

KCC - Growth, Environment and Transport Directorate (GET)

Equality Analysis / Impact Assessment (EqIA) template

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

Brief description of policy, procedure, project or service

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

Context

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

Aims and Objectives

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

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

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

Our five agreed ambitions are:

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

Underpinning these outcomes;

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

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

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

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

Involvement and engagement will consist of:

- Engagement of a market research specialist

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

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

JUDGEMENT

- **MEDIUM**

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

GET Document Control

Revision History

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

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

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

Attestation

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

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

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

				<p>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>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>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</p>

				<p>will be developing a new marketing strategy and new branding for our services. This will ensure that we are promoting the right services, to the right people, using the most efficient and accessible method for each respective group. New branding will bring a consistent approach to elements such as signage, building exteriors, marketing and promotion, and will rejuvenate the LRA image. Fonts, colours, typography and images will be designed and selected with Kent residents in mind, to ensure all feel included, welcome, and able to best make use of our services and spaces. As part of our 'Sustainable & Innovative' strategy, (New proposed Library operating model), we will redesign our service in such a way as</p>
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			<p>to ensure the service remains sustainable for the future, but also continues to meet the varied needs of Kent's many communities and peoples. New opening hours will be shaped based on people's feedback and we will look to have a good range of opening hours to suit different needs, Saturday opening will be in all Kent libraries and we will look at new arrangements of hours that still allow for after 5 opening. The opening hours will be focussed on better used times.</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</p>
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				<p>and extending existing 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 will consider all age groups to ensure all people of Kent will have the opportunity to access LRA services. A specific question in the consultation will ask people for feedback on this EqlA. We will use the results of the consultation to inform the development of this EqlA and the implementation of the LRA Ambition 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 all 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		N/A	Please see above ALL category plus:

				<p>High</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 people's feedback and we will look to have a good range of opening hours to suit different needs, Saturday opening will be in all Kent libraries and we will look at new arrangements of hours that still allow for after 5 opening. The opening hours will be focussed on better used times and still offer a good range of times to access.</p> <p>We will engage with customer groups and stakeholders such as</p>
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				<p>beyond word groups and 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</p>
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				<p>tiering/opening hours will consider all age groups to ensure all people of Kent will have the opportunity to access LRA services. A specific question in the consultation will ask people for feedback on this EQIA. We will use the results of the consultation to inform the development of this EQIA and the implementation of the LRA Ambition Strategy.</p>
Gender				<p>Please see above ALL category plus:</p> <p>High The work to plan the future Ambition strategy will consider both men and women to ensure all people of Kent have the opportunity to access LRA services.</p> <p>We will consider the gender makeup of staff groups who will engage with this, not only through</p>

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

				<p>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>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 mosaic, library data and local intelligence</p> <p>We will engage with</p>

				<p>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 5 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 clash with religious days. E.g. Saturday – Jewish Shabbat		<p>Please see above ALL category plus:</p> <p>High The work to scope the future Ambition strategy will consider all religions</p>

				<p>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 people's feedback and we will look to have a good range of opening hours to suit different needs, Saturday opening will be in all Kent libraries and we will look at new arrangements of hours that still allow for after 5 opening. The opening hours will be focussed on better used times and still offer a good range of times to access</p>
Sexual Orientation				<p>Please see above ALL category plus:</p> <p>High The work to scope the future Ambition strategy</p>

				<p>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 the times that customers who are expecting or who have young children can access our physical services, through potentially new opening hours, changes in level of stock, number and variety of services</p>	<p>Please see above ALL category plus:</p> <p>High The work to implement the future Ambition will consider the people of Kent at all stages of their lives.</p> <p>We will seek representation from parents of young children through the work of the Business Development</p>

			and events offered.	Officers. This will help us tailor relevant services to this groups needs and wants.
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 deaths</p>
Carer's Responsibilities				<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</p>

				wants of this group, and ensure our service is providing the right services in the right ways for them.
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Part 2 - Full Equality Analysis /Impact Assessment

From the screening grid, identify the Protected Groups impacted

All the protected groups will be impacted

Who have you involved consulted and engaged with?

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

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

Information sources used

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

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

Library borrowers by Age 2017-18

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

Table 1

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

Library borrowers by Disability 2017-18

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

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

Table 2

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

Library Borrowers by Gender & Gender Identity: 2017-2018

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

Table 3 below indicates:

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

Table 3

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

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

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%

Carers

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

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

Adverse Impact

A medium adverse impact has been identified:

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

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

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

Positive Impact:

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

JUDGEMENT

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

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

Part 3 - Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Resource implications
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>A strategy that moves our services too much towards the Digital may exclude customers who do not have access to technology or lack the knowledge of how</p>	<p>Local demographic data and engagement will shape the pattern of opening hours co-ordinated across each district to optimise the opening hours at our 99 libraries this will also look at the pattern of opening hours across a district so where possible there are also nearby alternative libraries that are open.</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</p>	All people of Kent will have the opportunity to access LRA services both at a time and manner suitable to them.	Darren Smart	<p>Public consultation planned early November – late February.</p> <p>Decision made during March.</p> <p>Local consultations and implementation to follow subject to decision.</p>	<p>Staff time</p> <p>Consultation materials</p>

	<p>to use them, in particular the elderly.</p>	<p>implementing changes or new services, and ensure they are delivered in the right manner for the targeted audience.</p> <p>Promotion of remote access services (e.g. Home Library Service, digital services) throughout the consultation process 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>				
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Disability	new library opening times will impact the times that customers with disabilities can access our physical services,	<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 characteristics 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 planned early November – late February.</p> <p>Decision made during March.</p> <p>Local consultations and implementation to follow subject to decision.</p>	Staff time Consultation materials
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		<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>An Easy Read version of the consultation documentation will be developed and provided during the consultation. We will engage with customer groups and stakeholders such as beyond word groups and district disability forums.</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>				
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		We will consider the makeup of staff groups who will engage with this, not only through the main consultation but also through specific staff workshops, to ensure all voices are heard.				
Gender	Ensuring that men and women in Kent will have equal opportunity to access LRA services.	We will consider the gender makeup of wider KCC staff groups who will engage with the consultation, to ensure that we promote the consultation to get as many men and women to respond as possible. We will use our local demographic data to	All people of Kent will have the opportunity to access LRA services.	Sarah Bottle	Public consultation planned early November – late February. Decision made during March. Local consultations and implementation to follow subject to	

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

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

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

					follow subject to decision.	
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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.

