the criteria we have selected this is covered in terms of the % of customers who attend events</p>
<p>Consider footfall at different times of the day</p>	<p>While we are not looking to use this for our overall tiering model this will be considered for shaping the proposed opening hour patterns for each library.</p>

Proximity to schools, colleges	We are not looking to include this. In this review it is proposed to focus on actual usage which is a more customer focused criteria.
Need to consider customer service or helpfulness of staff	We are very proud of the service all our staff deliver across the county and this does not seem suitable criteria to include when evaluating the usage of a library. The strategy will build on our customer service offer for example through the customer promise.
Other bodies e.g. parish and town councils able to pay for additional opening hours.	This will need to be discussed and is not something that can be fully confirmed here. We invite those bodies who are interested in this option to come forward to discuss how this might work.
Wi-Fi/online use at individual libraries	Wi-Fi data is available for the county not by individual Library. This is best covered in terms of the % public computer use criteria that we have included in the tiering model.
Should be based on more criteria or more than five tiers	The service feels the current criteria represent a good range that covers the full use of the modern library service. We also feel that the current level of tiers is enough and covers a reasonable number without having too many tiers or making the model too complicated
Allow for regular review of tiers/footfall	We do propose to do this and will review the tiering model and the data after 2 years from the launch.

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KCC - Growth, Environment and Transport Directorate (GET)

Equality Analysis / Impact Assessment (EqIA) template

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

Brief description of policy, procedure, project or service

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

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

Context

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

Aims and Objectives

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

LRA is seeking to meet the challenge of providing services into the future in the context of the immense financial challenges facing local government where demand and technology is changing, whilst also setting a strategic direction to ensure we maintain a quality service for the people of Kent and deliver positive outcomes. Subject to decision it is proposed that this strategy will inform the direction of LRA services for the next three years.

Our five agreed ambitions are:

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

Underpinning these outcomes;

- **Retain our buildings** - 99 libraries, Archive Centre and 5 Register Offices
- **Maximise use of these key community buildings**
- **Explore potential for partnership delivery of services**
- **Optimised Library opening hours.** We have undertaken a complete review of library opening hours to reflect current use. This will see an overall reduction in Library opening hours across the county of approx. 18% (as a result of post consultation changes to the tiering proposed for decision) and enable savings of up to £1m.

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

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

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

Involvement and engagement will consist of:

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

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

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

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

JUDGEMENT

- **MEDIUM**

I have found the Adverse Equality Impact Rating to be Medium, the purpose of the strategy is to ensure the long-term direction of the service for the people of Kent. The overall basis of the LRA strategy promotes equality and inclusion and access for all to our services and to make everyone welcome. This EqIA has been updated post the consultation and will now go forward as part of the decision process.

GET Document Control

Revision History

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

V0.9	17 October	Incorporated Stephanie Holt-Castle's comments	Draft tidied and recirculated to all for comment
V0.9b	22 October	Jonathan Carton & Akua Agyepong comments fed back	Submitted to Sarah for consideration
V0.9c	29 October	Sarah Bottle	Data inputted, discussion with Akua and document tidied for circulation
V0.9d	1 November	Sarah Bottle	Added in Barbara Cooper feedback and document tidied for final circulation
V1.0	1 November	Sarah Bottle	Version for sign-off
V1.1	19 February 2019	Sarah Bottle & Aisha Affejee	Incorporating consultation findings and then disseminated to project board/team for comments
V1.2	21 February	Aisha Affejee	Including comments from James Pearson, Darren Smart, Ellie Thomas & Karen Sillifant
V1.3	22 February 2019	Jackie Taylor-Smith	Final LRA review
V2.0	25 February 2019	Aisha Affejee	Including comments from James Pearson

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

Attestation

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

Name	Signature	Title	Date of Issue
James Pearson	James Pearson	Head of Service	25/02/2019
Barbara Cooper		Corporate Director	

Part 1 - Screening

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

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

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

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

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

		<p>made prior to consultation with them - until there is representative data for each protected group we don't actually know what the impacts may be for people with these protected characteristics.</p> <p>The most vulnerable members of the community are probably the least likely to respond to the draft proposals.</p>		<p>needs and wants of this group to ensure our service is providing the right services in the right ways for them.</p> <p>High Continued archive digitisation will widen access to our archives for all customers. Choice and cost options will widen access to ceremony customers. Free Wi-Fi and IT access will be maintained in all 99 of our libraries.</p>
Age		<p>Children & Teenagers who have no computer at home could be impacted by the reduced library opening times, as may have less time or simply unable to access resources / equipment to complete homework</p>		<p>Please see above ALL category plus:</p> <p>High The strategy makes clear our commitment to physical and digital services, the importance of equality of access.</p> <p>As part of our 'Everyone is Welcome' strategy, we will be developing a new</p>

				<p>marketing strategy and new branding for our services. This will ensure that we are promoting the right services, to the right people, using the most efficient and accessible method for each respective group. New branding will bring a consistent approach to elements such as signage, building exteriors, marketing and promotion, and will rejuvenate the LRA image. Fonts, colours, typography and images will be designed and selected with Kent residents in mind, to ensure all feel included, welcome, and able to best make use of our services and spaces. As part of our 'Sustainable & Innovative' strategy, (New proposed Library operating model), we will redesign our service in such a way as to ensure the service</p>
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				<p>remains sustainable for the future, but also continues to meet the varied needs of Kent's many communities and peoples. New opening hours will be shaped based on people's feedback and we will look to have a good range of opening hours to suit different needs, Saturday opening will be in all Kent libraries and we will look at new arrangements of hours that still allow for after 5pm opening. The opening hours will be focussed on better used times.</p> <p>As part of our 'Enriching people's lives – LRA Digital Strategy', we will listen to the comments and feedback from our users and develop our services based on their changing needs. This not only includes improving and extending existing</p>
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				<p>services, but also introducing new services where a need is identified and is realistically achievable.</p> <p>High The consultation on the strategy and library tiering/opening hours considered all age groups to ensure all people of Kent will have the opportunity to access LRA services. A specific question in the consultation will ask people for feedback on this EqlA. We will use the results of the consultation to inform the development of this EqlA and the implementation of the LRA Strategy.</p> <p>We will use our network of ongoing projects and partner links to maximise opportunities to engage people with the consultation. This will</p>
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				<p>ensure those who want to input have the opportunity to do so. This process will be subject to its own EqlA to ensure it is as inclusive as possible. The consultation will be available online and physical copies in all our buildings and Gateways.</p> <p>We will engage with KCC and external partner organisations such as Adult and Children's Social Care, Youth Service, Age UK, Children's Centres and Schools and wider KCC. This will help to inform us about the needs of these groups and what steps we can take or changes we can make, to better service these communities.</p>
Disability	N/A	Where libraries share premises with other services, reducing opening times could	People with disabilities (and others) often need the help of trained,	<p>Please see above ALL category plus:</p> <p>High</p>

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

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

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

				<p>mosaic, library data and local intelligence</p> <p>We will engage with KCC's Unite group and identify any impact, and the LRA strategy consultation ensure all those who want to input have the chance to do so.</p> <p>New opening hours will be shaped based on people's feedback and we will look to have a good range of opening hours to suit different needs, Saturday opening will be in all Kent libraries and we will look at new arrangements of hours that still allow for after 5pm opening. The opening hours will be focussed on better used times and still offer a good range of times to access.</p>
Religion and Belief		Religious groups may be impacted if the new Library opening hours		Please see above ALL category plus:

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

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

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

				deaths
Carer's Responsibilities			Reducing opening times and access to the physical services could potentially lead to increased isolation and possible poorer mental health for carers, as they may not be able to access the physical services at a time that they need	<p>Please see above ALL category plus:</p> <p>High The public consultation on the strategy will consider all people at all stages of their lives, including caring responsibilities. We will engage with stakeholders including carers forums to better understand the needs and wants of this group, and ensure our service is providing the right services in the right ways for them.</p>

Part 2 - Full Equality Analysis /Impact Assessment

From the screening grid, identify the Protected Groups impacted

All the protected groups will be impacted

Who have you involved consulted and engaged with?

- **Residents:** LRA commissioned a market research company to run a series of focus groups across Kent to define the agreed ambitions. The draft strategy has now completed 10 weeks full public consultation.
- **Staff:** All grades of staff from all areas of the service have contributed to LRA’s ambition development: through a series of workshops across the County and an online interactive survey. Staff have since contributed to the 10 week full public consultation.
- **Members:** A cross party working Member working group has worked to help LRA develop its future ambitions. Members have also contributed to the 10 week full public consultation.

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

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

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

questionnaire returns for customers to use.

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

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

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

Questionnaire: **447**

- Accessible word document 447

FAQs: **563**

- PDF document 352
- Accessible word document 211

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

- PDF document 252
- Word document 108

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

- PDF document 313
- Word document 104

Proposed tiering model data: **587**

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

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

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

the virtual Head Teacher for GRT,
The Education People)

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

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

- Meetings

- Newsletters

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

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

- Kent Zimbabwe Society - Kent Union
- Maidstone Nepalese Community
- Polish Association in Kent
- Refugees Group
- Zen
- Maidstone Baptist
- NWR
- WKFWI
- West Kent MCA
- The Freedom Club
- Transgender Peer Associates (TGPals)
- Kent Council of Christians and Jews
- Kent Liberal Jewish Community
- Margate Mosque
- North Kent Council for Interfaith Relations
- Sikh Education & Cultural Association UK/NWKIC
- Thanet & District Reform Jewish Community
- Thanet Inter-faith
- Global Generation Church
- Kent Refugee Action Network (KRAN)
- Young refugee & asylum seekers group

- British Red Cross
- KRAN Refugee Youth Hub
- Kent Kindness
- Kent Refugee Action Group
- Migrant Help
- SE Strategic Partnership for Migration
- Carers First
- Involve Kent
- Carers Ashford
- Kent Young Carers
- Carers Support (Canterbury, Dover & Thanet)
- Rethink Sahayak Carers Service
- Carers First in Kent & Medway
- Carers First in South West Kent
- Involve Carers Kent
- Advocacy for All
- The Bridge Trust
- Caring Hands
- Tunbridge Wells Churches Street Teams
- House of Mercy - help single homeless
- West Kent YMCA 16-25 yrs
- Emmaus, Dover
- Folkestone Rainbow Centre
- Social Enterprise Kent CIC

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

Consultation communicated at:

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

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

Results from the public consultation

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

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

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

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

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

Information sources used

Information Source	Description
Census 2011	
Spydus Registered and Active Borrowers Report	Information relating to active borrowers by diversity including age, gender, disability & ethnically
Business Intelligence Statistical Bulletin-Disability in Kent (Sep 2016)	County and district profiles reports with the most up to date social information available
Business Intelligence Statistical Bulletin-2011 Census: Cultural Diversity in Kent (Jan 2013)	County and district profiles reports with the most up to date social information available
Library Management System-Spydus	Supports the everyday running of the library and records customer monitoring data

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

Library borrowers by Age 2017-18

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

Table 1

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

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

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

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

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

Table 2

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

Library Borrowers by Gender & Gender Identity: 2017-2018

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

Table 3 below indicates:

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

Table 3

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

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

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

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

Library Borrowers by Ethnicity: April 2017- March 2018

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

Table 4

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

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

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

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

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

Adverse Impact

A medium adverse impact has been identified:

All Groups - A new Library tiering model will reduce overall library opening hours by 18%, which will impact the times that everyone can access our physical services. Our digital services will remain available 24/7. There are no changes proposed to our mobile library service or register offices.

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

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

- Local engagement on the library opening hour patterns following any decision on the strategy will ensure that any groups (e.g. talk times) are consulted with to ensure any reduction in opening hours will as far as possible not impact upon established groups.
- All protected characteristics: new proposed Library opening times could impact the times that anyone can access our physical library services This may affect some characteristics more than others. This will be tested through the local engagement as identified above
- Age and Disability: A strategy too focussed on “Digital” innovation and moving more services online may negatively impact those customers who do not have access, knowledge and/or skills to use technology, if those same services cannot be accessed in any other manner. LRA will continue to keep a balance between our online services and the building or vehicle based and recognises that LRA is about both.

Positive Impact:

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

JUDGEMENT

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

- **Medium change** - potential for discrimination, however all groups will be engaged with at a local level to mitigate any change in Library opening hours as far as possible avoiding existing and established groups, getting a good range of opening hours to ensure opportunities for all to come. We will also work to ensure changes are carefully advertised before they come into effect.
- Other elements of the strategy will enable the service to develop with the aim of achieving a better reach to the people of Kent. The consultation has highlighted a number of areas where the service could reach out better. This will be through a combination of things but for example:
 - New branding and marketing looking at how we target our messages to specific communities
 - Developing the tiering approach to look at making our library books better match locations
 - Continue Archive digitisation to widen access to these unique collections
 - Looking at our library direct offer and how we better advertise these services for those who need it.
 - Developing our LRA 'everyone's welcome' approach for all.

Part 3 - Action Plan

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

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

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

	fewer responses from this group.					
Religion and Belief	Religious groups may be impacted if the new operating model clashes with religious days.	Local engagement with these groups	All people of Kent are able to access our services at times that suit them.	Darren Smart	Public consultation completed Decision made during March. Local engagement on library opening hour patterns and implementation to follow subject to decision.	Staff time Consultation materials
Sexual Orientation	Ensuring that everyone in Kent will have equal opportunity to access LRA services, whatever their sexual orientation.	We worked to ensure wider KCC staff groups were informed about the consultation for example the Rainbow Forum.			Public consultation completed Decision made during March. Local consultations and implementation to follow subject to decision.	

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

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

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



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

Equality Analysis / Impact Assessment (EqIA) template

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

Brief description of policy, procedure, project or service

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

A public consultation period was undertaken from 21 November 2018 to 29 January 2019, the findings have been incorporated into this next iteration of the Equality Impact Assessment. This EQIA is proposed to go forward as part of the local engagement into the individual library opening hour patterns.

Context

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

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

Aims and Objectives

Instead of just reducing opening hours we have proposed a data and evidence led approach, to review and arrange all 99 Libraries in to 5 tiers. The tiering model is a way of grouping libraries that have a similar level of performance. Each tier would have a consistent level of opening hours applied, and the tier would also influence the number of staff, the breadth of stock and the range of events and activities offered. This would ensure we were focussing our resources with the pattern of opening hours tailored as far as practical to the local community's needs. It would also help us market the Libraries better by making it easier to communicate the offer customers would receive.

We used data from the calendar year 2017 to devise the model. Following feedback from the public consultation it is proposed that the very latest data that LRA holds pre-consultation (October 2017 – September 2018) is used to ensure the data used reflects the very latest use. The specific criteria used is as follows and is proposed to remain unchanged:

	Criteria	Why have we used this data?
Usage	Visits per hour	<p>Visits are a key measure of library use as they record everyone who comes into the library not just those who have borrowed an item or used a public computer.</p> <p>We have used 'per hour' as this is a fair way of evaluating all our libraries regardless of how many hours they are open.</p>
	Loans per hour	<p>It is important that we recognise our core role of providing access to books, DVDs, audio books etc.</p> <p>Again, we have used 'per hour' as this is a fair way of evaluating all our libraries regardless of how many hours they are open.</p>
	% unique users	<p>There are some libraries where a lot of customers use only that library and others where people use more than one library. This covers the number of users who only use one</p>

		library.
	% public computer use	IT (Information Technology) use is an important part of the modern service and wanted to ensure this was taken into account.
	% of customers who attend events	Events & activities are another important part of the modern library service and reflect our role in combating social isolation.
	Building size	The size of library building will to some extent determine the level of stock and facilities that can be made available and the type and number activities and events that can take place.

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

As a result of consultation feedback, we are also proposing to change how the tiers are described. We are looking to simply use numbers as shown below.

The proposed 5 tiers are below

Five Proposed Tiers of Kent Libraries					
	Tier 1	Tier 2	Tier 3	Tier 4	Tier 5
Library location	Centrally located in large highly populated towns	Centrally located in large highly populated towns or villages	Conveniently located in small towns, villages and suburban communities	Conveniently located in villages and suburban communities	Conveniently located in smaller villages and suburban communities

Library Building	Large building often co-located with partner services	Large and medium buildings some co-located with partner services	Medium and small buildings some co-located with partner services	Small buildings some co-located with partner services	Small buildings some co-located in community and village centres.
Weekly staffed opening hours	42	37	28	23	15
Stock available	Large comprehensive range of adult and children's fiction and non-fiction books and DVD's for loan. Local history collection	Good range of adult and children's fiction and non-fiction books and DVD's for loan. Local history collection	Range of adult and children's fiction and non-fiction books for loan, chosen and developed to reflect local need and preferences. Some local history stock	Range of adult and children's fiction and non-fiction books for loan, chosen and developed to reflect local need and preferences. Some local history stock.	Core stock of adult and children's fiction and non-fiction books for loan, chosen and developed to reflect local need and preferences.
Access to public PCs and Wi - Fi	✓	✓	✓	✓	✓
Library information and e-resources	✓	✓	✓	✓	✓
Summer Reading Challenge	✓	✓	✓	✓	✓

Community activities, Rhyme Time, Talk Time	✓	✓	✓ subject to volunteer availability	✓ subject to volunteer availability and space	✓ subject to volunteer availability and space
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Which libraries are in each tier were detailed in the public consultation document. If implemented as proposed the model would see a reduction on average across the county of 18%. This equates to estimated revenue saving to KCC of up to £1million achieved by a reduction in the number of staff employed in the service.

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

It is proposed that the model is reviewed every two years so that libraries may move between tiers. By doing so we keep reflecting how our buildings are being used.

JUDGEMENT

- **MEDIUM**

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

GET Document Control

Revision History

Version	Date	Authors	Comment
V0.1	16/10/2018	Darren Smart, Jonathan Carton	First draft.
V0.2	16/10/2018	Jonathan Carton	Tidying up, comments added, submitted to Darren Smart for approval of changes & dissemination to Project Board/Team for comment
V0.3	17/10/2018	Darren Smart	Revised in light of queries & comments, disseminated to Project Board/Team for comment
V0.4	19/10/2018	Darren Smart	Revised to accommodate feedback
V0.5	22/10/2018	Darren Smart	Revised to accommodate HoS feedback
V0.6	30/10/2018	Jonathan Carton	Revised to accommodate feedback from Akua and Serine
V0.7	30/10/2018	Jonathan Carton, Sarah Bottle	Final review and tidy up, disseminated to Project Board/Team
V0.8	01/11/2018	Sarah Bottle	Accept tracked changes and version saved
V1.0	01/11/18	Sarah Bottle	Final version for sign off
V1.1	19/02/2019	Sarah Bottle & Aisha Affejee	Consultation findings incorporated, disseminated to Project Board/Team, for comment
V1.2	21/02/19	Aisha Affejee	Incorporating James Pearson and Darren Smart's comments
V1.3	22/02/19	Jackie Taylor-Smith	Final LRA review
V2.0	25/02/19	Aisha Affejee	Incorporating comments from James Pearson

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

Attestation

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

Name	Signature	Title	Date of Issue
James Pearson	James Pearson	Head of Service	25/02/2019
Barbara Cooper		Corporate Director	

Part 1 - Screening

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

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

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

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

Protected Group	You MUST provide a brief commentary as to your findings, or this EqIA would be returned to you unsigned			
	High Negative Impact	Medium Negative Impact	Low Negative Impact	High/Medium/Low Favourable Impact
All		A new Library tiering model could impact the times that customers can access our physical services, through potentially reducing opening hours.		<p>We will use mosaic and other data held by LRA and KCC to identify:</p> <ul style="list-style-type: none"> • Staff and customers of all ethnic groups • Non-users of the service <p>This information will be used to consider the needs and wants of this group to ensure our service is providing the right services in the right ways for them.</p>

<p>Age</p>		<p>Teenagers who have no access to technology at home could be impacted by reduced opening hours</p>	<p>Revised Library opening hours would impact the days/times that customers could attend any given site to register a birth or death.</p>	<p>As part of the new proposed Library tiering model and opening hour review, we have redesigned our service in such a way as to ensure the service remains sustainable for the future, but also continues to meet the varied needs of Kent's many communities and peoples.</p> <p>New opening hours would be shaped based on peoples' feedback and we would look to have a good range of opening hours to suit different needs. Saturday opening is proposed for all Kent Libraries, this is key for people at work during the week and children, and we would look at new arrangements of hours that still allow for some after 5pm opening. The opening hours would be focussed on better used times.</p>
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				<p>We will also look at the pattern of opening across districts so that as far as possible offer alternative libraries to access.</p> <p>The tiering does also see some libraries increase hours where the tiering determines.</p> <p>The consultation on the strategy and Library tiering/opening hours considered all age groups to ensure all people of Kent have the opportunity to access LRA services. People will be able to see this EQIA and comment further to inform.</p> <p>As well as our libraries, the service has other ways it can be accessed including our online services, mobile library and the Home Library Service. No changes are proposed to these</p>
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				services at this time.
Disability		<p>There is a potential adverse impact in reducing hours for those with a learning disability. KCC Learning disability services (adult social care strategy) encourage people to live independently and seek to reduce their own costs by saying that they should use other services during the day, e.g. libraries.</p>		<p>In developing this proposal we are working to ensure all of our customers, including those with disabilities, have the opportunity to access LRA services. We would consider the range of disabilities including physical, sensory, and hidden. New opening hours would be shaped based on people's feedback and we would look to have a good range of opening hours to suit different needs. Saturday opening is proposed for all Kent Libraries and we would look at new arrangements of hours that still allow for some after 5 opening</p> <p>We would consult with individual users and non-users, as well as established groups, when looking at reduced</p>

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

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

			<p>districts, which may result in some races being over- and/or under-represented in the consultation.</p>	<p>customers regardless of their ethnic background have the opportunity to access LRA services.</p> <p>New opening hours would be shaped based on peoples' feedback and we would look to have a good range of opening hours to suit different needs. Saturday opening is proposed for all Kent Libraries and we would look at new arrangements of hours that still allow for some after 5pm opening. The opening hours would be focussed on better used times and still offer a good range of times to access.</p>
Religion and Belief		<p>A new Library tiering model and opening hours review could impact the times that people of different religions can access our Libraries through</p>		<p>In developing this proposal we are working to ensure all of our customers regardless of their religion and beliefs have the opportunity to access LRA services.</p>

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

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

			the physical services could potentially lead to increased isolation and possible poorer mental health for pregnant women and new parents, as they may not be able to access the physical services at a time that they need	suit different needs. Saturday opening is proposed for all Kent Libraries and we would look at new arrangements of hours that still allow for some after 5pm opening. The opening hours would be focussed on better used times and still offer a good range of times to access.
Marriage and Civil Partnerships	N/A	N/A	N/A	N/A
Carer's Responsibilities			Reducing opening times and access to the physical services could potentially lead to increased isolation and possible poorer mental health Carers, may not be able to access the physical services at a time that they	In developing this proposal we will consider people at all stages of their lives, including caring responsibilities. We will engage with stakeholders including carers forums to better understand the needs and wants of this group, and ensure our service is providing the right services in the right ways

			need	<p>for them.</p> <p>New opening hours would be shaped based on peoples feedback and we would look to have a good range of opening hours to suit different needs. Saturday opening is proposed for all Kent Libraries and we would look at new arrangements of hours that still allow for some after 5pm opening. The opening hours would be focussed on better used times and still offer a good range of times to access.</p> <p>Alternative provision is available through our online services and the Home Library Service</p>
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Part 2 - Full Equality Analysis /Impact Assessment

From the screening grid, identify the Protected Groups impacted

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

Who have you involved consulted and engaged with?

- **Residents:** LRA has consulted on the principles of the Tiering model as part of the consultation on the overarching LRA Strategy. Subject to decision LRA would then engage on the pattern of opening on an individual library basis
- **Staff:** All grades of staff from all areas of the service have contributed to LRA's ambition development through a series of workshops across the County and an online interactive survey. Staff have been able to feedback on the tiering proposal as part of the public consultation.
- **Members:** A cross party working Member working group has worked to help LRA's develop its future ambitions. A part of the 10-week public consultation LRA will engage with a wide variety of organisations, partners and stakeholders as detailed in the action plan. This work would ensure all of the protected groups have an opportunity to shape LRA services for the future.

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

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

			<p>customers to use.</p> <ul style="list-style-type: none">• Easy Read version of the consultation document for people with learning disabilities – 2 copies requested by email• Consultation document available in Large Print - 4 copies requested (three by email, one by phone)• Details of how people can request the consultation documents in alternative formats on all promotional material• Library and Gateway staff briefed to provide support if required• Consultation document and questionnaire available in an accessible Word version for people using audio transcription software• Consultation document and questionnaire available in Nepalese as a translation was requested
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<p>LRA customers - online promotion</p>	<ul style="list-style-type: none"> • Direct LRA email shot • Corporate e-mailshot • Facebook 	<ul style="list-style-type: none"> • Mailchimp newsletter sent 5 December 173,938, opened by 53,140 (approx. 30%) • Invite sent via the consultation directory to 704 registered users who have expressed an interest in being kept informed of LRA and General Interest consultations • Posts on LRA Facebook pages: Main countywide FB page: 21 November 7,193 people reached; 980 Engagements; 65 shares 23 November 2,147 people reached; 146 Engagements; 11 shares 26 November 7,743 people reached; 565 Engagements; 38 shares 30 November 3,225 people reached; 190 Engagements; 9 shares 9 December 589 people reached; 12 	
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	<ul style="list-style-type: none"> • LRA public computers • Website 	<p>Engagements; 1 share</p> <p>11 December 4,127 people reached; 169 Engagements; 17 shares</p> <p>14 December 1,684 people reached; 134 Engagements; 5 shares</p> <p>18 December 2,447 people reached; 91 Engagements; 8 shares</p> <p>2 January 867 people reached; 13 Engagements; 2 shares</p> <p>22 January 1,756 people reached; 105 Engagements; 19 shares</p> <p>29 January 2,379 people reached; 147 Engagements; 12 shares</p> <p>Also shared locally on district LRA FB pages each time</p> <ul style="list-style-type: none"> • Consultation featured on library computer welcome screens • Downloads from KCC website 	
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		<p>Consultation document: 10,728</p> <ul style="list-style-type: none">• PDF document 8665• Accessible word document 490• PDF Large Print 85• Accessible word Large Print 37• Easy Read: 1443• Nepalese Translation 8 <p>Questionnaire: 447</p> <ul style="list-style-type: none">• Accessible word document 447 <p>FAQs: 563</p> <ul style="list-style-type: none">• PDF document 352• Accessible word document 211 <p>Equality Impact Assessment, Tiering Proposal: 360</p> <ul style="list-style-type: none">• PDF document 252• Word document 108 <p>Equality Impact Assessment, Draft Strategy: 418</p> <ul style="list-style-type: none">• PDF document 313• Word document 104 <p>Proposed tiering model data: 587</p>	
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		<ul style="list-style-type: none"> • PDF document 452 • Word document 135 	
Wider Kent residents – may well not use the services at all or irregular users.	<ul style="list-style-type: none"> • 20 x Library drop in sessions advertised widely to encourage everyone to attend • Press releases • Television • Radio • Press 	<ul style="list-style-type: none"> • 523 total customer conversations • Press release 21 November 2018 • Press release 17 January 2019 • 2 x recorded items on KMTV • Featured on BBC Radio Kent on 17, 26, 27, 28 January with a potential listenership of 68,000. • Featured in county-wide print and online newspapers, including Kent 	As above

	<ul style="list-style-type: none"> • Social Media • Online • Other 	<p>Messenger with a potential readership of 20,800.</p> <ul style="list-style-type: none"> • Featured in several local newspapers, online and in print, including, KM Faversham News, Sittingbourne News Extra, Times of Tonbridge, Folkestone and Hythe Express, KM Dartford Messenger and KM Sheerness Times Guardian • Tweets and posts from KCC's corporate social media accounts • Facebook adverts to non LRA users: People reached 11,760; Engagement 1,435 • District Councils asked to re-tweet posts • Banner on Kent.gov homepage • Posters and postcards in public buildings distributed locally 	
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Other stakeholder engagement	<ul style="list-style-type: none"> • Email 	<p>Consultation detail emailed to the following on 21 November & 14 January:</p> <ul style="list-style-type: none"> • Beanstalk • Childminding Service Manager, The Education People • All KCC Children's Centres (68) • Ashford Borough Council (to leader and CEO) • Canterbury City Council (to leader and CEO) • Dartford Borough Council (to Managing Director) • Dover District Council (to leader and CEO) • Folkestone & Hythe District Council (to leader and Head of Paid Service) • Gravesham Borough Council (to leader and CEO) • Maidstone Borough Council (to leader and CEO) • Sevenoaks District Council (to leader and CEO) • Swale Borough Council (to leader and CEO) • Thanet District Council (to leader 	
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		<p>and CEO)</p> <ul style="list-style-type: none">• Tonbridge & Malling Borough Council (to leader and CEO)• Tunbridge Wells Borough Council (to leader and CEO)• Early Help and Preventative Services (to the Director of Integrated Children's Services)• East Kent Mencap (to the Strategic Operations Manager and the Valuing People Now officer)• Folkestone MIND• Hi-Kent• Kent Prisons (all governors)• Home Education (to the County Access to Education Manager)• East Kent Housing Association (to Canterbury, Dover, Folkestone & Hythe and Thanet offices)• Hastoe Housing Association• Housing 21• Hyde Housing Association• Moat Housing• Sage Housing Association• Salvation Army Housing Association• West Kent Housing Association• Inclusion Support Service Kent (to	
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		<p>the virtual Head Teacher for GRT, The Education People)</p> <ul style="list-style-type: none">• KCC Rainbow Staff Forum• Kent Association for the Blind (to the Head of Client Services and Team Leader)• KCC Level Playing Field staff group• Alzheimer's & Dementia Support Services• Mental Health Action• Age UK• Arts Council England• CILIP (to the CEO)• Department for Digital, Culture, Media & Sport• Department for Work and Pensions• General Register Office (GRO)• Libraries Connected, previously SCL (to the CEO)• Dartford and Gravesham NHS Trust (to the Head of Library Services)• East Kent Hospitals University NHS Foundation Trust (to the Knowledge Services Manager, Clinical Outreach Librarian and Clinical Librarian)• Maidstone and Tunbridge Wells NHS	
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		<p>Trust (to the Head of Library & Knowledge Services)</p> <ul style="list-style-type: none"> • Medway NHS Foundation Trust (to the Library Services Manager) • North Kent Independent Advisory Support • Parish & Town Councils via Kent Association of Local Councils (KALC) • Pepenbury (now Aspen – Learning Disabilities) • KCC Public Health • All LRA Reading groups • Shepway Employment & Training Forum /Reading for Wellbeing • Federation of Private Residents Associations • Royal Opera House Bridge • Medway Council (to the Leader and CEO) • Imago • Involve • Kent Youth Hubs (Ashford x 2, Canterbury, Dartford, Linwood, Maidstone, Swale, Swanley, Thanet, Tonbridge & Malling) • Thanet Over Fifties Forum (TOFFS) 	
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		<ul style="list-style-type: none">• Maidstone & Mid Kent Mind• Maidstone Mencap• Take Off Folkestone• Dartford & Gravesham District Partnership Group• Kent Learning Disability Partnership Board• Canterbury Hard of Hearing Club• Maidstone Mobility Team• International Glaucoma Association• Community Alcohol Partnerships• Aspen• North Kent Independent Advisory Scheme• Gay Outdoors Club• Metro Centre (Kent & Medway)• Thanet Leisure Force• University of Kent Student Union LGBT Group• Bengali Association of Lewisham and Kent• Bells of Revival Worldwide Ministries• Diversity House• Four by Four Bhangra Youth Club• Guru Nanak Day Centre• Guru Nanak Hockey Club• Indian Overseas Congress Group UK	
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		<ul style="list-style-type: none">• Kent Zimbabwe Society - Kent Union• Maidstone Nepalese Community• Polish Association in Kent• Refugees Group• Zen• Maidstone Baptist• NWR• WKFWI• West Kent MCA• The Freedom Club• Transgender Peer Associates (TGPals)• Kent Council of Christians and Jews• Kent Liberal Jewish Community• Margate Mosque• North Kent Council for Interfaith Relations• Sikh Education & Cultural Association UK/NWKIC• Thanet & District Reform Jewish Community• Thanet Inter-faith• Global Generation Church• Kent Refugee Action Network (KRAN)• Young refugee & asylum seekers group	
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		<ul style="list-style-type: none">• British Red Cross• KRAN Refugee Youth Hub• Kent Kindness• Kent Refugee Action Group• Migrant Help• SE Strategic Partnership for Migration• Carers First• Involve Kent• Carers Ashford• Kent Young Carers• Carers Support (Canterbury, Dover & Thanet)• Rethink Sahayak Carers Service• Carers First in Kent & Medway• Carers First in South West Kent• Involve Carers Kent• Advocacy for All• The Bridge Trust• Caring Hands• Tunbridge Wells Churches Street Teams• House of Mercy - help single homeless• West Kent YMCA 16-25 yrs• Emmaus, Dover• Folkestone Rainbow Centre• Social Enterprise Kent CIC	
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		<ul style="list-style-type: none"> • Kent Invicta Chamber of Commerce • Active Business Group (ABG) Networking Association • Thanet & East Kent Chamber • Stronger Kent Communities <p>Consultation communicated at:</p> <ul style="list-style-type: none"> • Kent Safeguarding Children Board • Kent Safeguarding Children Board – online safety sub group • Kent & Medway Growth Hub • Kent Youth County Council 12 January • Children’s Centre meeting (with Improvement Officer, Information & Intelligence) • Booktrust (with Regional Manager) • Home Education meeting (with County Access to Education Manager - for Elective Home Education families) <ul style="list-style-type: none"> • Featured in Kelsi Newsletter 	
Members	<ul style="list-style-type: none"> • Email 	<p>KCC Members</p> <ul style="list-style-type: none"> • Email from Mr. Hill to all KCC Members 	

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

Results from the public consultation

5,547 responses to the consultation have been received

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

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

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

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

Profile of individuals responding

- Online was the most common completion method with 68% taking part in the consultation using this method. 32% submitted their response on paper;

Information sources used

Information Source	Description
Census 2011	
Spydus Registered and Active Borrowers Report	Information relating to active borrowers by diversity including age, gender, disability & ethnically
Business Intelligence Statistical Bulletin-Disability in Kent (Sep 2016)	County and district profiles reports with the most up to date social information available
Business Intelligence Statistical Bulletin-2011 Census: Cultural Diversity in Kent (Jan 2013)	County and district profiles reports with the most up to date social information available
Library Management System-Spydus	Supports the everyday running of the library and records customer monitoring data

Library borrowers by Age 2017-18

The Library Management System records people's date of birth. However, people are not required to give this information. Table 1 reports the proportion of our customers and which age bracket they are in. According to our data, 54,621 of our customers who actively borrowed an item between 2018-19 are aged 50 years plus. This amounts to just over 34% of our customers who are

older and currently access our services and offers. Our second highest borrower group, 0-10 year olds amount to 25% of our total active borrowers

Table 1

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

74% of individuals who responded to the consultation were aged 50 or over;

There were 142 comments relating specifically to the age protected characteristic in response to this EqlA. In summary, it was felt that older communities and children could be adversely impacted by a reduction in opening hours and that teenagers who have not got access to technology at home had not been included. The Wordle below highlights the key themes of these comments:

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

Table 2

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

11% of responders to the consultation considered themselves disabled as set out in the Equality Act 2010. 44% of these indicated they have a physical impairment and 28% indicated they have a sensory impairment. 35% have a long-standing illness or health condition.

There were 99 comments relating specifically to the disability protected characteristic in response to this EqIA. In summary it was felt that this group of customers who depend upon the services of the library would be adversely impacted by reduced opening hours. Specific comments included:

Learning disability:

“EqIA does not appear to address learning disability. There is a contradiction with learning disability services who encourage people to live independently and seek to reduce their own costs by saying that they should use other services during the day, e.g. libraries. The reduction in hours will prevent this, hence the two Kent policies are in tension. The EqIA and strategy needs to address this. For example, New Romney, which has a number of learning-disabled residents, is reducing from 45 to 28 hours. Whilst I understand this from the perspective of this consultation, it directly contravenes the adult social care strategy.”

Mental Health:

“Yes as a person with severe mental health issues and adhd sensory issues like many in the town of Herne Bay I would find the losing of library hours or reduction very detrimental to my mental health as it is seen as a safe place a haven if you like a quiet place I can go if it's too loud and gather myself read a book in peace or just be able to sit and browse the books or sit and be calm. I enjoy the library and like the opening hours as I use it a lot numerous times a week sometimes more than twice a day on a weekly basis so changing the hours would highly affect me and my mental health and severely distress me ...I do not cope well with any type of change and this is not something I want”

not currently know which due to our current data collection model.

b) The proportion of customers who are male, female or prefer not to say who have actively borrowed during 2017-18.

Table 3

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

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

63% of the individuals who responded to the consultation were female. There were no specific comments regarding these protected characteristics and the tiering model.

Library Borrowers by Ethnicity: April 2017-March 2018

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

Table 4

Active Library Borrowers			Census 2011 data	
White - British	46,477	28.98%	1,303,558	89.06%
Other ethnic group	2,172	1.35%	97,804	6.68%
White other	2,242	1.39%	52,620	3.59%
East Asian/Asian British - Indian	771	0.48%	18,136	1.24%
Black/Black British - African	747	0.46%	11,523	0.79%
East Asian/Asian British - Other	597	0.37%	17,713	1.21%
White Irish	267	0.15%	10,239	0.70%
East Asian/Asian British - Chinese	239	0.14%	5,978	0.41%
Mixed/Multiple - other	193	0.12%	5,324	0.36%
Black/Black British - Other	249	0.15%	1,400	0.10%
East Asian/Asian British - Bangladeshi	145	0.09%	3,381	0.23%
Black/Black British - Caribbean	279	0.17%	3,293	0.22%
Mixed/Multiple - White and Asian	122	0.07%	7,520	0.51%
East Asian/Asian British - Pakistani	113	0.07%	2,406	0.16%
Mixed/Multiple - White and Black African	118	0.07%	2,987	0.20%
Mixed/Multiple - White and Black Caribbean	106	0.06%	Included with Caribbean category above	
White - Gypsy or Irish Traveller	95	0.05%	4,685	0.32%
Arab	48	0.02%	1,535	0.10%
Not answered/unknown	105,140	65.56%		
Declined to say	242	0.15%		
Total borrowers	160,362	100.00%	1463740	100.00%

96% of individuals who responded to the consultation indicated they are White and 4% indicated they are of BME origin; 47% of the individuals indicated they belonged to a religion or belief;

There were no specific comments regarding religion or ethnicity relating to the tiering model.

Carers

Currently, there are only 44 people who are registered as Carer's and 167 who are registered as carer's for Looked After Children on our Library Management System. This accounts for a tiny fraction of our borrowers, just over 0.1%
9% of consultation respondents indicated they were a carer.

Adverse Impact,

A medium adverse impact has been identified:

- All Groups – the proposed new Library operating model would reduce overall library opening hours by 18% which would have impact on the times that everyone can access our physical services. A good range of opening hours can still be provided alongside other ways to access the service for example our digital services would remain available 24/7, there is a mobile library service and Home library service as well. There are no changes proposed to our mobile library service.
- Local engagement post any decision on the strategy would ensure that any local groups (e.g. talk times) are engaged with to ensure we mitigate any impact upon established groups.
- The consultation responses raised specifically impacts on the elderly, children, students, the employed, ethnicity/religion and gender which have confirmed some of our original potential impacts and highlighted the need for the action plan and proposed mitigations put forward.

Positive Impact:

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

The new model will enable the service to maintain 99 libraries, achieve its savings targets and remain sustainable for the future.

JUDGEMENT

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

- **Medium change** - potential for discrimination, however all groups would be engaged to mitigate changes in Library opening hours where possible, avoiding existing and established groups, getting a good range of opening hours to ensure opportunities for all to come We would also work to ensure changes are carefully advertised before any changes come into effect. The findings from the recent public consultation have been used to update this EQIA which will be used to inform the decision on the proposal.

Part 3 - Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Resource implication
Age	<p>A new Library operating model could impact the times that customers of all ages can access our physical services, through potentially new opening hours, changes in level of stock, number and variety of services and events offered.</p> <p>Revised library opening hours would impact the days/times that customers could attend to register a birth or death.</p>	<ul style="list-style-type: none"> Local engagement will shape the pattern of opening hours co-ordinated across each district to optimise the opening hours at our 99 Libraries. This work will also look at the pattern of opening hours across a district so where possible there are also nearby alternative libraries that are open. Promotion of alternative ways to access the 	All people of Kent would have the opportunity to access LRA services	Darren Smart/Operational Management team	<p>Public consultation completed.</p> <p>Local engagement on library opening hour patterns and implementation following decision in March 2019</p>	Staff time

		<p>service (e.g. Home Library Service, Touch a new World (loan of an I-pad to home library service customers to trial use) digital services) throughout the consultation process and after.</p> <ul style="list-style-type: none">• An Easy Read version of the consultation documentation was developed and provided during the consultation.• Our registration service will be co-ordinated at a district level – so while one Library may be				
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	<p>Teenagers who have no access to technology at home could be impacted by reduced opening hours</p>	<p>registering for less hours under a new model, these would be made up elsewhere within the district.</p> <ul style="list-style-type: none">• Closed days will be co-ordinated across a district to minimise impact. <p>Closed hours will be co-ordinated to ensure a spread of opening hour options to incorporate after school access to public PCs. Saturday opening hours are proposed for all libraries</p>				
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Disability	A new Library operating model and revised Library opening hours would impact the times that customers with disabilities can access our libraries, through new opening hours.	<ul style="list-style-type: none"> • Engage with customer groups and stakeholders such as beyond word groups and district disability forums. • Engage with the GET representative of Level Playing Field. • Promotion of remote access services (e.g. HLS, digital services) throughout the consultation process and after. • Promotion of TANW to encourage older people with limited digital skills to develop their knowledge 	All people of Kent would have the opportunity to access LRA services.	LRA senior management team/Sarah Bottle to plan into customer consultation.	Public consultation completed Local engagement and implementation following decision in March 2019	Staff time engagement materials
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	<p>There is a potential adverse impact in reducing hours for those with a learning disability. KCC Learning disability services (adult social care strategy)</p>	<p>so they are able to access more of our services where possible</p> <ul style="list-style-type: none">• An Easy Read version of the consultation documentation will be developed and provided during the consultation. <p>Closed days will be co-ordinated across a district to minimise impact.</p> <p>Impact minimised through discussion with Adult Social Care Services- Those with learning disabilities will still be able to access the library service and we will work to ensure customers informed and our new hours are clearly advertised.</p>		<p>Darren Smart</p>		
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	encourage people to live independently and seek to reduce their own costs by saying that they should use other services during the day, e.g. libraries.					
Gender	A new Library operating model and revised library opening hours would impact the times that men and women with can access our Libraries, through	<ul style="list-style-type: none"> The consultation worked to ensure everyone would have an opportunity to respond 	All people of Kent would have the opportunity to access LRA services.	LRA senior management team/Sarah Bottle to plan into customer consultation.	Local engagement and implementation following decision in March 2019	Staff time

	new opening hours.					
Gender identity/ Transgender	Ensuring that everyone in Kent would have equal opportunity to access LRA services, whatever their gender identity.	<ul style="list-style-type: none"> • Consultation made use of local knowledge to make non-KCC groups aware. • We made wider KCC staff groups aware of the consultation are aware of gender identity issues, for example the Rainbow Forum. • Closed days will be co-ordinated across a district to minimise impact. 	All people of Kent would have the opportunity to access LRA services.	LRA senior management team/Sarah Bottle to plan into customer consultation.	Local engagement and implementation following decision in March 2019	Staff time
Race	Ensuring that people of all races in Kent would have equal opportunity to access LRA	<ul style="list-style-type: none"> • We looked to engage/make aware different ethnic groups • We made the 	All people of Kent would have the opportunity to access LRA services.	LRA senior management team/Sarah Bottle to plan into customer consultation.	Local engagement on library opening patterns and	Staff time

	<p>services.</p> <p>Racial demographics can vary between districts, which may result in some races being over- and/or under-represented in the consultation.</p>	<p>KCC's Unite group aware of the consultation</p> <ul style="list-style-type: none"> • An Easy Read version of the consultation documentation was developed and provided during the consultation. • Closed days will be co-ordinated across a district to minimise impact. 			<p>implementation following decision in March 2019</p>	
Religion and Belief	<p>A new library operating model and revised library opening hours would impact the times that people of different religions can access our libraries new opening hours, for</p>	<ul style="list-style-type: none"> • Local engagement with these groups will ensure that their views and needs are considered. • Consideration will be given to religious groups on the local level 	<p>All people of Kent are able to access our services at times that suit them.</p>	<p>Darren Smart/ Operational Management team</p>	<p>Local engagement on library opening patterns and implementation following decision in March 2019</p>	<p>Staff time</p>

	example if the new Library opening hours clash with religious days.	<p>to ensure the service is appropriate for their needs; for example, some religions dictate burial must happen within 24 hours, so Registration processes need to be in place where appropriate to help facilitate this.</p> <ul style="list-style-type: none"> • Closed days will be co-ordinated across a district to minimise impact. 				
Sexual Orientation	Ensuring that everyone in Kent would have equal opportunity to access LRA services, whatever their sexual orientation.	<ul style="list-style-type: none"> • We made wider KCC staff groups aware of the consultation, for example the Rainbow Forum. • Where available 	All people of Kent are able to access our services at times that suit them.	LRA senior management team	Public consultation completed, Local engagement and implementation	Staff time

		<p>and using local knowledge, we will also engage with non-KCC groups.</p> <ul style="list-style-type: none"> • Closed days will be co-ordinated across a district to minimise impact. 			following decision in March 2019	
Pregnancy and maternity	<p>A new Library operating model and revised Library opening hours would impact the times that customers who are expecting or who have young children, can access our physical services/libraries through new opening hours.</p> <p>Revised library opening hours would impact the</p>	<ul style="list-style-type: none"> • We will seek representation from pregnant women and mothers of young children through local groups, such as Baby Bounce and Rhyme Time. • Closed days will be co-ordinated across a district to minimise impact. • The Registration 	All people of Kent would have the opportunity to access LRA services.	LRA senior management team	<p>Public consultation completed</p> <p>Local engagement and implementation following decision in March 2019</p>	Staff time

	<p>days/times that customers could attend to register a birth or death.</p> <p>Reducing opening times and access to the physical services could potentially lead to increased isolation and possible poorer mental health for pregnant women and new parents, as they may not be able to access the physical services at a time that they need</p>	<p>service will be co-ordinated at a district level – so while one library may be registering for less hours under a new model, these would be made up elsewhere within the district.</p> <ul style="list-style-type: none"> • Closed days will be co-ordinated across a district to minimise impact. 				
Marriage and civil partnerships	<p>A new library operating model could impact the times that customers looking to give Notice of Marriage or Civil Partnership can access our</p>	<ul style="list-style-type: none"> • We will consider representation from customers of the Registration service. • Closed days will be co-ordinated 	<p>All people of Kent would have the opportunity to access LRA services.</p>	<p>LRA senior management team</p>	<p>Local engagement on library opening patterns and implementation following decision in March 2019</p>	<p>Staff time</p>

	Registration services, through potentially new opening hours. NOMs are only conducted a handful of sites.	across a district to minimise impact.				
Carer's Responsibilities	<p>A new Library operating model and revised library opening hours would impact the times that carers can access our Libraries, through new opening hours.</p> <p>Reducing opening times and access to the physical services could potentially lead to increased isolation and possible poorer mental health for Carers, as they may not be able to access the physical</p>	<ul style="list-style-type: none"> Local intelligence and community engagement will inform the times of day/week that these customers make use of our services and spaces. Closed days will be co-ordinated across a district to minimise impact. 	Impact to these customers' ability to use our services would be low/mitigated.	LRA senior management team	<p>Public consultation completed</p> <p>Local engagement and implementation following decision in March 2019</p>	Staff time

	services at a time that they need					
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Have the actions been included in your business/ service plan? Yes

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

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

To: Growth, Economic Development and Communities Cabinet Committee – 7 March 2019

Decision No: 19/00019

Subject: Regional Growth Fund Administrative Changes & Transfer of Funds

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: For Cabinet Member Decision

Summary: Kent County Council (KCC) administers the grant of loans to companies under the terms of the Regional Growth Fund (RGF) and receives the repayments of those loans. Under the “Escalate” RGF programme, companies in parts of East Sussex were eligible to receive loans. KCC is now seeking to transfer recovered loan repayments obtained from East Sussex companies to East Sussex County Council.

These recovered loan repayments collected by KCC and sourced from East Sussex businesses will then be transferred to East Sussex County Council (ESCC) which will then oversee the use of these funds to support local small and medium sized enterprises in the Rother and Wealden districts.

Recommendation: The Growth, Economic Development and Communities Cabinet Committee is asked to comment and endorse or make recommendations to the Cabinet Member for Economic Development to agree that administration of and funding-decision authority for the monies previously recovered from companies based in East Sussex and handled via the Escalate Scheme, be transferred to East Sussex County Council for management via their East Sussex Invest 5 scheme.

And that authority be delegated to the Director of Economic Development to take appropriate actions, including but not limited to, entering into legal agreements as necessary to implement this decision.

The proposed record of decision is shown at Appendix A.

1. Background Information

- 1.1 The RGF funded Escalate Programme covered West Kent and parts of East Sussex (Hastings, Maidstone, Rother, Sevenoaks, Tonbridge & Malling, Tunbridge Wells and Wealden). The scheme was managed by KCC and provided loans for companies with investment plans that would lead to job creation. All companies received 0% interest loans with repayment terms of

between 5 and 7 years. Escalate was launched in December 2013 and closed to applicants in March 2015. In total £5,510,000 was committed to 40 companies.

- 1.2 As part of this allocation of £5,510,000, 4 East Sussex companies received loans worth a total of £336,250.

2. Update on Escalate

- 2.1 Since the close of the Escalate programme in March 2015, KCC has to date received £93,972.94 in loan repayments from East Sussex based loan recipients. Two of the East Sussex companies are designated as bad debts with the debt only partially recovered. KCC are on-track to recover all funds from the remaining two East Sussex loan recipients by March 2020. These recovered loan repayments are currently ringfenced by KCC.

Escalate Programme: Funding allocated in East Sussex					
	Funding per Local Authority £	Loan Repayments Recovered £	No of companies in Green Risk Status	No of companies Bad Debts funds partially recovered	Loan Repayments Still to be Recovered £
Rother	136,250	£61,222.94	2	1	£41,027.06
Wealden	200,000	£32,750	0	1	0
Total	336,250	£93,972.94	2	2	£41,027.06

**Hastings Funding total is zero*

- 2.2 During the consultation and partnership engagement undertaken before KCC launched the Kent and Medway Business Fund in January 2017, there was no demand from companies nor KCC and ESCC to operate a joint KCC managed loan fund operated outside the geographical boundaries of the Kent and Medway area. Through discussions with ESCC, KCC established that the preferred and most practical option would be for KCC to transfer the recovered loan repayments from East Sussex loan recipients to ESCC for them to reinvest in local companies in the Rother and Wealden districts.

3. Proposal

- 3.1 KCC has sought agreement and received authorisation from the Department for Business, Energy and Industrial Strategy (BEIS) which oversees and monitors the former RGF programmes to transfer to ESCC the recovered loan funds. BEIS will then monitor ESCC on its management of future expenditure and job outcomes as part of another existing RGF funded programme (East Sussex Invest 5).
- 3.2 ESCC will distribute the recovered Escalate loan repayments via the East Sussex Invest 5 programme delivered by them in partnership with Locate East Sussex (LES) and which offers grants and loans for capital investments to stimulate business growth and job creation, but the funding will be ringfenced for the Rother and Wealden districts.

3.3 After the initial transfer of the loan repayments already received, funds will be transferred to ESCC bi-annually (March and September) until March 2020. KCC will have no on-going responsibility for managing any future expenditure of the repatriated loan repayments by ESCC. KCC's responsibility will be to recover the contracted loan repayments as we do on an on-going basis with other existing loan recipients and then transfer these funds bi-annually to ESCC. The two remaining East Sussex loan recipients currently have a Green Risk Status i.e. up-to-date on their loan repayments and there are no outstanding issues. In future if any of the East Sussex loan recipients still trading default on their loan commitments KCC will seek to recover the outstanding repayments in line with our existing procedures and practices. Should these companies subsequently move into administration, KCC will not be liable to ESCC for any of the outstanding unrecovered loan repayments.

4. Recommendation

The Growth, Economic Development and Communities Cabinet Committee is asked to comment and endorse or make recommendations to the Cabinet Member for Economic Development to agree that administration of and funding-decision authority for the monies previously recovered from companies based in East Sussex and handled via the Escalate Scheme, be transferred to East Sussex County Council for management via their East Sussex Invest 5 scheme.

And that authority be delegated to the Director of Economic Development to take appropriate actions, including but not limited to, entering into legal agreements as necessary to implement this decision.

The proposed record of decision is shown at Appendix A.:

5. Contact details

Report Author:-

- Jacqui Ward
- Strategic Programme Manager (Business Investment)
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Relevant Director:-

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- Director of Economic Development
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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TAKEN BY

Mark Dance

Cabinet Member for Economic Development

DECISION NO:

19/00019

For publication

Non-Key decision

Subject: Regional Growth Fund Administrative Changes & Transfer of Funds

Decision:

As Cabinet Member for Economic Development, I propose, to agree that:

- (a) administration of and funding-decision authority for the monies previously recovered from companies based in East Sussex and handled via the Escalate Scheme, be transferred to East Sussex County Council for management via their East Sussex Invest 5 scheme; and
- (b) that authority be delegated to the Director of Economic Development to take appropriate actions, including but not limited to, entering into legal agreements as necessary to implement this decision.

Financial Implications: KCC does not currently have the legal authority or administrative procedures in place to spend the recovered loan repayments obtained from East Sussex companies who received loan funds via the former RGF Escalate programme. Without transferring these funds to East Sussex County Council they will remain ring-fenced within KCC finances potentially until our funding agreement with the government ends.

Legal Implications

None.

Equality Implications

None.

Reason(s) for decision:

The decision is required to allow for the transfer of these funds to increase investment in small and medium sized enterprises to create jobs and increase productivity.

Cabinet Committee recommendations and other consultation: The proposed decision will be discussed at the Growth, Economic Development and Communities Cabinet Committee on the 7 March 2019.

Any alternatives considered:

The main alternative would be to operate a joint East Sussex and Kent investment programme managed by KCC. The analysis of the former Escalate highlighted the problems of managing a scheme across the same geographical area (marketing, administrative and logistical issues). There is no evidence that this would be a more effective in achieving the outcomes of improving investment in small and medium sized enterprises, creating jobs and increasing productivity.

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

Proper Officer:

.....
Signed

.....
date

Name:

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

To: Growth, Economic Development & Communities Cabinet Committee - 7 March 2019

Subject: Supporting Kent Exporters

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Divisions: All Divisions

Summary:

This paper provides an update on the state of play for supporting Kent businesses with exporting. Based on project-based evidence and discussions with local partners, a proposal for a trade & export development framework for Kent has been drafted.

Recommendation:

The Growth Economic Development and Communities Cabinet Committee is asked to provide comments on the export support framework and pilot initiatives outlined in annexes 1, 2 and 3.

1. Introduction

- 1.1 Exporting is a proven route to business growth. Companies that export are 11% more likely to stay in business¹, show higher productivity and tend to be more innovative than non-exporters. Selling products or services overseas can be a challenging and complex process for small firms. Export levels from Kent companies have tended to be lower than those elsewhere in the South East. Productivity and income per head in Kent is also lower than elsewhere in the South East.
- 1.2 Kent County Council has been working closely with business support organisations and strategic partners for several years to boost Kent export levels and support Kent exporters under the 'Kent International Business' (KIB) umbrella programme.

2. Current Support for Exporters in Kent

- 2.1 The key export support organisations in Kent (the KIB partners) meet together regularly to plan activities and consider solutions to challenges faced by existing and potential exporters. This ensures that Kent businesses have access to the right support at the right point of their export journey.
- 2.2 Support programmes for exporters in Kent include the core services offered by the Department for International Trade, Kent Invicta Chamber of

Commerce and Enterprise Europe Network as well as bespoke, externally-funded programmes of support including several Interreg projects such as Boost4Health which provides micro-financing for Kent Life Science companies to help with internationalisation. These services help potential and existing exporters ranging from product adaptation and market selection to identifying overseas business contacts and getting paid for products and services supplied.

3. The SME Internationalisation Exchange (SIE) Project

3.1 Over the last three years, Kent County Council has led the first phase of a €1.2m European Interreg project called SIE. The project aims to review and improve SME Internationalisation support policies and programmes while tackling the challenges faced by small companies exporting their goods or services. The project connects Kent to partner organisations from six European regions². Each project partner is also supported by a group of local stakeholders with a role in helping exporters in their own regional context. The seven stakeholder groups bring together over 30 public authorities, business membership organisations, sector agencies and financing organisations who have shared expertise and distilled lessons from some of the best projects and programmes.

3.2 In Kent, the SIE project has so far enabled us to:

- Fund two reports from the Kent Business School which provided an evidence-based, up-to-date overview of export activity in Kent, barriers to exporting and recommendations about how to adapt support services to meet the evolving needs of local exporters. The reports are available here: <https://www.interregeurope.eu/sie/sie-research-work/>;
- Learn from inspiring and effective business support initiatives in other European regions (see **Annex 1**) which tackle many of the challenges also faced by Kent firms;
- Review Kent's business support programmes and how they might become more effective in helping Kent exporters, especially in times of uncertainty;
- Draft a 'Framework for Supporting Kent Exporters' (**Annex 2** of this report) and a supporting 'Kent action plan' (see **Annex 3**) to be implemented during phase 2 of the SIE project which runs from April 2019 to December 2020.

4. Revitalising Support for Exporters in Kent: SIE Phase 2

4.1 The KIB partners are keen to further unlock Kent's export potential and to provide additional public support where this adds value. Having gathered evidence through the study work and after seeing some very successful export support schemes from Kent's partner regions, the KIB partners are now proposing 3 pilot actions to be implemented during phase 2 of the SIE project. This provides a unique opportunity to take on board elements from some of the very best support programmes available to companies in Europe and adapt them to the Kent context:

² The Molise Regional Authority (Italy), Ústí Region (Czech Republic), Nbank Public Investment Bank for Lower Saxony (Germany), Toruń Regional Development Agency (Poland), International Chamber of Commerce for Nouvelle-Aquitaine (France), Chamber of Commerce for Cantabria (Spain)

1. **Streamlining the current 'KIB' support** offer into a more 'staged journey' of support based on the 'Export Pathway' programme from France;
2. Piloting an **'Export Manager' scheme** by upskilling an existing employee or providing additional Internal Resource to work with companies to help develop the international side of the business;
3. Creating an **Export Cluster** of Kent food & drink companies to develop a consolidated, joint international offer.

4.2 The Kent International Business Partner organisations have endorsed these pilot actions and will play a key role in their implementation.

5. Financial Implications

5.1 The KIB model pools the existing staff and financial resources of the main partner organisations to provide support to local businesses. The SIE project will cover 85% of the estimated costs of the proposed pilot support schemes (€120,000) and the remaining 15% is provided by Kent County Council through 'in-kind' staff time. KCC and the KIB partners will continue to investigate additional external-funding opportunities to support export-related opportunities in the future including the UK Shared Prosperity Fund.

6. Legal Implications

6.1 There are no legal implications foreseen for Kent County Council related to the implementation of the Export support framework or the pilot initiatives but any 'state-aid' support granted to businesses through the new pilot programmes will be monitored by Kent County Council.

7. Equalities Implications

7.1 Equalities impact assessments will be carried out for the pilot initiatives prior to their implementation to ensure that they align to KCC's equalities and diversity standards.

8. Data Protection Implications

8.1 A Data Protection Impact screening assessment will be carried out prior to any data processing.

9. Conclusion

9.1 Exporting is an effective way for businesses to grow. While international trade has increased in Kent during the last few years there is still a lot of untapped potential for companies to sell their products and services overseas. In response to the findings of recent studies in Kent and through seeing best practice examples of export support schemes elsewhere, the key export support stakeholders in Kent now have an opportunity through the SIE project to work together to tackle challenges faced by potential and existing Kent exporters.

10. Recommendation:

- 10.1 The Cabinet Committee is asked to note this report and to provide comments on the export support framework and pilot initiatives outlined in annexes 1, 2 and 3.

11. Contact details:

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Relevant Director: David Smith, Director of Economic Development

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Annex 1: Summary of SIE Project Best Practice Case Studies

Three main types of successful support services emerged from the SIE study visits and within those, some best practice examples of support schemes were identified:

1. Developing human capital & maximising outreach

- **Go & Come Back project**– international placements for graduates from the Molise region in Italy to develop international business skills and grants to create international companies in the region
- **Export Manager Programme** – a national scheme demonstrated in Cantabria, Spain which places high-level graduates abroad to gain international business skills before allocating them on a subsidised basis to work for companies to develop export activities

2. Creating Networks of Support

- **The ‘Parcours de l’Export’ (Export Pathway) programme** which brings together a range of very structured support services and providers into a coherent package in Nouvelle-Aquitaine, France
- **Kent International Business** – an umbrella programme bringing the different support agencies and programmes together
- **Regional Overseas Offices** – a network of overseas contacts and offices abroad which can provide tailored support to companies from Lower Saxony

3. Facilitating clustering or collaboration of companies

- **HORECA International Cluster** – Torun Development Agency in Poland financed the creation of a cluster of small companies which work together to bid for international contracts in the hotel refurbishment industry
- **Export Consortia** - the regional development agency in Cantabria financed the creation of consortia of like-minded companies to work together to bid for international contracts e.g. the ‘Santander Metal Group’
- **Zatec Hop Cooperative** – a company which works on behalf of 100 hop producers in the region and takes care of international market intelligence, marketing, sales and after-sales support

Further details of these case studies are available to view on the SIE website:

<https://www.interregeurope.eu/sie/sie-case-studies/>

1. Introduction:

Trading internationally is a proven route to business growth. Exporting includes selling services or products to overseas customers either directly or indirectly as part of a wider supply chain. “**Businesses that export are more productive, create more jobs, and pay higher wages**”ⁱ. Exporting also encourages **innovation** and boosts **competitiveness** but it can be more complex than doing business domestically.

While larger companies tend to have the resource to invest in export strategies and can dedicate specific resource to international trade, small firms in particular can lack the capacity or knowledge of international trade processes which can prevent them from exploring overseas business opportunities.

The government’s 2018 Export Strategy outlines an ambition to raise British exports as a proportion of GDP from 30% to 35%. Working to further boost Kent’s export levels will make a key contribution to this.



Case Study: Fudge Kitchen is a well-established producer of premium confectionary products based in Kent. The company decided to explore export markets as a way of growing the business and tackling the problem of seasonality associated with its products. After investing time in creating new recipes with an extended shelf-life for international markets, the company applied for a space on an EU-funded Kent stand at an international fine food trade show in Belgium in 2012. Driven by significant interest in the

products, the company worked on its packaging, labelling and even on bespoke flavours for certain overseas markets. Fudge Kitchen worked closely with the Department for International Trade, Kent County Council and other local partners and has taken advantage of various opportunities to join market visits and benefit from tailored advice and Kent’s international networks to grow its exports. The company now regularly exhibits at international trade shows and, by 2018, 15% of the company’s turnover was export-related. Fudge Kitchen now plans to double its export turnover in the next 5 years.

2. The Kent Context:

Back in 2010, a study confirmed that Kent was lagging behind the wider South East with regard to export levels. Many companies didn’t see a need to internationalise or realise that there might be potential in overseas markets for their products or services. Firms lacked knowledge and information about how to internationalise and found the business support landscape confusing meaning that they did not know where to go to obtain suitable support.

Since then, Kent County Council has been working closely with a range of business support organisations and local and international partners under the ‘**Kent International Business**’ (KIB) umbrella to consolidate the support offer in Kent for exporting, to identify and facilitate international business opportunities for local firms through taking advantage of externally funded projects. Activities have focused on three main areas of activity:

1. **Engage:** raising awareness among local companies about the benefits of exporting and potential overseas business opportunities;
2. **Incubate:** helping to develop export potential within companies and connecting them to contacts and opportunities in international markets;
3. **Grow:** increasing export activities within Kent businesses and celebrating success to inspire other companies to consider internationalisation.

These efforts have resulted in increased export levels in Kent in recent years but there is still a lot of untapped potential in the county for local firms to target international markets for the first time or for existing exporters to expand further overseas.

This framework for supporting Kent exporters aims to further unlock the export potential of Kent companies which will lead to the growth of individual firms and boost the wider local economy.

This framework takes into account the 2017 ‘Kent SME Internationalisation Study’ⁱⁱ, feedback from local businesses and examples of successful internationalisation support initiatives run elsewhere.

3. Barriers to Internationalisation:

Whereas in the past, internationalisation was often a reactive process to unexpected enquiries from overseas and companies became 'accidental exporters', exporting is increasingly becoming a strategic decision for Kent SMEs, which firms take in order to increase growth and profits.

Companies wishing to export however, still face challenges which can prevent them from investing in international activities. The main barriers to exporting highlighted by companies include:

Main barriers identified nationally ⁱⁱⁱ	Main barriers identified in Kent ^{iv}
Access to finance	Exchange rate & currency fluctuations
Limited networks & contacts abroad	Finding the right partners & distributors
Market access issues & trade barriers	Finding access to local markets & reliable local contacts
Lack of capacity and capability	Lack of internal resources
Lack of knowledge	Logistics & distance
Attitudinal barriers	Time consuming
Limited global awareness of the UK's strengths & capabilities	Local (in-market) bureaucracy

Internationalisation Facilitators:

The 2017 study confirmed that the **availability of internal resources** and **advice on where to find information about markets, potential customers and distributors** are the key factors that can influence a decision to internationalise. Existing exporters also value help with **marketing abroad, managing international trade finance** and connecting to reliable in-market contacts.

Kent companies consider advice and support important, but they require access to **specialised information** which requires a tailored approach to individual firms rather than very general advice and support. Access to this type of specialised information could have a positive effect to the more

efficient distribution of internal resources within firms thus tackling the most important barrier to internationalisation.

4. Export Support in Kent:

Many business support schemes and projects have been available to Kent businesses under the KIB programme in recent years consisting of core services offered by key partners such as the Department for International Trade (DIT), Enterprise Europe Network (EEN) and Kent Invicta Chamber of Commerce (KICC). These have been complemented by bespoke programmes including '2 Seas Trade', 'GREAT Food from Kent', 'Boost4Health' and 'Innovative Sector Exchange'. Through these programmes, the KIB partners have worked together to deliver the following activities to help Kent firms with internationalisation:

- Awareness raising activities:
 - Local events such as 'Doing Business in...' or 'Routes to Market'
 - Communication activities such as the KIB website, newsletters, highlighting the latest international business opportunities
- 1-2-1 advice and support from DIT, EEN and other partners
- Partner finding services from EEN and access to DIT 'meet the expert' and 'meet the buyer' programmes
- Export training programmes run by DIT and KICC
- Sector-focused market visits to European countries and other destinations
- Visits to international business events and sector-focused trade shows
- Bespoke Kent stands at international trade shows
- Celebrating success through the KEIBA awards and inspiring other companies to consider exporting
- Financial support for international projects, trade show visits and overseas market research

The private sector, primarily through professional services bodies (banks, accountancy firms etc.), has also supported these activities in Kent and also delivered its own initiatives.

The challenge for export support in Kent is ensuring a continuity of appropriate business support services and responding rapidly where new specific support interventions may be needed. Many initiatives are time-limited due to a reliance on European or external funding while evolving

priorities and resource reductions can have an impact on the services offered by some of the KIB partner organisations. However, the KIB partners are aware of current support on offer and can advise companies about any changes accordingly.

As an umbrella programme, KIB brings together different services, programmes and organisations that aim to help local companies with internationalisation.



Core Partners



Time-Limited Projects



Kent's International Connections and Networks

(Sector groups, clusters, public authorities, business support organisation)

5. Feedback from companies:

Although awareness and use of export support services in Kent could be higher, businesses which have accessed the various support services on offer have generally found them to be very valuable:

"I was most impressed by the organisation and help the [KCC] team provided at Tavola 2016. This allowed us to concentrate on lead generation and talking to prospective customers without the hassles of stand organisation. As a small company your approach allowed Kent products to be showcased in a far more professional way than would have been possible on our own. The baton is firmly in our hands to chase up & hopefully convert leads into business." Anno, March 2016

"We are extremely grateful to Enterprise Europe Network for helping to connect us with new manufacturer for our products as we had struggled to find anyone ourselves who could provide what we needed. Through using EEN we were able to find manufacturers who could provide exactly what we needed. We are now working with one company in Macedonia for our long-sleeved tops and another company in Portugal for our sweatshirts. We estimate that, as we expand our business around the world and increase

Goudhurst-based **Adris Technologies** specialises in researching, developing and creating technologies that detect and help people suffering from epilepsy and heart conditions. Through Kent County Council's Boost4Health project, the company was able to secure a travel grant to visit 'Medica 2017', the world's largest trade show for medical devices and technology where it was able to showcase its PulseGuard brand.

Operations Director Rick Gun confirmed that "the advantages gained by visiting Medica cannot be overstated, the contacts and meetings that resulted from this event can be directly linked to the root cause of some strategic changes since 2017, allowing us to achieve significant growth into new areas of Europe. We are currently working with the Boost4Health project at KCC to secure market insight grants worth €3,000 for us to capitalise on the successes of attending Medica."

The Boost4Health support went hand in hand with expert advice provided by the Department for International Trade in Kent.

our quantities, [these arrangements] could save us around £50,000 a year.”
Milky Tee Company, December 2018

“There’s this lovely Government department, helping small businesses. It’s small businesses that really need it, that don’t have the money or the staff to look into these opportunities”. Wild Plant, Sep 2017

6. What works elsewhere:

Kent companies have had access to some varied and high-quality support initiatives there are other schemes that work well elsewhere which could be beneficial if rolled-out in Kent. Several such programmes were identified through the SME Internationalisation Exchange Project and Kent organisations have been able to review support mechanisms that work well in other European countries.

1. Developing Human capital:

The Spanish ‘**Export Manager**’ placement scheme run by ICEX (Spanish Trade Development Agency) organises international placements for Masters degree student around the world. These people then return placed within companies to develop the business and the post is subsidised by this national scheme.



2. Creating Networks of Support:

With some similarities to the KIB programme, the ‘**Parcours de l’Export**’ (Export Pathway) programme from the Nouvelle-Aquitaine region in France provides a very structured flow of support services for local companies to help them with all aspects of exporting. The International Chamber of Commerce coordinates the overall programme and works closely with other organisations to deliver 1-2-1 diagnostics, training courses, help with market selection and export strategy development to tailored advice and guidance. Coupled with programmes of trade shows and finance schemes, companies receive the support that they need.

3. Facilitation Clustering or collaboration of companies:

The **Clustering for Internationalisation** programme in Kujawsko-Pomorskie, Poland has brought together groups of complementary companies to work together to access contracts in international markets as part of a formal cluster. The Horeca cluster brings together companies working on all aspects of the design and refurbishment of hotels and restaurants from design and lighting to

furniture production and installation. This approach enables small companies with limited capacity on their own to be able to export their products or services to international clients by contributing to a competitive ‘one shop stop’ solution.

7. Working to Boost Kent’s Export activities:

Based on the evidence provided through the SIE project study work, the Kent International Business partners will continue to work together to further develop Kent’s export potential and to respond to the evolving needs of local firms.

Where further public sector interventions would be valuable for local businesses, the Kent International Business partners and associated organisations will:

- Work together to tackle the barriers identified by Kent businesses which hinder export activities;
- Design, commission and deliver a range of activities that facilitate the internationalisation of Kent firms.

We will work to help Kent companies:	Through developing and delivering activities including:
1. Become Export Ready	<ul style="list-style-type: none"> • 121 advice, and diagnostics • Training course and workshops • Providing access to simple, up to date information • Formalising the KIB support offer into a coherent & integrated pathway of support
2. Access international networks and partnerships	<ul style="list-style-type: none"> • Formalising international partnerships • Partner-finding initiatives • Facilitating meetings with overseas contacts
3. Identify business contacts in overseas markets	<ul style="list-style-type: none"> • Organising and facilitating access to meet the expert and meet the buyer events

4. Showcase their products and services abroad	<ul style="list-style-type: none"> Facilitating access to international exhibitions and trade events
5. Identify and highlight opportunities to bid for international contracts	<ul style="list-style-type: none"> Securing and sharing market intelligence with Kent firms about overseas business opportunities

Main barriers to exporting	Potential Solutions to tackle these barriers:
Exchange rate & currency fluctuations and access to finance	<ul style="list-style-type: none"> Work with the private sector and UK Export Finance to provide guidance and solutions to help companies to plan Explore a Kent Export Finance scheme to help companies fulfil export orders
Finding the right partners & distributors	<ul style="list-style-type: none"> Promote and maximise the use of services such as EEN Partner Finder and DIT's embassy network Work on Kent's export offer and highlight this to potential overseas contacts
Obtaining access to local markets & reliable local contacts	<ul style="list-style-type: none"> Maximise Kent's existing international networks and develop new ones to connect Kent businesses to opportunities overseas Helping Kent companies to better understand their place in international supply chains
Lack of internal resources, time consuming	<ul style="list-style-type: none"> Consider an export manager scheme for Kent companies to provide additional resource for potential exporters Develop an 'international trade skills' mentoring and training programme for existing company staff
Logistics & distance	<ul style="list-style-type: none"> Work on a scheme which could group and consolidate complementary Kent products to facilitate access to overseas markets
Local in-market bureaucracy	<ul style="list-style-type: none"> Work through DIT and with international partners to help companies to navigate the evolving international regulatory environment

Future areas for exploration could include:

- Developing an **export micro-financing scheme**
- Fund further **trade show stands** for Kent companies

- Consider **twinning activities** with target international markets which could lead to contracts being awarded to groups of Kent companies
- Develop a **cross-border cluster programme** to provide concrete peer-to-peer international business networks through a further European Interreg project application.

To support these objectives we will:

- Promote and make best use of **existing core services** from the KIB partners and other organisations in Kent
- Design and implement **new support service solutions** to help Kent companies with exporting
- Work to retain **Kent's current international networks** and partnerships and explore new ones where there is a clear benefit to doing so;
- Focus on developing **bespoke support activities for Kent's main industry sectors** as well as those that are emerging;
- Ensure that the **right support is available** for companies of all sizes and from all industry sectors;
- Work to **reduce bureaucratic obstacles** where these get in the way of exporting activities.

Resources:

The KIB partners will work together to:

- Pool existing budgets and resources to align and streamline activities including referral processes between different support organisations;
- Draw down co-financing for pilot actions in Kent from the Interreg Europe 'SME Internationalisation Project';
- Tap into resources from the private sector (including sponsorship);
- Continue to identify external funding to deliver innovative programmes of support which meet the evolving needs of Kent firms.

This framework was developed as part of the Interreg Europe 'SME Internationalisation Exchange (SIE) Project.



European Union
European Regional
Development Fund



ⁱ BIS (2011), International trade & investment: the economic rationale for government intervention.

^{ii & iv} The Kent Business school 'Kent SME Internationalisation Study' was commissioned by KCC as part of the EU-funded Interreg SIE project in March 2017

ⁱⁱⁱ [HMG Export Strategy](#) - supporting and connecting businesses to grow on the world stage

Annex 3: The SIE Project Kent Regional Action Plan: Selection of Pilot Actions

Based on the recommendations from the 'Kent SME Internationalisation' study work carried out in Kent and through being inspired by effective export support interventions in the SIE partners regions, the KIB partners are proposing the following pilot actions which will take place in Kent during phase 2 of the SIE project:

Proposed Pilot Actions in Kent:

The Kent International Business Partners will request that the following actions be supported through the second phase of the SIE project:

1. Creating Networks of Support:

- **Streamlining the current 'KIB' support offer** into more of a staged journey along the lines of the 'Parcours de l'Export' programme in France.
- Developing a **shared CRM system** with key support providers (KCC, DIT, EEN, KICC) to ensure that a more seamless package of specialist support is provided to Kent companies inspired by the new 'Team Export France' approach from Nouvelle-Aquitaine.
- Creation of a **comprehensive Kent company database** to identify companies with export potential (by sector). This is inspired by the Cantabria & Molise regions who know all companies and their export activities.

2. Providing Internal Resource for companies:

- Pilot an **export manager scheme** to provide additional funded-resource for companies interested in exploring international markets (inspired by the Export Manager scheme in Spain and the CCEF advisors programme in France).
- Explore the possibility of developing a **student/graduate placement scheme** whereby international students or those with relevant fields of study are placed within Kent companies to carry out international market research activities.

3. Consolidation for Export purposes:

- Working with groups of smaller (food & drink) companies to form consortia/clusters to develop a joint export offer where the companies lack the capacity to export on their own

These pilot actions will respond to the following specific recommendations which from the Kent SME Internationalisation Study:

- Kent SMEs lack the ability to develop external networks. Being part of external networks would allow for the utilisation of other firms' international experience. Future policy should aim to address this by focusing on the **creation of external networks and linking SMEs with suitable international partners** as these would facilitate access to a wider range of international markets.
- Internal barriers also exist and relate to informational issues causing **SMEs no or limited access to important information about internationalisation, functional challenges** that correspond to **resource constraints** faced by SMEs, and finally **operational barriers** that relate to marketing strategic choices and individual product characteristics.
- The need for a **more focused approach to supporting the internationalisation efforts** of SMEs.
- The **lack of access to funding** as well as lack of awareness of relevant funding schemes.
- Companies still consider advice and support important, but they require **access to specialised information** such as access to target customers and marketing knowledge.

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

To: Growth, Economic Development and Communities Cabinet Committee - 7 March 2019

Subject: District Visits Programme 2019

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary: This report outlines the programme of future visits to Kent districts in 2019 and Members are advised of the recent changes to the dates for the Ashford and Tunbridge Wells visits.

Recommendation: The Cabinet Committee is asked to receive and endorse the report.

1. Introduction

1.1 At the November 2017 meeting of this Cabinet Committee, Members agreed that officers arrange a programme of informal visits to Kent districts. The objective was to provide an opportunity for Cabinet Committee Members to gain an understanding of the economic development and regeneration opportunities and challenges within each of the Kent districts.

2. Programme of District Visits 2019

2.1 Further Member visits to Kent districts are being arranged in collaboration with district and borough officers. The format for each visit involves a day-long tour of the principal economic development and infrastructure developments within each district.

2.2 The next visit is planned for 10 May to the Ebbsfleet Garden City hosted by the Ebbsfleet Development Corporation.

2.3 No visits are planned for March and April owing to District Council Elections on 2nd May.

2.4 The indicative visit programme is:

Ebbsfleet	10th May
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Folkestone & Hythe	14th	June	
Tunbridge Wells	12th	July	(formerly 2 July)
Thanet	6th	September	
Ashford	11th	October	(formerly 26 February)

Further visits are being planned for the remaining districts.

- 2.5 At the last meeting of the Committee it was agreed that, should places be available, invitations will be extended to the Chair and Members of the Environment & Transport Cabinet Committee.

3. Financial Implications

- 3.1 The cost of coach hire is approximately £350 per visit.

4. Recommendation

Recommendation: The Cabinet Committee is asked to receive and endorse the report.

5. Contact details

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From: Benjamin Watts, General Counsel

To: Growth, Economic Development and Communities Cabinet Committee
– 7 March 2019

Subject: Work Programme 2019 -2020

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 2019/20.

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 2019 - 2020

- 2.1 The proposed Work Programme has been compiled from items in the Future Executive Decision List and from actions arising and from topics, within the remit of the functions of this Cabinet Committee, identified at the agenda setting meetings [Agenda setting meetings are held 6 weeks before a Cabinet Committee meeting, in accordance with the Constitution.
- 2.2 The Cabinet Committee is requested to consider and note the items within the proposed Work Programme, set out in appendix A to this report, and to suggest any additional topics to be considered at future meetings, where appropriate.
- 2.3 The schedule of commissioning activity which falls within the remit of this Cabinet Committee will be included in the Work Programme and considered at future agenda setting meetings to support more effective forward agenda planning and allow Members to have oversight of significant services delivery decisions in advance.
- 2.4 When selecting future items, the Cabinet Committee should give consideration to the contents of performance monitoring reports. Any 'for information' items will be sent to Members of the Cabinet Committee separately to the agenda and will not be discussed at the Cabinet Committee meetings.

2.5 In addition to the formal work programme, the Cabinet Member for Economic Development, the Chairman of the Cabinet Committee and other interested Members are intending to visit all district councils over the next two years starting with Dover, Dartford, Swale and Thanet.

3. Conclusion

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

5. Recommendation: The Growth, Economic Development and Communities Cabinet Committee is asked to consider and agree its Work Programme for 2019/20.

6. Background Documents: None

7. Contact details

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**GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE
WORK PROGRAMME 2019/20**

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

Item	Cabinet Committee to receive item
Portfolio Dashboard	At each meeting
Final Draft Budget	Annually (January)
Annual Equality and Diversity Report	Annually (June/July)
Risk Register – Strategic Risk Register	Annually (March)
Work Programme	At each meeting
Programme of Visits to Districts	At each meeting
Regional Growth Fund Monitoring	Bi-annual reporting

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9 May 2019				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)	NO		
2	Apologies and Subs (Standing Item)	NO		
3	Declaration of Interest (Standing Item)	NO		
4	Minutes (Standing Item)	NO		
5	Verbal Update (Standing Item)	NO		
6	Performance Dashboard (Standing Item)	NO		
7	RGF Monitoring Report	NO		
8	Energy and Low Emission Strategy	NO		
9	Acting as a S106 enforcement body on behalf of local planning authorities	YES		Deferred from March to May
10	Work Programme (Standing Item)	NO		

26 June 2019				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)	NO		
2	Apologies and Subs (Standing Item)	NO		
3	Declaration of Interest (Standing Item)	NO		
4	Minutes (Standing Item)	NO		
5	Verbal Update (Standing Item)	NO		
6	Performance Dashboard (Standing Item)	NO		
7	Annual Equality and Diversity Report	NO		
8	District Visits Programme 2019 (Standing Item)	NO		Deferred from March and May due to postponed Ashford Visit
9	Work Programme (Standing Item)	NO		

13 September 2019				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)	NO		
2	Apologies and Subs (Standing Item)	NO		
3	Declaration of Interest (Standing Item)	NO		
4	Minutes (Standing Item)	NO		
5	Verbal Update (Standing Item)	NO		
6	Performance Dashboard (Standing Item)	NO		
7	District Visits Programme 2019 (Standing Item)	NO		
8	Work Programme (Standing Item)	NO		

28 November 2019				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)	NO		
2	Apologies and Subs (Standing Item)	NO		
3	Declaration of Interest (Standing Item)	NO		
4	Minutes (Standing Item)	NO		
5	Verbal Update (Standing Item)	NO		
6	Performance Dashboard (Standing Item)	NO		
7	District Visits Programme 2019 (Standing Item)	NO		
8	Work Programme (Standing Item)	NO		

17 January 2020				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)	NO		
2	Apologies and Subs (Standing Item)	NO		
3	Declaration of Interest (Standing Item)	NO		
4	Minutes (Standing Item)	NO		
5	Verbal Update (Standing Item)	NO		
6	Performance Dashboard (Standing Item)	NO		
7	District Visits Programme 2019 (Standing Item)	NO		
8	Work Programme (Standing Item)	NO		

10 March 2020				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)	NO		
2	Apologies and Subs (Standing Item)	NO		
3	Declaration of Interest (Standing Item)	NO		
4	Minutes (Standing Item)	NO		
5	Verbal Update (Standing Item)	NO		
6	Performance Dashboard (Standing Item)	NO		
7	District Visits Programme 2019 (Standing Item)	NO		
8	Work Programme (Standing Item)	NO		

8 May 2020				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)	NO		
2	Apologies and Subs (Standing Item)	NO		
3	Declaration of Interest (Standing Item)	NO		
4	Minutes (Standing Item)	NO		
5	Verbal Update (Standing Item)	NO		
6	Performance Dashboard (Standing Item)	NO		
7	District Visits Programme 2019 (Standing Item)			
8	Work Programme (Standing Item)	NO		

Items for Consideration that have not yet been allocated to a meeting	
18/00048 - Turner Contemporary (TBC)	
	Otterpool Garden Town
	Theme Park project on Swanscombe Peninsula – regular updates (The London Resort Company Holdings (LRCH) regeneration project)
	Ebbsfleet Development Corporation
	18/00048 – Turner Contemporary
	17/00047 Faversham Creek Swing Bridge
	Enterprise and Productivity Strategy (on-going)
	Apprenticeships and update on the Carillion Apprenticeship adoption grant
	South East Local Enterprise Partnership (SELEP's) Strategic economic plan