

## Cabinet

**Thursday, 18 October 2018, 10.00 am, County Hall, Worcester**

**Membership:** Mr S E Geraghty (Chairman), Mr A T Amos, Mr A I Hardman,  
Mr M J Hart, Mrs L C Hodgson, Ms K J May, Mr A P Miller,  
Dr K A Pollock, Mr A C Roberts and Mr J H Smith

## Agenda

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## NOTES

- **Webcasting**

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Date of Issue: Tuesday, 9 October 2018

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# Worcestershire Safeguarding Children Board

## Annual Report 2017/18

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## Foreword by Independent Chair

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The Worcestershire Safeguarding Children Board's (WSCB) Annual Report for 2017/18 provides a summary and assessment of the effectiveness of child safeguarding and the promotion of the welfare of children in Worcestershire.

The purpose of a Local Safeguarding Children Board is to co-ordinate safeguarding arrangements across agencies and to ensure these are effective. In last year's report I stated that pending changes to legislation meant that effective local partnership working had never been more important as the removal of the statutory footing for safeguarding of children in each locality would require the partners to reaffirm their commitment to collaborative working arrangements. The publication of Working Together 2018 and its associated guidance places a significant responsibility on the local authority, the police and health partners to deliver new safeguarding arrangements from 2019.

I am assured that those three key safeguarding partners, along with other important sectors and agencies, are committed to delivering effective and inclusive safeguarding arrangements for the children and young people of Worcestershire.

The Annual Report covers the local and national context, governance and accountability arrangements, priorities, achievements and learning, and concludes with a formal summary statement about the sufficiency of arrangements to ensure children are safe in Worcestershire.

As in previous years the Report will be made publicly available on the Board's website, and will be formally submitted to the Chief Executive and Leader of the County Council. It will be presented to the County Council's Children and Families Overview and Scrutiny Panel, to the Health and Well-Being Board and to the Council's Cabinet. It will also be sent to the Police and Crime Commissioner and to key partnerships. Board members will ensure that their own agencies have access to the Report.

As was the case last year there has rightly been a focus on Children's Social Care with particular emphasis on developments around early help and the continuing delivery of wider service improvement. The exploitation of children and young people, be that Child Sexual Exploitation (CSE) or in other forms such as trafficking, will remain a priority across the partnership.

Worcestershire Safeguarding Children Board, its members and their colleagues, will continue its work to safeguard the children and young people of the county, and I would wish to express my appreciation to all of them for their efforts.



**Derek Benson**

**Independent Chair: August 2018**

## Assurance Statement

### Worcestershire Safeguarding Children Board assurance statement for 2017/18:

<b>Assurance provided</b>	1. Robust monitoring arrangements are in place through Ofsted, the Children's Commissioner and Essex County Council (Improvement Partner) and progress is being made by Children's Social Care through delivery of its Service Improvement Plan
	2. There is increased engagement with schools at both strategic and operational levels in terms of welfare and safeguarding issues generally, and with decision making in respect of individual children and young people at risk of sexual exploitation
	3. There is good engagement across the partnership with the Child Sexual Exploitation (CSE) agenda and Designated Safeguarding Leads in virtually all schools have received the Board's CSE training
	4. The Section 11 Audit demonstrates that there is good compliance reported by partner agencies with plans in place to address any required improvements in the delivery of safeguarding duties
	5. There is a robust approach to the co-ordination of services for children and families affected by domestic abuse by the Worcestershire Forum Against Domestic Abuse and Sexual Violence and there is good linkage with WSCB
<b>Assurance not yet provided</b>	1. No up to date CSE problem profile for Worcestershire
	2. Low levels of awareness across the partnership of private fostering and the duty to notify the local authority
	3. Difficulties with accessing data from West Mercia Police to support trend analysis
	4. Children with disabilities receive a good service from specialist social workers, but assurance is not available about the larger cohort of other disabled children who do not meet the eligibility criteria for this service
	5. Need to consider the safeguarding needs of some groups of 'hidden children' identified by Ofsted in Special Educational Needs and Disabilities (SEND) Inspection
	6. Need to understand better why Worcestershire's data suggests a higher rate of Child Protection Plans due to Neglect than the England average or statistical neighbours
	7. Concern about the capacity of support services to meet the needs of children who are at risk of or have experienced sexual exploitation
	8. Awaiting evidence from the annual schools safeguarding audit (S175/157 Audit) of the extent to which schools have embedded the Whole School Approach to Healthy Relationships in support of the CSE prevention agenda
	9. We remain unsure about the effectiveness of early help delivered by the wider partnership

# 1. Introduction to the Worcestershire Safeguarding Children Board (WSCB)

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## 1.1 What is the Safeguarding Children Board?

WSCB is the key statutory body which oversees multi-agency child safeguarding arrangements across Worcestershire. Our work is governed by the statutory guidance in 'Working Together to Safeguard Children 2015'.

Section 14 of the Children Act 2004 sets out the statutory objectives of Local Safeguarding Children Boards, which are:

- To co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in their area; and
- To ensure the effectiveness of what is done by each such person or body for those purposes.

## 1.2 Purpose of the Annual Report

It is a statutory requirement for the Independent Chair of the Safeguarding Board to publish an annual report on the effectiveness of child safeguarding arrangements in Worcestershire. This report relates to the preceding financial year. The report will be submitted to the Chief Executive and Leader of the Council, the Police and Crime Commissioner and the chair of the Health and Well-Being Board.

## 1.3 Vision Statement

All children and young people in Worcestershire are safe and thriving

## 1.4 Mission Statement

Working in partnership to keep all children and young people safe and thriving within an environment where safeguarding is everybody's business and intervention and support is timely and right for individuals and families.

## 1.5 WSCB Values

- Respect for children, young people and their families
- Making a positive difference to the lives of children and young people
- Working together in partnership
- Collective and mutual challenge between partners to keep children safe
- Involving communities at a local level
- Valuing and responding to diversity





## 1.6 WSCB Membership & Structure

Membership of the Local Safeguarding Children Board is statutory for a number of partners as outlined in [Working Together \(2015\)](#). A full list of member partner agencies can be found on the WSCB website at [www.worcestershire.gov.uk/safeguardingchildren](http://www.worcestershire.gov.uk/safeguardingchildren)

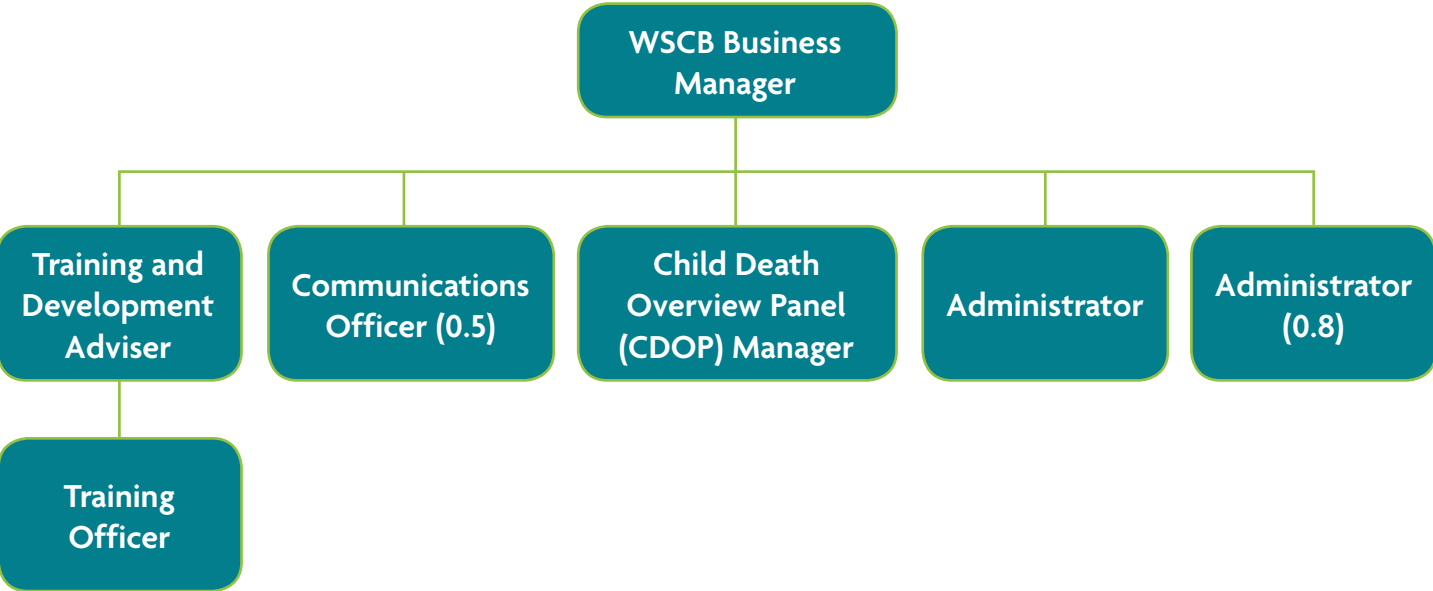
WSCB has a number of sub groups which co-ordinate the activity required for the Board to fulfil its statutory functions. The Board's structure chart is located at: [www.worcestershire.gov.uk/downloads/file/1998/structure\\_for\\_worcestershire\\_safeguarding\\_children\\_board\\_september\\_2013](http://www.worcestershire.gov.uk/downloads/file/1998/structure_for_worcestershire_safeguarding_children_board_september_2013)

## 1.7 Business Plan

The WSCB Business Plan for 2017/18 is located on the Board's website at: [www.worcestershire.gov.uk/downloads/file/4732/wscb\\_business\\_plan\\_2016\\_to\\_2017](http://www.worcestershire.gov.uk/downloads/file/4732/wscb_business_plan_2016_to_2017)

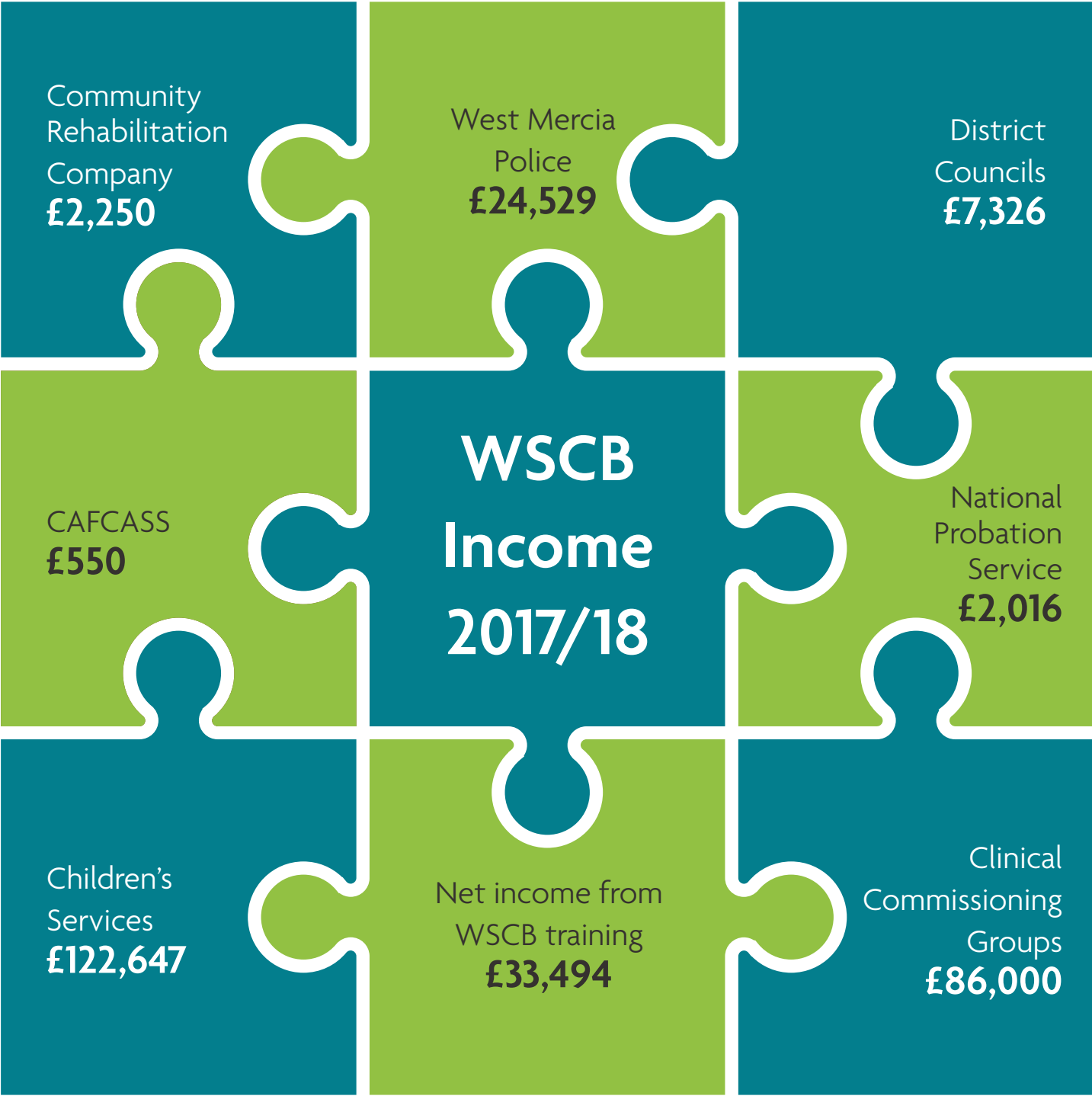
## 1.8 Administration

The Board's Business Unit supports the Board's functions and is comprised of the following posts:



1.9 Funding

The WSCB is funded through a combination of annual contributions made by partner agencies and income generated through the training charging policy.



1.10 New Local Safeguarding Children Arrangements

The Children and Social Work Act 2017 replaces Local Safeguarding Children Boards (LSCBs) with new local safeguarding arrangements, led by the three safeguarding partners (Local Authority, Chief Officer of Police and the Clinical Commissioning Groups). LSCBs must continue to carry out all of their statutory functions, until the point at which safeguarding partnership arrangements begin to operate in a local area from 2019. Arrangements must be in place by September 2019.



## 2. Context

### 2.1 Context & Local Demographics

The largely rural county of Worcestershire is situated in the West Midlands. It has a population of 583,500 and 75% of residents live within the main towns and urban areas. According to figures released by Worcestershire County Council the county population is increasing by approximately 3,400 people per annum.

#### 2.1.1 Age

Worcestershire has a resident population of approximately 116,100 children and young people aged 0 to 17, making up 20% of the total population. Over the next ten years trend-based projections suggest that the population of 0 to 17 year olds will increase by 5,100 (4.5%) with variations between age groups. The population of 10 to 15 year olds is projected to increase by 4.3% while the population of 16 to 17 year olds is projected to increase by 5.6%.

#### 2.1.2 Ethnicity

10% of the population aged 0 to 17 is classified as belonging to an ethnic group other than White British. The largest group is Asian or Asian British and the next largest is children from a mixed heritage background. English is spoken as an additional language by over 6,400 school pupils (8.2%). Polish, Urdu and Punjabi are the most commonly recorded spoken community languages in the area.

#### 2.1.3 Areas of Deprivation

The Indices of Deprivation use several measures including income, employment, education, health, barriers to housing and services, crime, and living environment. These are weighted and combined to create an overall Index of Multiple Deprivation. In Worcestershire deprivation scores vary with the highest score at 75.6 in one area of Worcester City and 2.4 in another. Most of the high deprivation areas are in the urban areas of Worcester, Wyre Forest and Redditch, with some areas of deprivation also present in the towns of Evesham, Malvern, Droitwich and Stourport. The average for the county is 17.7, ranked as 111 out of 152 Local Authority areas (1 being the most deprived).

## 2.1.4 Local Authority Provision

At the end of March 2017 there were a total of 695 children in need (CIN), 798 looked after children (LAC) and 415 children with Child Protection Plans. (2017 comparison figures in table below.)

Local Authority Provision	March 2017	March 2018
<b>Children in Need Plans</b> (A Child in Need is one that has been assessed under Section 17 of the Children Act 1989 as being unlikely to maintain a reasonable level of health or development or whose health or development is likely to be impaired without the provision of services; or a child who is disabled).	795	695
<b>Looked after Children</b> (A child who is being looked after by the Local Authority is known as a child in care)	764	798
<b>Child Protection Plans</b> (Children require a Child Protection Plan if they are judged to be suffering, or likely to suffer significant harm).	526	415

## 2.2 Partnership Working

### 2.2.1 Linkages with other Strategic Boards

The Board is independent and not subordinate to, nor subsumed within, other local structures in order that it can properly provide effective scrutiny. The work of the WSCB fits within the wider context of the Worcestershire Health and Well-Being Board (HWB), the Safer Communities Board (SCB) and the Worcestershire Safeguarding Adults Board (WSAB).

During 2017/18 the following partnership activities and work streams were advanced:

- High level protocol between WSCB and Family Justice Board (as recommended by Ofsted) has been signed off
- Work has been undertaken to develop a protocol between WSCB, Corporate Parenting Board and the WCC Children & Families Overview & Scrutiny Panel
- Twice yearly meetings of the Chairs of HWB, SCB, Community Safety Partnerships (CSPs), WSAB & WSCB to consider cross-cutting issues and agree which partnership Board will lead on specific work streams
- In October 2017 Derek Benson became the Chair of the WSAB in addition to chairing the WSCB

The WSCB Independent Chair is directly accountable to the Chief Executive of Worcestershire County Council and works closely with the Director of Children's Families and Communities, attending the Children & Families Overview and Scrutiny Panel when available.

The Board also works closely with the Worcestershire Safeguarding Adults Board and Worcestershire Forum Against Domestic Abuse and Sexual Violence, particularly on key issues such as substance misuse, domestic violence and parental mental health.







## Links to other strategies

- Special Educational Needs and/or a Disability (SEND) Strategy which sets out partnership duties and will be delivered through an action plan to be overseen by the local authority's Children with SEND Improvement Board. [www.worcestershire.gov.uk/info/20541/we\\_are\\_listening/1616/our\\_send\\_strategy](http://www.worcestershire.gov.uk/info/20541/we_are_listening/1616/our_send_strategy)
- Children and Young People's Plan 2017-21 which provides a framework for all agencies and organisations working with children, young people and families to make the necessary impact to improve lives. [www.worcestershire.gov.uk/download/downloads/id/8306/worcestershire\\_children\\_and\\_young\\_peoples\\_plan\\_booklet.pdf](http://www.worcestershire.gov.uk/download/downloads/id/8306/worcestershire_children_and_young_peoples_plan_booklet.pdf)
- Joint Health and Well-Being Strategy 2016 – 21 which is a statement of the Health and Well-Being Board's vision and priorities based on the Joint Strategic Needs Assessment and the views of key stakeholders. [www.worcestershire.gov.uk/download/downloads/id/7051/joint\\_health\\_and\\_well-being\\_strategy\\_2016\\_to\\_2021.pdf](http://www.worcestershire.gov.uk/download/downloads/id/7051/joint_health_and_well-being_strategy_2016_to_2021.pdf)
- Early Help Strategy 2017 – 2020 which sets out how agencies should work together to provide additional support to children and families. [www.worcestershire.gov.uk/downloads/file/8802/worcestershire\\_early\\_help\\_strategy\\_2017\\_to\\_2020](http://www.worcestershire.gov.uk/downloads/file/8802/worcestershire_early_help_strategy_2017_to_2020)



## 3. Key Priorities in 2017/18

### 3.1 Children subject to Neglect

A Task and Finish Group was established in October 2017 to look at neglect in Worcestershire.

Initial analysis of the data indicates that Worcestershire has a significantly higher rate of Child Protection Plans due to neglect (34.0 per 10,000 in 2017) than the rate for both statistical neighbours (21.6 per 10,000) and England (26.3 per 10,000). 63% of all current Child Protection Plans are for neglect which is significantly higher than the national average of 48%. Nearly three quarters of new Contacts or Referrals to Children's Social Care where neglect is a factor relate to children under 10 years and the other quarter to 11-15 year olds.

Two multi-agency case file audits (MACFAs) were undertaken in 2014 and 2017 on cases where children were experiencing neglect. The findings from these audits have been revisited and compared and, together with questions raised by the data, have guided the development of a Neglect Strategy.

The draft strategy will be presented to the Board in 2018 and will include a clear definition of neglect, a pathway and a toolkit to support the development of shared understanding and language. The WSCB Neglect Strategy will be implemented during 2018/19 with mechanisms in place for monitoring its impact on children and young people.

**Impact:** It is anticipated that as a result of the strategy thresholds will be applied consistently and risk assessments will be undertaken in a consistent way, with interventions informed by a good understanding of the lived experience of children and young people.



### 3.2 Children affected by Domestic Abuse

The Worcestershire Domestic Abuse Strategy was launched towards the end of 2017 by the Worcestershire Forum Against Domestic Abuse and Sexual Violence. In order to support this work a new multi-agency sub group was established during the year chaired by the Assistant Director (Safeguarding).

During the year WSCB undertook a MACFA on 12 children who had been exposed to domestic abuse five or more times. It found that in the main professionals were not aware when a Domestic Violence Protection Order (DVPO) had been put in place by the courts (5 out of 12 cases), providing a window of opportunity for work to be undertaken with victims and their children. Assurance has been provided by West Mercia Police that relevant partners will now be notified of the period of time available in which to offer support to victims and safeguard children. In support of this a series of leaflets have been produced for partners around the process and requirements for action. Worcestershire took out more DVPOs between September – December 2017 than other West Mercia force areas with 24 granted by the courts.

Approximately one third of all social work assessments have domestic abuse as a factor, and one third of all current Child in Need Plans, 45% of Child Protection Plans and 31% of Looked After Children have domestic abuse identified as a factor.

Audits were undertaken by Children's Social Care in July and December 2017 on the quality, timeliness and management of domestic abuse notifications received at the Family Front Door\* and on children who were already subject of a social work plan. This was subject to further scrutiny during the Ofsted monitoring visit in January 2018. Multi-agency audit activity is being agreed as part of the Family Front Door Protocol looking at the quality of decision making and outcomes for the child, specifically identifying any repeat contacts/referrals or repeat assessments for particular scrutiny.

WSCB has been sighted on developments led by the Worcestershire Forum Against Domestic Abuse and Sexual Violence during the year.

**Impact:** All relevant partners are now being routinely notified of the window of opportunity to support victims and safeguard children when Domestic Violence Protection Orders are made by the court following incidents.

### 3.3 Children vulnerable to or experiencing Child Sexual Exploitation (CSE)

The Board's CSE Strategic Group, led by West Mercia Police, is responsible for co-ordinating the implementation of the CSE Strategy Action Plan 2017-19, and for providing assurance to the Board about the multi-agency response to children and young people at risk of or experiencing sexual exploitation.

An Ofsted recommendation made in 2016 was for there to be a review of the CSE Operational Group to ensure there was the right representation of partner agencies. Membership now includes representation from schools, a gap identified by Ofsted. Weekly Multi Agency Risk Reduction Strategy (MARRS) meetings have been established and replace the daily triage meetings at the Family Front Door. Schools are invited to contribute in person or via live link to these discussions.

During the year the following assurances/concerns have been noted by the Board:

- A multi-agency CSE dashboard is being developed
- An updated CSE Problem Profile is not yet available to replace the one produced by West Mercia Police in 2015 due to insufficient analytical capacity
- Feedback on their experiences of services has been provided by young people aged 16 years or older who were identified as having experienced or been at risk of to CSE in the last 12 months. This feedback will be particularly important to consider as the CSE Strategy Action Plan is refreshed to ensure that the views of young people are informing service developments going forward.
- Partners are signed-up and engaging with the CSE agenda.
- The West Mercia and Warwickshire Police 'Tell Someone' CSE communications campaign materials were widely circulated by the Board to partner agencies for them to utilise to promote CSE Awareness Day on 18 March 2018.
- The WSCB developed the Whole Schools Approach to Healthy Relationships toolkit for use in schools and set this as the standard for CSE prevention in education settings. The annual safeguarding audit to be completed by schools and colleges in 2018 will seek assurance about the extent to which the toolkit has been implemented in each school.
- Designated Safeguarding Leads (DSLs) in all secondary and middle schools have now received face to face training on CSE. Primary schools are currently being targeted where there are gaps. This training is delivered by the WSCB Business Unit with support from colleagues in the Police and Children's Social Care. Attendees are all required to complete a CSE e-learning module prior to attending face to face training.
- A CSE conference was held at Police headquarters in July 2017 which was attended by 68 practitioners from a range of agencies and was well-received.
- There is work in progress to review the CSE Pathway to ensure it reflects current processes and a new CSE Risk Assessment Tool is to be agreed.
- The Office of the Police and Crime Commissioner is now a standing member of the strategic group where concerns about the capacity of commissioned support services for victims of CSE to meet local need in Worcestershire has been raised, with assurance provided that this will be considered within the review of the Contract.

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\*The Family Front Door act as a point of referral and advice.

- The current CSE Action Plan requires us to consider the use of civil orders in the management of young people who are both facilitators of CSE (by introducing other young people to offenders) and also victims in their own right. Recent and current CSE investigations in Worcestershire will provide further insight and learning in respect of this particular challenge.

The WSCB has agreed that CSE will remain a strategic priority in 2018/19 and has agreed to extend the remit of its CSE sub group to include other forms of exploitation.

Referrals about CSE are being made by partner agencies and a number of investigations have been undertaken during the year involving multiple perpetrators who are known to each other.

Partner agencies are aware of the expectations on them in respect of sexual exploitation and there has been a high level of engagement with audits providing assurance that partner agencies are engaged with the CSE agenda.

It is hoped that by October 2018 Designated Safeguarding Leads in all primary and first schools will have completed the online and face to face training. WSCB holds a number of CSE training courses throughout the year to ensure those new in post can also access the training. The schools safeguarding audit (SI75/157 Audit) will provide further assurance in 2018.

**Impact:** Decisions about risks to individual children and young people are now being made with the benefit of information from schools, awareness has increased across the partnership and CSE is being identified in Worcestershire.

### 3.4 Early Help

A Task and Finish Group was established in October 2017 to develop the action plan required to support implementation of the WSCB Early Help Strategy approved in September 2017.

Work completed or in progress:

- Seminar held on 9 November 2017 to consider the future model with Partners
- Development of short Early Help Assessment and Plan with associated guidance notes for practitioners
- Drafting of practice guidance on Consent
- Development of a Communications Strategy and website
- A Workforce Development Strategy is being produced
- Development of a WSCB framework for monitoring effectiveness of early help
- Partnership events – Designated Safeguarding Leads network and locality events
- Connecting Families Strategic Group agreed use of funds to support roll out of Signs of Safety to partner agencies

There are clear linkages between early help and the Children and Young People's Plan (CYPP) and in March 2018 it was agreed that responsibility for delivery of the Early Help Action Plan would transfer to the relevant sub-group of the Health and Well-Being Board.

**Impact:** Further Action 2018/19

- Clarify the future governance arrangements for the delivery of the Early Help Strategy action plan
- Work with partner agencies to raise awareness of their role in delivering early intervention and prevention
- Assurance to be provided to WSCB through its early help effectiveness framework to be overseen by the Monitoring Effectiveness Group (MEG) sub-group of the WSCB

### 3.5 Voice of the Child, Professional Curiosity and Escalation Policy: Resolution of Professional Differences

MACFA and case review findings in previous years had indicated that practitioners did not always have an understanding of the lived experience of children and young people, or use this to inform decisions about them. Professional curiosity was often absent and indicators of risk not being identified, or explanations from parents and carers taken at face value sometimes leading to disguised compliance.

Learning and Improvement Briefings were developed on the Voice of the Child and Professional Curiosity. Drama students at a local high school produced a DVD which was used to support the Voice of the Child message from a young people's perspective. The DVD was played at Information and Guidance events held to promote the Learning and Improvement Briefings and disseminate the key messages.

The Briefings have also been promoted via the WSCB's newsletter and strategic leads across the partnership have been asked to ensure that links to Learning and Improvement Briefings have been disseminated to all relevant staff. A survey was circulated in May 2018 requesting feedback on action taken to provide assurance to the Board that its key messages have been widely communicated.

Policies and procedures are being reviewed to ensure that they provide appropriate guidance in respect of the Voice of the Child and this work will continue into 2018/19.

Key messages are included in the multi-agency training delivered by the WSCB.

**Impact:** All statutory partner agencies completed the survey in addition to a number of early years settings and schools. The WSCB can provide assurance that all partner agencies have actively disseminated to practitioners and relevant commissioned services the links to the two Learning and Improvement Briefings and to the Escalation Policy: Resolution of Professional Disagreements. Dissemination has been achieved using a variety of methods. The percentage of early years settings and schools to complete the survey is relatively small (26% and 18% respectively) but still valid. Further assurance will be obtained from the schools safeguarding audit (S175/157 Audit).

The total number of practitioners across the partnership who have received the links to the Learning and Improvement Briefings and the Escalation Policy is approximately 13,000. The impact on practice will continue to be evaluated through the WSCB's MACFA programme during 2018/19.

### 3.6 Critical Friends (Service Improvement Plan)

In March 2017 eight Board members were nominated to act as 'Critical Friends' to provide support and challenge to Children's Social Care as part of its improvement journey. The role of the Critical Friend was defined as:

A Critical Friend can be defined as a trusted person who asks provocative questions, provides data to be examined through another lens, and offers critiques of a person's work as a friend. A Critical Friend takes the time to fully understand the context of the work presented and the outcomes that the person or group is working toward. The friend is an advocate for the success of that work.

The nominated Critical Friend met with the relevant work stream lead and, where appropriate, the Assistant Director (Safeguarding), on a regular basis to review progress against the Service Improvement Plan, identify blockages and agree the actions to be completed to provide a solution.





Since the Service Improvement Plan was put in place there have been three monitoring Visits from Ofsted and Essex County Council has been engaged by the Council to act as its 'Improvement Partner'. As a result of the progress identified by Ofsted, Essex CC and the Critical Friends, the Service Improvement Plan is currently being refreshed.

The WSCB is to receive a presentation on the revised plan in June 2018 after which a decision will be made about the process for engaging with the Critical Friends going forward.

**Impact:** The Board has received assurance that these arrangements have proved beneficial to Children's Social Care and have contributed to the development of effective partnership working, as well as service improvement.

### 3.7 Thresholds

The final version of the Levels of Need (Thresholds) guidance was approved by the Board in September 2017. The guidance was referenced at the Board's Information and Guidance events held during Autumn 2017.

Letters were sent to strategic leads in April 2018 to formally request that the link to the Levels of Need guidance be disseminated again to all relevant staff and a survey was subsequently circulated to seek assurance that this had been achieved. All statutory partners completed the survey in addition to a number of early years settings and schools. Further assurance will be obtained from schools via the annual schools safeguarding audit (S175/157 Audit).

A decision was taken during the year that awareness of the thresholds guidance would be raised using a communications strategy rather than through face to face training. The appropriateness of referrals being made to Children's Social Care by partner agencies will be assessed by an audit taking place in July 2018.

**Impact:** The WSCB can provide assurance that all partner agencies have actively disseminated to practitioners and relevant commissioned services the link to the Levels of Need (Thresholds) guidance. In addition, all agencies confirmed that their staff know the name and contact details of the safeguarding lead to whom they should go to for advice about the action to be taken in respect of a specific child.

The total number of practitioners across the partnership who have received the link to the Levels of Need (Thresholds) guidance is approximately 13,000. The WSCB will continue to evaluate whether practitioners appropriately apply the thresholds for accessing services from Children's Social Care during 2018/19.

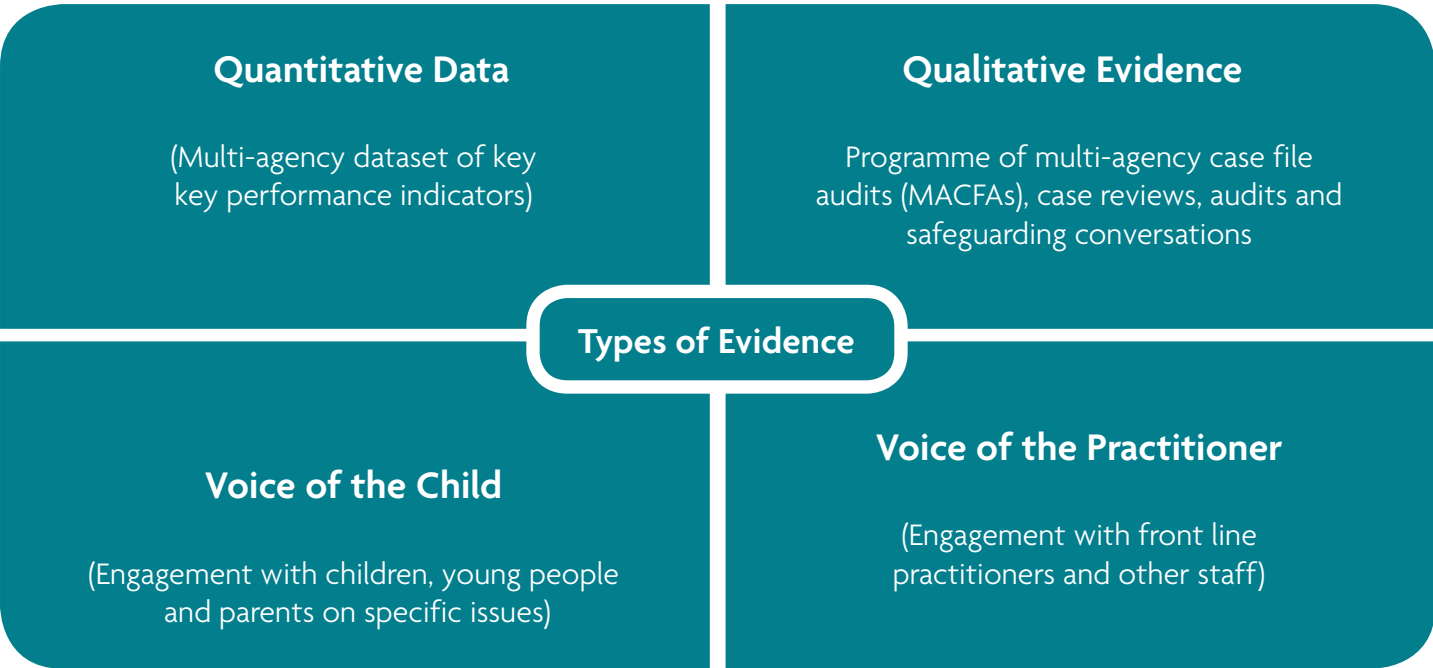




## 4. Effectiveness, Learning and Improvement

### 4.1 Monitoring Effectiveness

The WSCB evidence base for monitoring the effectiveness of safeguarding arrangements in Worcestershire for children and young people during this period has included a combination of:



### 4.2 Quantitative Data

The Board maintains a multi-agency dataset of high level key performance indicators which it scrutinises to identify areas of performance which require further interrogation.

The Family Front Door receives all initial Contacts in order to evaluate whether a Referral should be made to Children’s Social Care. A particular focus has been on the demand for Children’s Social Care services and the need for targeting services at the right children and families. As partner agencies develop their understanding of the threshold for making a Referral it is anticipated that the number of Contacts which result in no further action should reduce.

Key headlines<sup>1</sup> from the 2017/18 data:

- ↑ 10,000 Contacts to the Family Front Door, an increase of 10% compared to last year
- ↑ Number of looked after children has increased from 764 last year to 798
- ↓ Number of open Section 17 assessments has reduced from 1035 to 386
- ↓ Number of Section 17 assessments completed has reduced from 5188 last year to 4953
- ↓ Number of open Section 47 (child protection) assessments has reduced from 195 last year to 90
- ↓ Number of open Child in Need Plans has reduced from 795 last year to 695
- ↓ Number of open Child Protection Plans has reduced from 526 last year to 415
- ↓ Percentage of Contacts that became Referrals has remained steady at 36% (37% last year)

Further detail and analysis is available in Appendix 2.

<sup>1</sup> Following acceptance of a referral by the local authority children’s social care, a social worker should lead a multi-agency assessment under section 17 of the Children Act 1989. Local authorities have a duty to ascertain the child’s wishes and feelings and take account of them when planning the provision of services.

## 4.3 Qualitative Data

In 2017/18 the following quality assurance audits were completed:



### 4.3.1 Section 11 Audit (statutory partners)

The Section 11 Audit is a self-assessment by partner agencies of the extent to which they are fulfilling their safeguarding responsibilities as defined in the Children Act 2004. The S11 Audit provides assurance that safeguarding arrangements are in place across the WSCB partnership or, where improvements are required, plans are in place to address them. WSCB conducts a full S11 audit on a bi-annual basis. This year the Board utilised a new audit template devised by a working party from across the West Midlands.

The audit found that good compliance was reported by agencies, and that clear plans are in place to address any areas that require improvement. A challenge event is planned for the Autumn 2018, to be facilitated by the Independent Chair of the Board, where further assurance will be sought from partner agencies about the evidence provided to support their self-assessments.

### 4.3.2 Child Sexual Exploitation Audit

The CSE self-assessment tool and guidance was published on the WSCB website to enable all agencies to assess themselves against the standards established by the Board. Partner agencies have been asked to update the self-assessment submitted in 2016 to enable the WSCB to evaluate what progress has been made across the partnership in responding to children and young people at risk of sexual exploitation. A small number of schools and GP practices who determined that they required improvement in 2016 were asked to repeat the audit by outlining progress made against their action plan.

### 4.3.3 Section 175/157 Audit (safeguarding audit for schools and colleges)

Under the Education Act 2002 (Section 175/157) schools must “make arrangements to safeguard and promote the welfare of children”. This audit evidenced a high level of safeguarding activity across the education settings in Worcestershire. The return rate was 73% and from those schools who returned the audit:

96% report that staff are familiar with ‘Keeping Children Safe in Education’ and have been issued with the school’s safeguarding policy

94% confirmed that they are aware of and utilise the WSCB inter-agency guidance

This is a high level of compliance achieved across the settings, however the Board requires the return rate to be 100% and action will be put in place over the next year to support schools to achieve this.

### 4.3.4 Multi-Agency Case File Audits

Multi-Agency Case File Audits (MACFAs) are in-depth audits of a small sample of cases facilitated by an independent Auditor commissioned by the Board. This year MACFA themes have reflected the Board's strategic priority groups of children and all have been undertaken previously to provide opportunity to assess improvements in practice. This year the audits have reviewed a larger number of children than in previous years: 24 cases (12 boys, 12 girls). A Learning and Improvement Briefing has been published which summarises the key aspects of learning from the MACFAs. The Briefing can be found here: [www.worcestershire.gov.uk/landiresources](http://www.worcestershire.gov.uk/landiresources)

Any child protection issues identified by the review process are immediately picked up by the relevant agency and actioned. Learning is taken back to individual agencies to inform practice and is also included in multi-agency core training delivered by the Board.

The MACFA panel has invited individual schools to participate in the process and this has enabled better understanding of the child's lived experience for all partner agencies.

This year four audits were undertaken on: Children with Disabilities, Neglect, Domestic Abuse and Child Sexual Exploitation.

### 4.3.5 Safeguarding Conversations

Safeguarding Conversations are a process developed by WSCB where Board members meet with frontline practitioners to discuss how performance and practice issues impact upon the delivery of a multi-agency plan and subsequent outcomes for a child or young person. Two Safeguarding Conversations were held during the year and four Board members, including the Director of Children, Families and Communities, were involved in the discussions.

The Safeguarding Conversations were based on Neglect and Domestic Abuse in line with WSCB priorities. Whilst this is a reflective learning process, action will be taken immediately if safeguarding issues are identified to ensure children are safeguarded and receive appropriate services.

### 4.3.6 Single Agency Inspections

#### Children's Social Care

Since the Single Inspection Framework (SIF) inspection of Children's Social Care by Ofsted in October 2016 the Board has received regular updates from the Director of Children, Families and Communities regarding progress against the Service Improvement Plan (SIP).

The Children's Commissioner, Trevor Doughty, has provided support and the local authority has appointed Essex County Council as its Improvement Partner. In addition, Ofsted have continued to monitor progress through quarterly monitoring visits. As a result of feedback received from Ofsted monitoring visits, Essex Diagnostics and the local authority's own Quality Assurance and Performance Information, the Service Improvement Plan has been updated to focus on a refreshed set of priorities.

At the same time, having been judged inadequate by Ofsted and placed under direction by the Department for Education, the business case for an Alternative Delivery Model has been developed. This was presented to Cabinet on 29 March 2018 and there was a unanimous decision to develop a wholly-owned Council company to deliver Children's Social Care services. The new Company will be implemented from October 2019.

The revised Service Improvement work streams are:

- Support and develop the workforce;
- Promote social care best practice;
- Build quality assurance processes;
- Listen to the Voice of the Child;
- Enhance multi-agency partnerships;
- Deliver effective Through Care.

A key part of the Service Improvement Plan has been the creation of a new Children’s Social Care Operating Model and the implementation of the Signs of Safety approach to practice. The new structure was created in order to ensure that resources are being used most effectively, that there is sufficient management capacity to provide good oversight and supervision, and to ensure that caseloads for social workers are manageable. This enables them to build good relationships with children and young people and the journey for the child through services to be as coordinated and as seamless as possible.

The Children’s Commissioner visited on 8-9 May 2017 and published his findings at: [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/645624/Worcestershire-Report\\_of\\_the\\_Commissioner\\_for\\_Childrens\\_Services.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/645624/Worcestershire-Report_of_the_Commissioner_for_Childrens_Services.pdf)

Ofsted monitoring visits were undertaken on 22-24 May 2017, 12-13 September 2017 and 30-31 January 2018. Letters confirming their findings are published on the Ofsted website and can be found at: <https://reports.beta.ofsted.gov.uk/provider/44/80584>

**Special Educational Needs and Disability (SEND) Services**

Ofsted and the Care Quality Commission undertook a Joint Local Area SEND inspection in Worcestershire between 5-9 March 2018 to judge the effectiveness of the area in implementing the special educational needs and disability (SEND) reforms as set out in the Children and Families Act 2014.

The findings of the inspection are summarised in the published letter located at: [https://files.api.beta.ofsted.gov.uk/80584\\_\\_1.PDF](https://files.api.beta.ofsted.gov.uk/80584__1.PDF)

**Worcestershire Acute Hospitals NHS Trust**

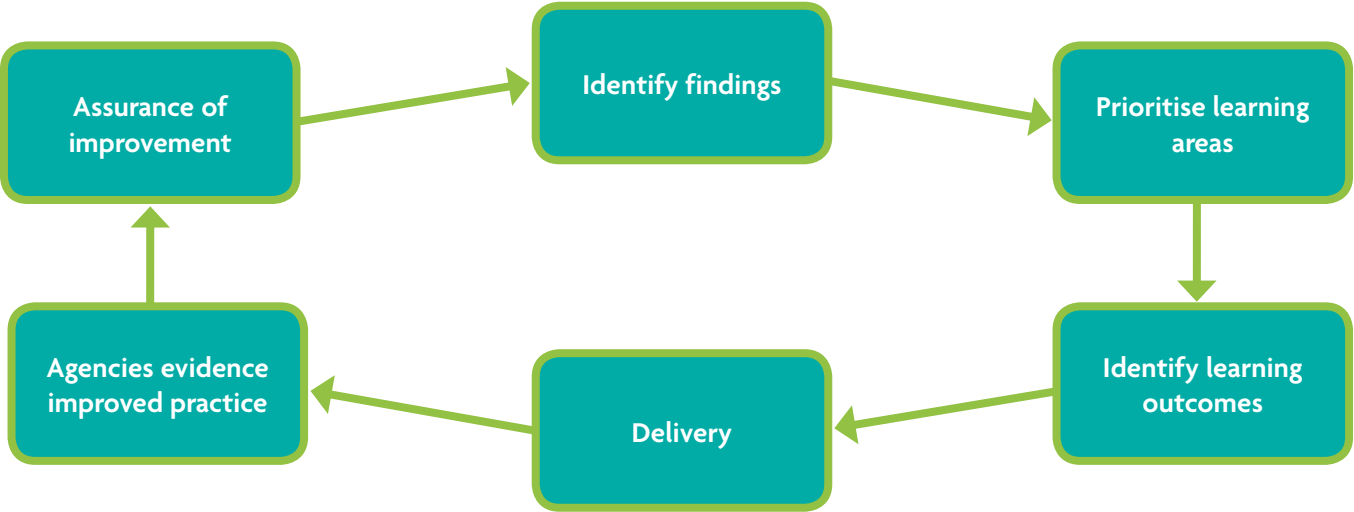
On 17 January 2018 the Care Quality Commission (CQC) published its report on the Worcestershire Acute Hospitals NHS Trust following their inspection in November 2017. The inspection assessed the core services of urgent and emergency care and medical care at the Alexandra and Worcestershire Royal Hospitals. The Trust has been in special measures since December 2015.

[www.cqc.org.uk/provider/RWP](http://www.cqc.org.uk/provider/RWP)

**4.4 Learning and Improvement Framework**

The WSCB Learning and Improvement Framework consolidates learning from a range of activities including:

- Child Death Reviews
- Serious Case Reviews and Case Reviews
- Multi Agency Case File Audits (MACFAs)
- Safeguarding Conversations
- Domestic Homicide Reviews and Safeguarding Adults Reviews (where appropriate)





## 4.5 Child Death Overview Panel (CDOP)

The Child Death Overview Panel has a statutory responsibility to collect and analyse information about the deaths of all children who live in Worcestershire to identify any safety and welfare matters along with wider public health concerns. The Panel analyses the collated information to classify each death, identify any 'modifiable factors' that may have contributed to the death of the child and make recommendations regarding interventions to reduce the risk of similar deaths. Although there may only be a small number of deaths from a particular cause in a given year, cumulative data and liaison with other CDOPs in the West Midlands may reveal trends and common factors

During 2017/18 Worcestershire CDOP received Notification of 25 Child Deaths; the lowest since CDOP processes began in 2008. Although this is very encouraging, we should not attach too much significance to a single year's figures.

CDOP and its sub-groups met on 9 occasions and undertook 25 Child Death Reviews. Modifiable Factors were present in 11 of the deaths and included lack of parental supervision, inaction following expression of suicidal ideation, maternal obesity, smoking and also possible incomplete evaluation of previous miscarriages.

Other issues coming to Panel included several incidents relating to hospital care, questions relating to teenage suicide along with the review and implementation of the West Mercia SUDIC (Sudden Unexpected Deaths in Infants and Children) Policy.

A thorough analysis of Child Death Reviews categorised as 'Suicide or Deliberate Self-Harm' was carried out by the Clinical Commissioning Group and it was reassuring to learn that Worcestershire data was not out of step with other parts of the country. It was also very helpful to receive and then to disseminate details of care support that one particular school had developed for pupils.

The Panel Chairman and Manager also participated extensively in consideration of plans for the implementation of the new child death arrangements (as detailed in Working Together 2018) and presented suggested modifications (particularly relevant to Worcestershire) to the December meetings of CDOP and then to WSCB.

Attention has been given to managing the backlog of Child Death Notifications received, especially those managed through the Rapid Response process, to ensure that Child Death Reviews are completed as promptly as post-death processes permit.



## 4.6 Serious Case Reviews (SCRs) and Case Reviews

The Serious Case Review Group considers cases which have been identified by partner agencies to decide whether the criteria for a SCR are met. During the year 3 cases were considered and all were found to meet the criteria, resulting in SCRs being formally commissioned by the Board. At the time of writing one Serious Case Review had been completed but not yet published awaiting the outcome of parallel processes (such as inquests, criminal proceedings or other formal review processes). As part of the SCR process learning events were held with practitioners to inform the process and the findings. Learning from all three SCRs will inform the Board's Learning and Improvement communications during 2017/18.

If the criteria for a SCR are not met, consideration is given to conducting a case review. No case reviews were initiated during the year. The learning from one completed case review initiated during 2016/17, 'Annabel', was presented at six Information and Guidance sessions for practitioners and included in a [Learning and Improvement Briefing](#).

## 4.7 Communications

During the year WSCB has undertaken a wide range of communication activities to raise the profile of the Board, promote engagement and strengthen existing means of communication with members of the public, parents and carers, children and young people, and practitioners from all agencies.

### Website

The WSCB website contains a broad spectrum of information and guidance on safeguarding subjects and links directly to the West Midlands Safeguarding Children Procedures. It also contains policies, links to statutory guidance, legislation and helpful websites. Data shows that there were 48,000 unique page views on the website during the year which demonstrates a high level of usage. During the year plans have been developed to commission a joint website with the Worcestershire Safeguarding Adults Board to provide a joint safeguarding resource, particularly important in respect of cross cutting issues such as Transition, Domestic Abuse, Mental Capacity Act and Exploitation, as well as supporting the 'Think Family' approach.

### WSCB Newsletter

The newsletter, Safeguarding Matters, continues to be circulated quarterly. It contains news and information from WSCB as well as relevant updates from our partners. It provides a range of articles about local and national issues relevant to safeguarding children, as well as links to websites and documents. The newsletter is well received by practitioners. [www.worcestershire.gov.uk/info/20377/safeguarding\\_children/208/about\\_the\\_safeguarding\\_children\\_board/6](http://www.worcestershire.gov.uk/info/20377/safeguarding_children/208/about_the_safeguarding_children_board/6)

### Events & Awareness Days

WSCB has issued communications for E-Safety Week and CSE Awareness Day. This has included a comprehensive communications plan, materials and ideas for how partners can contribute to publicity for the events. Collaboration between WSCB and West Mercia Police (WMP) took place for the CSE Awareness Day. WSCB promoted the 'Tell Someone' website and developed a PowerPoint presentation for partners use from the campaign materials by kind permission of WMP.

### Learning and Improvement Briefings (LIBs)

The Board's Learning and Improvement briefings have been added to with briefings on: Voice of the Child; Professional Curiosity; and Learning from a Case Review. As well as being available on the WSCB website and cascaded via safeguarding leads the briefings were disseminated at information and guidance briefings involving over 300 local practitioners. The Learning and Improvement Briefings have been particularly well received as indicated by the following feedback from a Manager of an Integrated Safeguarding Team:

"Please keep producing these really useful mechanisms for feedback and learning to staff"

Further information and examples of WSCB communications can be located on the WSCB website at:

[www.worcestershire.gov.uk/info/20380/safeguarding\\_children\\_information\\_for\\_professionals/482/learning\\_and\\_improvement/3](http://www.worcestershire.gov.uk/info/20380/safeguarding_children_information_for_professionals/482/learning_and_improvement/3).

## 4.8 Engagement with Front Line Practitioners

### Practitioner Network

Now in its thirteenth year the WSCB Practitioner Network is the interface between safeguarding practice and safeguarding strategy. The network provides the Board with a practitioner's view of the reality of safeguarding children and young people in Worcestershire. Practitioners meet quarterly and represent a wide variety of organisations involved with safeguarding. The network is a dynamic process, not only serving to promote best practice, but also operating as a conduit to convey views and concerns back to the Board.

This forum is used to disseminate learning and to take feedback from practitioners on a range of specific issues. In 2017/18 the Practitioner Network was consulted on relevant policies and Learning and Improvement Briefings, including Levels of Need (Thresholds) guidance, Voice of the Child, Professional Curiosity and the Domestic Abuse Training Pathway.

Specific presentations were made to the Practitioner Network on:

- SEND Information, Advice and Support Service
- Royal Mail Blues Programme<sup>1</sup>
- Domestic Abuse
- Adverse Childhood Experiences
- Signs of Safety
- Step Up/Step Down procedures

## 4.9 Engagement with Children, Young people and Families

WSCB has worked alongside other agencies this year and obtained feedback from domestic abuse victims, early help service users, and families as part of the case review and Serious Case Review processes.

The Board's Business Unit has recruited a social work student from the University of Worcester to support its work around engagement with young people and to bring a young person's perspective and challenge to discussions.

This year the Board commissioned a local school to produce a DVD about how young people perceive professionals. The DVD was shown to over 300 people at WSCB Information and Guidance Briefings and published on the WSCB [website](#).

## 4.10 Policies & Procedures

On 1 April 2017 the [West Midlands Safeguarding Children Procedures](#) went live. These are online inter-agency procedures shared across nine of the fourteen Local Safeguarding Children Boards in the West Midlands. They were developed by an independent Provider, Phew Design Limited, who have been commissioned to host and maintain the procedures up to March 2020.



<sup>1</sup> The Blues programme, funded by Royal Mail, is a preventative course aimed for people aged 15-18 years-old who are suffering from, or who are at risk of developing a mental health disorder



## 4.11 Evaluating the Effectiveness of Training

WSCB delivered 58 multi-agency training events in 2017/18 to 1308 people. There is good attendance at multi-agency training by schools, Children's Services and the Worcestershire Health and Care NHS Trust. Some agencies use single agency training which research suggests is less effective at promoting multi-agency working. The WSCB Training Pathway can be found at:

[www.worcestershire.gov.uk/downloads/file/4352/worcestershire\\_safeguarding\\_children\\_board\\_training\\_pathway\\_2014\\_to\\_2017](http://www.worcestershire.gov.uk/downloads/file/4352/worcestershire_safeguarding_children_board_training_pathway_2014_to_2017)

WSCB multi-agency training is rated extremely highly in terms of the content and style of delivery. The training content is regularly reviewed to ensure that current knowledge from MACFAs, case reviews and Serious Case Reviews is reflected. Learners report that their knowledge and confidence have improved after attending the training events. The Board seeks to demonstrate that this knowledge and confidence has impacted on practice by conducting post-training impact evaluations and audits, and partner agencies are asked to ensure that they follow the WSCB Framework for Evaluation ([www.worcestershire.gov.uk/downloads/file/4354/framework\\_for\\_evaluation](http://www.worcestershire.gov.uk/downloads/file/4354/framework_for_evaluation))

During the year impact evaluations were conducted three months after the training on a range of courses including CSE and core safeguarding training. The results highlight the increase in skills and knowledge from attending training and provide assurance that those who responded were able to demonstrate how learning had been transferred into the workplace and had impacted on children and their families.

1389 practitioners completed an e-learning course and 97% of these were satisfied or very satisfied that the course gave them all the information they needed. This represents a significant reduction in the number of licences used compared to previous years and in March 2018 the Board agreed that it will no longer broker e-learning after 2018/19. It will therefore be important to signpost partner agencies to alternative e-learning providers going forward..

Ofsted (2017) reported that: 'The board takes a robust approach to evaluating training. A comprehensive training evaluation... identifies that attendees rate WSCB multi-agency training highly, and that their knowledge and confidence improve as a result'.

The annual report prepared by the Board's Workforce Development Group is available at: [www.worcestershire.gov.uk/info/20380/safeguarding\\_children\\_information\\_for\\_professionals/897/safeguarding\\_children\\_training](http://www.worcestershire.gov.uk/info/20380/safeguarding_children_information_for_professionals/897/safeguarding_children_training)



## 5. Formal Summary Statement

Worcestershire Safeguarding Children Board has a responsibility to form an annual overall judgment on safeguarding arrangements and their effectiveness. Based on the learning from the Board's quality assurance activity and giving consideration to inspection findings during the year, it can make the following formal summary statement in respect of 2017/18:

Engagement with the work of WSCB has remained strong, evidenced by Board members chairing sub-groups and ensuring actions are completed to implement the Business Plan. Attendance at Board meetings remains good and response to audits is generally positive, although this year it has been necessary to escalate a number of slow responses to audits to ensure compliance. There have been changes to Board membership which have continued to challenge continuity and pace in some key aspects of the Board's work, most notably in respect of the development work around early help. Contributory partners have, despite competing financial demands, provided additional funding this year to support partnership initiatives following the Ofsted inspection. There remains evidence of a strong multi-agency commitment to learning and improvement across the WSCB partnership.

From September 2019 Local Safeguarding Children Boards will no longer exist in their current form and during the coming year the key safeguarding partners will be developing an alternative framework and governance for fulfilling the statutory functions set out in Working Together 2018 which is due to be published in June 2018.

**A strategic objective for 2018/19 is to develop and publish details of the new safeguarding partnership arrangements to replace WSCB**



Last year's annual report cited Ofsted's conclusions. From their 2016 inspection it was acknowledged by inspectors, and recognised by the WSCB, that the new Children's Social Care senior leadership team was starting to provide the 'focus and drive' required to drive through the necessary improvements.

As would be expected, much of the Board's attention has this year focused on Children's Social Care. The Service Improvement Board has been replaced by the Quarterly Performance Review Meetings which are chaired by Essex County Council. The Board's direct support and challenge role has come from the nominated Board members who have acted as Critical Friends in respect of the eight improvement areas in the Safeguarding Improvement Plan. This has worked better in some areas than others, but it has been particularly constructive in relation to the developments around early help. The Critical Friend role will continue into 2018/19 following a review. The Board has received regular updates from the Director of Children, Families and Communities and the Assistant Director (Safeguarding) has provided commentary and analysis regarding performance information at Board meetings. This, along with sight of the Ofsted findings summarised in their published letters, has formed the basis of the Board's scrutiny of developments in Children's Social Care during the year.

In October 2017 Ofsted acknowledged that the local authority had taken steps to tackle its 'serious weaknesses' and was beginning to make progress to improve services for children and young people. By February 2018 Ofsted were acknowledging that 'whilst services for children in Worcestershire continue to require much work to be of a good standard, progress has been made since the last monitoring visit'.

**WSCB will continue to seek assurance about practice and service improvements within Children's Social Care through the Critical Friend role and through receipt of updates from senior managers over the coming year.**

A key part of the Service Improvement Plan has been the creation of a new operating model for Children's Social Care and the implementation of the Signs of Safety approach to practice. In addition, this year saw the development of a **business case** for an Alternative Delivery Model for Children's Social Care and a decision made by Cabinet on 29 March 2018 to develop a wholly-owned Council company for future delivery of Children's Social Care services to be implemented in October 2019. The Board will consider the implications of the new delivery model for children, young people and their families and any identified risks to safeguarding as the detail unfolds.

In other areas, the Board is assured that partner agencies are engaged with the CSE agenda and that virtually all schools have received CSE training delivered by the Board. It is encouraging that young people at risk of sexual exploitation are now being identified and during the year two significant CSE investigations have been initiated involving large numbers of potential child victims or witnesses. Whilst our understanding of CSE is developing, of concern is the lack of an updated CSE Problem Profile which reflects the emerging patterns of offending in Worcestershire. Work has been undertaken to ensure that support services for young people at risk of CSE are sufficiently flexible and resilient to meet need. Assurance will not be available about the embedding of the Whole School Approach to Healthy Relationships framework until next year's Section 175 audit is completed.

Work has been undertaken over the last few months to foster relationships with schools where there has been a gap previously. Schools are now more actively engaged in decision making about children at the Family Front Door which, in turn, leads to improved communication between partner agencies. Since the recruitment by the local authority of a new Education Safeguarding Adviser there is also much improved representation from education on the Board's sub groups and improved communication with schools about safeguarding issues.

The Board is particularly encouraged by the positive contribution made by partner agencies to multi-agency working, in particular the role of Police and Health in supporting the developing processes for early screening and decision making within the Family Front Door.

**As of March 2018 WSCB concludes that progress has undoubtedly been made, however there is still some way to go to reach the necessary level of assurance that all children are receiving the right services at the right time.**





## Appendix 1 - End of Year Financial Statement

	WSCB Core Budget	Training Delivery	SCR (ringfenced)	Partnership Fund (ringfenced)	Total
<b>Expenditure</b>					
Salaries*	164,474				164,474
Independent Chair	16,503				16,503
Serious Case Reviews and Case Reviews			10,225		10,225
Performance Resources	21,933				21,933
Administration and business costs	21,131				21,131
Training Expenditure (excluding salaries)		23,195			23,195
E-Academy (E-learning)		17,086			17,086
Partnership Fund Expenditure				0	
<b>Total Expenditure</b>	<b>224,041</b>	<b>40,281</b>	<b>10,225</b>	<b>0</b>	<b>274,547</b>

<b>Income</b>					
Agency Contributions					
WCC - 50%	-122,647				-122,647
Health - 35%	-86,000				-86,000
Police - 10%	-24,529				-24,529
National Probation Service - 0.9%	-2,016				-2,016
Community Rehabilitation Company - 0.9%	-2,250				-2,250
CAFCASS - 0.4%	-550				-550
District councils - 2.5%	-7,326				-7,326
Core training, Early Years and GP		-56,275			-56,275
Income from E-Learning		-17,500			-17,500
Serious Case Review Income					
Partnership Fund Income				-39,200	-39,200
<b>Total income</b>	<b>-245,318</b>	<b>-73,775</b>		<b>-39,200</b>	<b>-358,293</b>
<b>Net Expenditure</b>	<b>-21,277</b>	<b>-33,494</b>	<b>10,225</b>	<b>-39,200</b>	<b>-83,746</b>
Holding account b/f as at 1st April 2017	-12,510	-37,780	-37,585		-87,875
Holding account as 31st March 2018	-33,787	-71,274	-27,360	-39,200	

\* Savings of £40,000 have been made against long-term sickness absence by the WSCB Training Officer

## Appendix 2 - Headlines from the Data<sup>1</sup>

### 1. Contacts, Referrals & Assessments

The Family Front Door receives all initial Contacts to answer questions about children or to receive reports or child protection concerns. Management decisions on Contacts are consistent with 98% now dealt with within 72 hours.

- There were just over 10,000 Contacts to the Family Front Door in the full year, an increase of 10% on last year<sup>2</sup>. Percentages of Contacts by source are: Police 51%, Schools 14%, Health 12%, Individual 6%, Local Authority Services 5%, Others 12%.
- Percentages of Contacts by outcome are: Children's Social Care Referral 36%, Early Help 8%, No further action to Children's Social Care 55%.
- Repeat referrals within 12 months have increased slightly to 22% (last year was 20%).
- There were approximately 5,000 Social Work Assessments (including repeat assessments) completed with the following outcomes: 73% case closed to Children's Social Care (these include those that have stepped down to Early Help and Targeted Family Support), 14% went on to Child in Need Plans, 12% forwarded to a Section 47 Assessment, and 1% became a Looked After Child.
- Percentage of Social Work Assessments completed within time scale increased to 73% (last year was 68%), with February and March at 85% indicating an improving trend.

### 2. Early Help

Early help means providing support as soon as a problem emerges, at any point in a child's life, from the foundation years through to the teenage years. Early help can be provided to a child and family by a single agency or a group of agencies working together, particularly when a child or family has multiple and complex needs. All families can access universal services, whatever their level of need.

- Within the 2018 Service Improvement Plan is the need for an improved robust dataset that will provide consistent and accurate early help information. This is currently work in progress.

### 3. Children with a Child In Need Plan

A Child in Need (CIN) is one that has been assessed under Section 17 of the Children Act 1989 as being unlikely to maintain a reasonable level of health or development or whose health or development is likely to be impaired without the provision of services; or a child who is disabled.

- The number of children with open CIN Plans has reduced to 695 (last year was 795) which reflects focused work undertaken to review cases that had been drifting without intervention. However in year 2018/19 the number of CIN Plans is increasing in line with the service approach to support families using non-oppressive practice where possible and to ensure that there is a consistent application of the Child Protection threshold for intervention

### 4. Children with a Child Protection Plan

Children require a Child Protection Plan if they are judged to be suffering, or likely to suffer significant harm. An Initial Child Protection Conference will be convened within 15 days of a Strategy Meeting<sup>3</sup> to plan how to safeguard the child. If the Child Protection Conference considers that the child is at continuing risk of significant harm they will be made subject to a Child Protection Plan.

<sup>1</sup> There were a number of changes made to the data collection methods in 2017/18 to ensure better monitoring of performance. This will have impacted on the data provided.

<sup>2</sup> This includes a number of Domestic Abuse incidents which were included in the data set for a short period of time in 2017/18

<sup>3</sup> A strategy meeting is held to share information and agree the conduct and timing of any investigation.

Children with a Child Protection Plan are considered to be in need of protection from either neglect, physical abuse, sexual abuse or emotional abuse, or a combination of these. The Plan details the main concerns for the child, what action will be taken to reduce those concerns and by whom, and how professionals and the family and child will know when progress is being made.

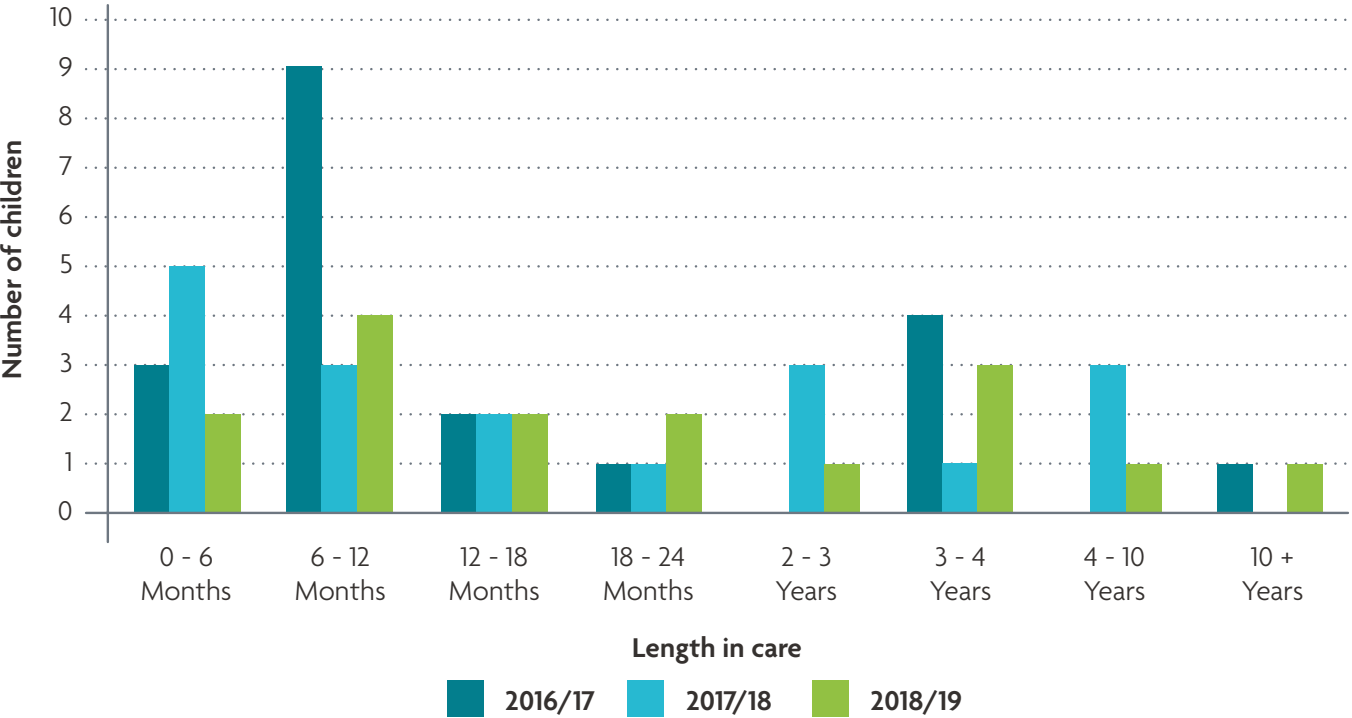
- Number of children with a Child Protection Plan has reduced to 415 (last year was 526). This reduction reflects the post Ofsted safeguarding work undertaken to improve assessments of risk and minimise drift and delay in case work.
- Number of children subject to a Child Protection Plan for longer than 18 months has reduced to 7 (last year was 19)
- The rate of Child Protection Plans per 10,000 has reduced to 36 (last year was 45, national rate was 43)
- Initial Child Protection Conference timeliness improved significantly to 75% (last year was 49%).
- Review Child Protection Conference timeliness improved to 95% (last year was 92%)

## 5. Looked After Children

A child who is being looked after by the Local Authority is known as a child in care.

- The number of looked after children has increased to 798 (last year was 764). This increase is linked to the fact that for 23% of children whose Child Protection Plan ended it had been necessary to place them in local authority Care due to outcomes not being achieved on the Plan. On average 23% of children ceasing to be on a Child Protection Plan have become Looked After and 70% because the threshold for significant harm is no longer met.
- A new Edge of Care panel process and offer was introduced in May 2017 and at the end of the year this offer has supported 76 children to stay out of care. Edge of Care development is in the Service Improvement Plan.
- The number of new entrants to the care system in 2017/18 is lower than 2016/17 although the overall entry rate is higher than statistical neighbours and the national average
- There have been significant numbers of children and young people who have been in care for many years without a Permanency Plan which would remove their status as a looked after child, e.g. adoption. Practice has improved in this area by the addressing of drift and delay in permanency planning. The data shows increasing numbers of children now achieving permanency within 12 months of being received into care and a rise in those moving out after 18 months - 3 years.

Time children had been in care when they left care system



- The rate of looked after children per 10,000 has increased to 69 (last year was 66, national average was 62).

## 6. Children who are Care Leavers

As a care leaver, you can get Care Leaver Team service support from the age of 16 until 25 years

- There are currently 382 care leavers, of whom 88% are classed as 'in touch' with the service, 89% are known to be in suitable accommodation, for the majority of the others accommodation arrangements are not known.

## 7. Children in Private Fostering

A privately fostered child is defined as a child under the age of 16 (18 if disabled) who is cared for and provided with accommodation by someone other than the parent, a parent who is not the biological parent but has parental responsibility, a close relative such as a brother, sister, aunt, uncle, grandparent or step parent. A child who is looked after in their own home by an adult is not considered to be privately fostered.

- There were 15 private fostering arrangements in place in 2017/18 (last year was 9). 66% of fostering visits were within timescale.

The Board has been informed that the number of privately fostered children is lower than expected, in line with the national picture, suggesting that there is a lack of awareness of private fostering situations or of the need to notify them to the local authority. Since the report was drafted lead practitioners with responsibility for privately fostered children have been identified within Children's Social Care and there are developments in place to continue to raise awareness of what constitutes private fostering and the duty on professionals to notify the local authority of these children.

## 8. Unaccompanied Asylum Seeking Children (UASC)

Unaccompanied Asylum Seeking Children are children who have travelled to the UK alone, or become separated from anyone with parental and/or care responsibilities for them. Children seek asylum because they have a genuine need for protection and are in search of safety. Under sections 17 and 20 of the Children Act 1989 local authorities have a duty to provide support to these children.

- 13 children were accepted as UASC during the year, all aged from 14-17 years. The total now placed in Worcestershire is 24, 17 of which are in foster care and 7 in semi-independent accommodation.

## 9. Children with a Disability

The Children with Disabilities Team offers services to those children and young people requiring additional resources in respect of their disability, where the disability has a profound impact on the child or young person's life. Other services available are those provided by health, education, play and youth services, as well as community resources provided by voluntary agencies.

- The number of children allocated to the Children with Disabilities Team remained steady at 413, with 298 being subject to a Short Breaks Plan, 67 on a Child in Need Plan, 30 being looked after and 5 on a Child Protection Plan.

## 10. Children Missing Education & Electively Home Educated

A child missing education is a school-age child who is not on the roll of a school, not placed in alternative provision by the local authority, and who is not receiving a suitable education at home. Parents have the right to educate their children at home as long as they provide an education that is suitable for their child's needs and aptitudes. There is a requirement on local authorities to annually monitor the suitability of education provided to children educated at home. Schools have to inform their local authority if a child is removed from roll to be electively home educated (EHE) and the guidance has extended this requirement to academies and independent schools.

- The number of children registered as missing education has remained steady at approximately 130, with 90 of these still under current enquiry
- The number of children being electively home educated has increased to 694 (last year was 507). Both of these are a key focus for the County Council and a CME & EHE strategy is under development

## 11. Children at Risk of Offending

The Youth Justice Service aims to prevent offending and re-offending by children and young people under the age of 18 by providing a variety of interventions and support. These can include preventative provisions and diversionary activities, so that young people can have more fulfilling lives, families are strengthened, and communities feel safer and more harmonious.

- There has been a decrease in both the number of children charged and detained by the police, as well as those held in police custody overnight for four hours or more.

## 12. Children and Mental Health

The Child and Adolescent Mental Health Service (CAMHS) provides support to children and families where the young person is experiencing significant mental health difficulties. The team includes psychiatrists, psychologists, psychotherapists, mental health nurses, family therapists and therapeutic social workers.

- Referrals have remained constant for the Child and Adolescent Mental Health Service in 2017/18 at 200 per month. The numbers on waiting lists for an initial appointment has remained steady at 293, whilst waiting times have increased slightly from 5.1 weeks in 2016/17 to 5.7 weeks this year.

## 13. Missing Children

The aim is to reduce the incidence of all children and young people going missing and if they do, to reduce the risk of them suffering harm and recover them to safety as soon as possible. We do this through partnership working, information sharing, problem solving and performance management. A child or young person will be categorised as 'Missing' when their whereabouts cannot be established and/or the circumstances are out of character and the context suggests the person is subject of a crime or at risk of harm to themselves or another.

- Fewer children are going missing compared to last year. However, there has been an increase in missing children incidents, now averaging 100 per month (last year was 80). 36% of these were children missing from local authority Care, compared to 64% missing from home.
- Percentage of return interviews held within 72 hours of the child being located decreased to 34% from 49% last year, however since the recruitment in February 2018 of three missing children officers performance has started to improve and this trend is expected to continue into next year.

## 14. Concerns about Adults who are in Positions of Trust

The Local Authority Designated Officer (LADO) provides advice and manages the process for responding to concerns about adults who are in positions of trust because they work with children or young people. There is now a referral form in place which enables more transparency, accountability and ability to track cases. There is a need to implement a system which captures 'low level advice' via telephone calls so that patterns and trends can be identified.

The Board has received assurance during the year about the effectiveness of the LADO arrangements and supported the initiative to improve the quality of intelligence to strengthen the service provided going forward.

- Number of meetings held was 177 (last year 247)
- There have been 43 cases where the outcome was substantiated (data not held last year)
- Percentage of cases closed within 3 months was 60%



## Appendix 3 - Glossary

<b>CAFCASS</b>	Children and Families Court Advisory and Support Service
<b>CAMHS</b>	Child and Adolescent Mental Health Services
<b>CCG</b>	Clinical Commissioning Group
<b>CDOP</b>	Child Death Overview Panel
<b>CiN</b>	Child in Need
<b>CME</b>	Children Missing Education
<b>CPC</b>	Child Protection Conference
<b>CPP</b>	Child Protection Plan
<b>CQC</b>	Care Quality Commission
<b>CRC</b>	Community Rehabilitation Company
<b>CSC</b>	Children's Social Care
<b>CSE</b>	Child Sexual Exploitation
<b>EH</b>	Early Help
<b>EHE</b>	Elective Home Education
<b>FGM</b>	Female Genital Mutilation
<b>HMIC</b>	Her Majesty's Inspectorate of Constabulary
<b>HWB</b>	Health and Well-Being Board
<b>ICPC</b>	Initial Child Protection Conference
<b>IMD</b>	Index of Multiple Deprivation
<b>LAC</b>	Looked After Child
<b>LGA</b>	Local Government Association
<b>MACFA</b>	Multi Agency Case File Audit
<b>MASH</b>	Multi Agency Safeguarding Hub
<b>MEG</b>	Monitoring Effectiveness Group
<b>NPS</b>	National Probation Service
<b>QAG</b>	Quality Assurance Group
<b>SCR</b>	Serious Case Review
<b>SEND</b>	Special Educational Needs & Disabilities
<b>SUDIC</b>	Sudden Unexpected Deaths in Infants and Children
<b>WCC</b>	Worcestershire County Council
<b>WFADA &amp; SV</b>	Worcestershire Forum Against Domestic Abuse and Sexual Violence
<b>WMP</b>	West Mercia Police
<b>WSAB</b>	Worcestershire Safeguarding Adults Board
<b>WSCB</b>	Worcestershire Safeguarding Children Board
<b>YJS</b>	Youth Justice Service

**JACOBS®**

**Kidderminster  
The Grange**

Worcestershire County Council

**High Level - Option Appraisal**

BW40004B/6PA3/RP01

May 2018



The Grange, Kidderminster

Kidderminster, The Grange

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Client no:

Project Manager: Andrew Stamper

Author: Karen Lewing

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ORIGINAL	NAME Karen Lewing		NAME Karen Lewing	NAME Dermot Galvin	
Approved by	NAME Dermot Galvin		As Project Manager I confirm that the above document(s) have been subjected to Jacobs' Check and Review procedure and that I approve them for issue.		Initials
					DG
DATE	21/05/2018	Document status Final			

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Document history and status

Revision	Date	Description	By	Review	Approved
0	21/05/2018	Report issued	Karen Lewing	KL/ DG	DG

## The Brief

Worcestershire County Council (WCC) have commissioned Jacobs to complete a high level options appraisal for The Grange, Kidderminster, with the purpose of the redesign of the main building to create a new dual purpose facility. This appraisal has been prepared in order to enable a preferred option to be identified and a more detailed feasibility to be commissioned.

The brief is to accommodate a minimum of 29 beds for people with dementia in the form of a long-term residential unit and a separate 5 bed recovery and rehabilitation unit with a therapy room. The change of use from short-term recovery to permanent residential accommodation increases the importance of the facilities to allow residents to maintain active lives and it is vital that the design of the building and external spaces will follow dementia care design principles to allow the residents to thrive.

## The Site and Existing Building

The site is accessed from Sutton Park Road and has many mature trees and shrubs across the site. The buildings are on a plateau that is lower than the entrance and steeply slopes to the rear of the site.

The main building was constructed in 1975 and has had further extensions and remodelling. The building is generally dated in décor and has outdated fixtures and fittings which are not suitable for people with dementia and create an institutional feel. The layout is confusing and has long, narrow dead-end corridors with low ceilings. The bedrooms are small and only 2 have ensuite facilities. The separate Kennedy and Sutton House to the rear of the site does not form part of this study but has been presumed to be demolished for the new build option to maximise the full site area.

Condition surveys for the building works were carried out in December 2015. Both refurbishment options include for fire, condition and asbestos work to be completed at the same time and essential replacements such as interior doors and decoration can be changed to enable a more homely feel to be achieved and aid orientation. Updated lighting will brighten the dark corridors and new furniture and wet room ensuites will encourage independence and allow dignity in some of the rooms. Some landscaping of the existing external areas including the first floor balcony will be required to provide a safe outdoor environment. These areas are of particular importance to people with dementia but at the moment are little used.

Despite investing in the refurbishment and remodelling work in Option 1 and 2 there will inevitably be some limitations due to the nature of the existing building.

## Options

The report and associated drawings identify the following agreed options:

- **Option 1 Refurbishment** - proposed plans show the reorganisation of the building to accommodate the 5 bed recovery unit and provide 33 dementia beds with some remodelling of the ground floor space to give 4 new good sized ensuite bedrooms.
- **Option 2 Remodelling**- as Option 1 but with more extensive remodelling to make better use of space and give some rooms of more appropriate size for their function. Small existing bedrooms are combined to form an improved bedroom size with new wet room ensuites giving 6 further ensuite bedrooms and 25 beds in total. Some of the smallest rooms would have a large replacement window to

bring more natural light and increase the useable floor area. Remodelling of the entrance area is also proposed to make a clear and welcoming environment.

- **Option 3 New Build** – Demolition of all of the existing buildings on the site and the construction of a new 60 bed residential home. There are many options for a new home but the developed option would follow the principles of good dementia care design and have all ensuite rooms.

High-level costs based on a square metre rate to reflect the general nature of each type of refurbishment category have been provided for each option. Option 3 will provide twice the minimum number of bedrooms required.

We have given some thought to the phasing of the work to ensure that some occupation of the building could be retained during refurbishment options. We have assumed a strategy whereby the works would be undertaken in three phases ensuring that most of the building could remain occupied during the works. This is reflected in the programme and would involve careful site logistics.

For clarity and estimating purposes we have divided the refurbishment into four types:

## Refurbishment Type

- A- Remodelling and refurbishment
- B- Full Refurbishment
- C- Light Refurbishment
- D- No Work



Figure 1 Aerial View (Google maps)

Imagery ©2018 Infoterra Ltd & Bluesky Map data ©2018 Google



## Option 1 and 2

### Scope of study

- Fire compliance, asbestos removal and condition items identified in the most recent surveys have been included. Neither option addresses the age of the boilers, the roof (other than identified repairs) or replacement windows (other than some identified repairs). Broadly, the work being carried out concentrates on the improvement of the internal environment and not the external envelope.
- Externally, upgrading the external lights, the balcony fence to bring it up to a safe height, replacing unsuitable external fencing, some new planting provision and trimming of existing vegetation and repairs to the existing paving has been included. More extensive external work has not been allowed for.
- A sum for new external and internal signage has been included.

- **All Bedrooms**

Allow for removal of fitted furniture and full redecoration of bedrooms to include new flooring, painted ceiling and walls, new loose furniture including bed, bedside table wardrobe, chest of drawers, chair and curtains. Updated lighting.

- **All Bathrooms**

Allow for removal of fittings and new Care range fittings and fixtures. New flooring and redecoration including extraction and lighting.

- **Circulation**

New replacement grid ceiling in the ground floor corridors and redecoration of all other ceilings. New energy efficient lighting will greatly improve these spaces. New flooring and walls will also be decorated.

- **Communal Lounge and Dining Areas**

Full redecoration including new flooring, and redecorated walls and ceilings including new light fittings and blinds/curtains.

No allowance has been made for new fitted or loose furniture in these areas.

- **Option 2 Additional Work**

Demolition of the existing canopy and a new entrance to the building has been included for this option. This will include some internal remodelling of the entrance to modernise the reception area to the building.

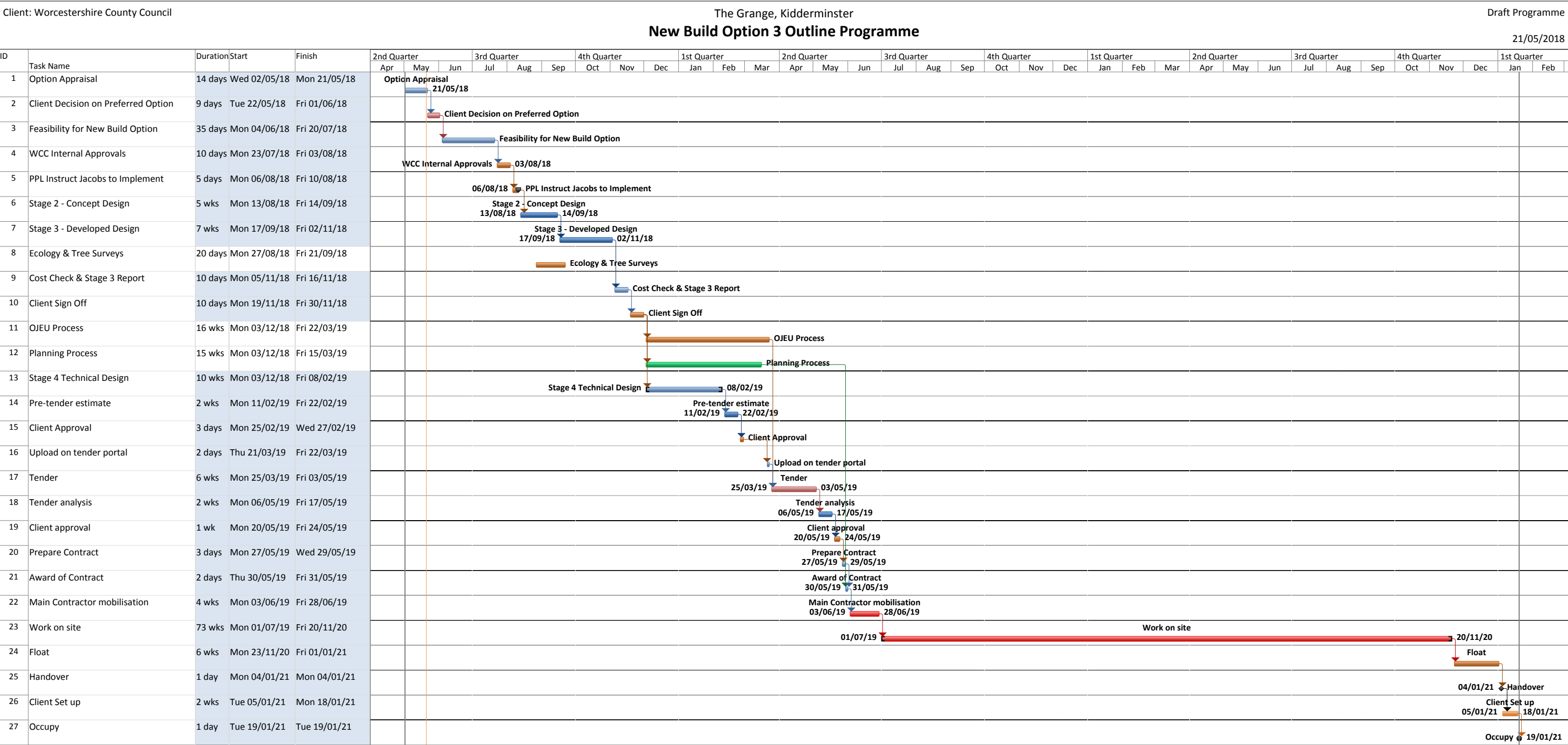
## Option 3

### Scope of study

- In this option the existing buildings on the site would be demolished, including asbestos removal works and the new building erected. The site will need some landscaping in order to maximise the area available for the new building. The existing car park and entrance would be rationalised to be more efficient and the whole building would sit over two storeys.

Appendix A. Programmes

D	Task Name	Duration	Start	Finish	3rd Quarter					4th Quarter			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
					May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Option Appraisal	14 days	Wed 02/05/18	Mon 21/05/18																				
2	Client Decision on Preferred Option	9 days	Tue 22/05/18	Fri 01/06/18																				
3	Feasibility for Preferred Option	25 days	Mon 04/06/18	Fri 06/07/18																				
4	WCC Internal Approvals	10 days	Mon 09/07/18	Fri 20/07/18																				
5	PPL Instruct Jacobs to Implement	5 days	Mon 23/07/18	Fri 27/07/18																				
6	Stage 2 - Concept Design	3 wks	Mon 30/07/18	Fri 17/08/18																				
7	Stage 3 - Developed Design	4 wks	Mon 20/08/18	Fri 14/09/18																				
8	Cost Check & Stage 3 Report	5 days	Mon 17/09/18	Fri 21/09/18																				
9	Client Sign Off	5 days	Mon 24/09/18	Fri 28/09/18																				
10	Stage 4 Technical Design	7 wks	Mon 01/10/18	Fri 16/11/18																				
11	Pre-tender estimate	1 wk	Mon 19/11/18	Fri 23/11/18																				
12	Client Approval	3 days	Mon 26/11/18	Wed 28/11/18																				
13	Place on tender portal	2 days	Thu 29/11/18	Fri 30/11/18																				
14	Tender	6 wks	Mon 03/12/18	Fri 11/01/19																				
15	Tender analysis	2 wks	Mon 14/01/19	Fri 25/01/19																				
16	Client approval	1 wk	Mon 28/01/19	Fri 01/02/19																				
17	Prepare Contract	3 days	Mon 04/02/19	Wed 06/02/19																				
18	Award of Contract	2 days	Thu 07/02/19	Fri 08/02/19																				
19	Main Contractor mobilisation	4 wks	Mon 11/02/19	Fri 08/03/19																				
20	Refurbishment Works 3 Phases	34 wks	Mon 11/03/19	Fri 01/11/19																				
21	Float	3 wks	Mon 04/11/19	Fri 22/11/19																				
22	Handover	1 day	Mon 25/11/19	Mon 25/11/19																				
23	Client Set up Final Phase	1 wk	Tue 26/11/19	Mon 02/12/19																				
24	Occupy	1 day?	Tue 03/12/19	Tue 03/12/19																				





## Appendix B. Cost Estimates

Cost estimates based on High level appraisals, in particular with regard to refurbishments works have significant limitations as they are built up using square metres rates rather than costs which reflect a particular scope of work. A more detailed feasibility study whereby the actual scope of work in each room is identified would enable a more targeted estimate to be prepared offering the potential to tailor the scope of work to meet priorities and a specific budget.

For this reason, at this early stage we would advise that a risk factor is applied to each estimate to give an expected range of costs. For options 1 and 2 we have applied a range of -20% to +10%. For option 3 this is + or – 20%. The totals below are rounded up or down to reflect the approximate nature of the costs.

	Range	
	Lower Limit	Upper Limit
Option 1	2,200,000	3,000,000
Option 2	2,400,000	3,300,000
Option 3	6,400,000	9,600,000

The Grange Care Home					
Option 1					
Worcestershire County Council					
JACOBS®					
COST CENTRE	GROUP ELEMENT/ELEMENT	QTY	Unit	Rate	TOTAL COST OF ELEMENT
1	Refurbishment Works - Option 1				
1.01	Remodelling and refurbishment works	99	m²	1,500	148,500
1.02	Full Refurbishment	673	m²	800	538,400
1.03	Light Refurbishment	500	m²	500	250,000
1.04	New bathroom with Care range showers and non-mixer taps	22	nr	5,000	110,000
1.05	Fire safety works	1	item	301,177	301,177
1.06	Asbestos removal	1	item	40,000	40,000
1.07	Lift Replacement	1	Item	25,000	25,000
1.08	Condition surveys	1	Item	20,000	20,000
					1,433,077
2	External Works				
2.01	External landscaping	1	item	10,000	10,000
2.02	Fencing	1	item	3,000	3,000
2.03	External lights and signage	1	item	25,000	25,000
2.04	Repair external pavings	1	item	10,000	10,000
					48,000
	SUB-TOTAL: FACILITATING AND BULDING WORKS				1,481,077
	Preliminaries				
3					
3.01	Main Contractor's Preliminaries				
3.02	Preliminaries	1	item	15%	222,162
	BASE COST ESTIMATE (I) [I = E + H]				
4					
4.01	Risks				
4.02	Design Development Risks	1	item	5.00%	74,054
4.03	Construction Risks	1	item	5.00%	74,054
					148,108
5					
	Fee				
5.01	Fee based on total building value	1	item	227,250	227,250
5.02	Fee Contingency	1	item	15,000	15,000
5.03	PPL fees project management	1	item	3%	55,540
					297,790
6					
	Allowances				
6.01	Allowance for Building Regulations Fees	1	item	5,000	5,000
6.02	Asbestos Surveys	1	item	5,000	5,000
6.03	Surveys and investigations	1	item	5,000	5,000
6.04	IT Network and WiFi	1	item	40,000	40,000
6.05	Furniture to bedrooms	40	Nr	14,000	560,000
	TOTAL: Fee Cost				615,000
	COST LIMIT (excl VAT)				2,764,137
7	VAT Assessment				EXCLUDED

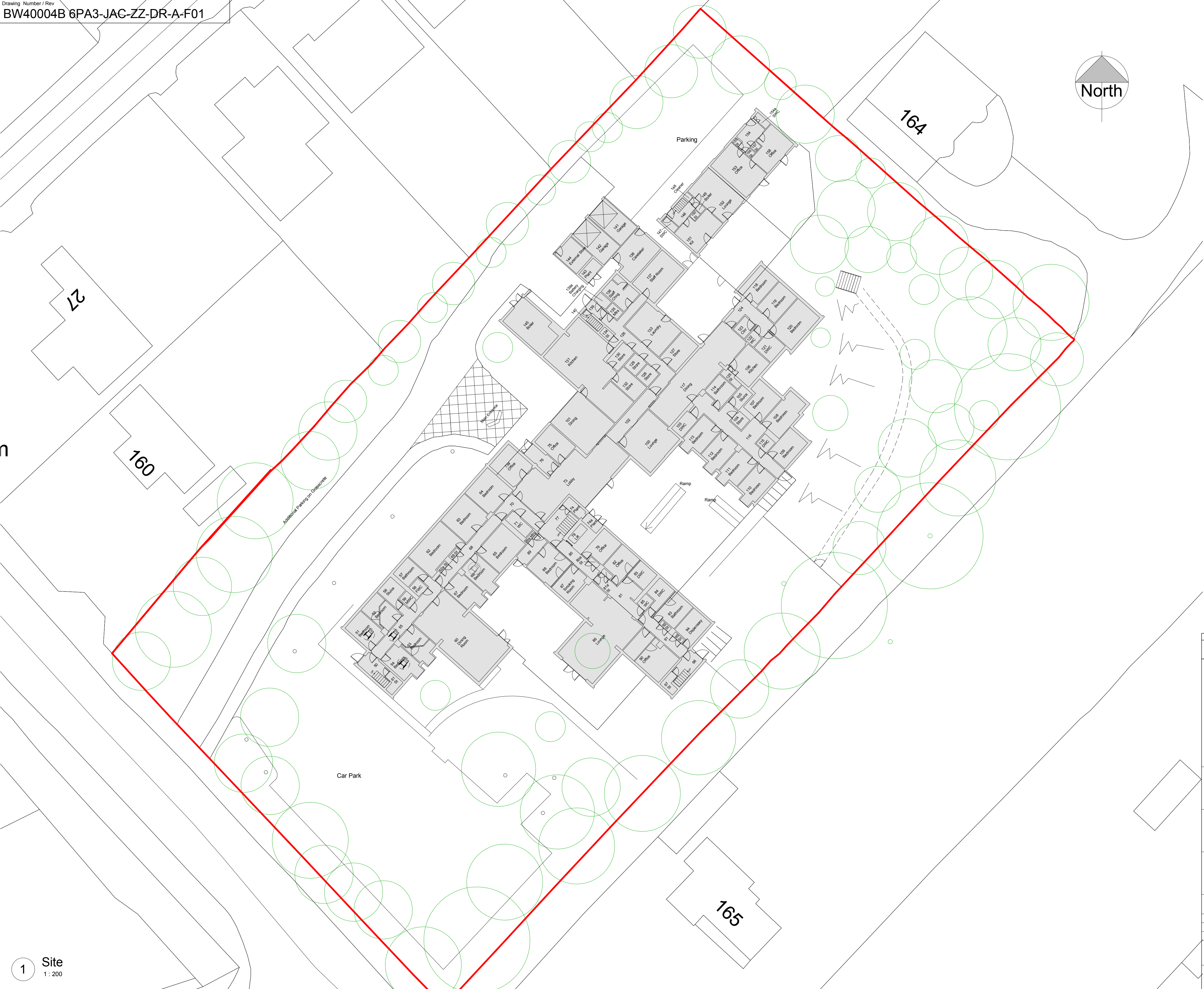
The Grange Care Home					
Option 2					
Worcestershire County Council					
JACOBS®					
COST CENTRE	GROUP ELEMENT/ELEMENT	QTY	Unit	Rate	TOTAL COST OF ELEMENT
1	Refurbishment Works - Option 2				
1.01	Remodelling and refurbishment works	275	m²	1,500	412,500
1.02	Full Refurbishment	492	m²	800	393,600
1.03	Light Refurbishment	505	m²	500	252,500
1.04	New bathroom with Care range showers and non-mixer taps	22	Nr	5,000	110,000
1.05	Fire safety works	1	item	301,177	301,177
1.06	Asbestos removal	1	item	40,000	40,000
1.07	Lift Replacement	1	Item	25,000	25,000
1.08	Condition surveys	1	Item	20,000	20,000
1.09	Entrance canopy removed and entrance extended with internal alternations	1	Item	50,000	50,000
					1,604,777
2	External Works				
2.01	External landscaping	1	item	10,000	10,000
2.02	Fencing	1	item	3,000	3,000
2.03	External lights and signage	1	item	25,000	25,000
2.04	Repair external pavings	1	item	10,000	10,000
					48,000
	SUB-TOTAL: FACILITATING AND BULDING WORKS				1,652,777
3	Preliminaries				
3.01	Main Contractor's Preliminaries				
3.02	Preliminaries	1	item	15%	247,917
4	Risk				247,917
	BASE COST ESTIMATE (I) [I = E + H]				
4.01	Risks				
4.02	Design Development Risks	1	item	5.00%	82,639
4.03	Construction Risks	1	item	5.00%	82,639
5	Fee				165,278
5.01	Fee based on total building value	1	item	252,647	252,647
5.02	Fee Contingency	1	item	20,000	20,000
5.03	PPL fees project management	1	item	3%	61,979
6					334,626
6.01	Allowance for Building Regulations Fees	1	item	5,000	5,000
6.02	Asbestos Surveys	1	item	5,000	5,000
6.03	Surveys and investigations	1	item	6,000	6,000
6.04	IT Network and WiFi	1	item	40,000	40,000
6.05	Furniture to bedrooms	40	Nr	14,000	560,000
	TOTAL: Fee Cost				616,000
	COST LIMIT (excl VAT)				3,016,597
7	VAT Assessment				EXCLUDED

The Grange Care Home					
Option 3					
Worcestershire County Council					
JACOBS®					
COST CENTRE	GROUP ELEMENT/ELEMENT	QTY	Unit	Rate	TOTAL COST OF ELEMENT
1	New Build - Option 3				
1.01	Demolish the whole building	1758	m²	150	263,700
1.02	New 2 storey Care Home	3114	m2	1,525	4,748,850
					5,012,550
2	External Works				
2.01	Hard Landscaping	1200	m2	120	144,000
2.02	28 Places Car Park	522	m2	120	62,640
2.03	Soft Landscaping	1336	m2	30	40,080
2.04	Fencing	353	m	100	35,300
2.05	External lights and signage	1	Item	50,000	50,000
2.06	Drainage	3114	m2	50	155,700
2.07	Canopies	1	Item	250,000	250,000
					737,720
	SUB-TOTAL: FACILITATING AND BULDING WORKS				5,750,270
3	Preliminaries				
3.01	Main Contractor's Preliminaries				
3.02	Preliminaries	1	item	0%	-
4	Risk				0
4.01	Risks				
4.02	Design Development Risks	1	item	5.00%	287,514
4.03	Construction Risks	1	item	5.00%	287,514
5					575,027
	Fee				
5.01	Fee based on total building value	1	item	623,591	623,591
5.02	Fee Contingency	1	item	30,000	30,000
5.03	PPL fees project management	1	item	2.00%	115,005
6					768,596
6.01	Allowance for Building Regulations Fees	1	item	15,000	15,000
6.02	Asbestos Surveys	1	item	8,000	8,000
6.03	Surveys and investigations	1	item	20,000	20,000
6.04	FF&E bedroom furniture	62	Nr	14,000.00	868,000
	TOTAL: Fee Cost				911,000
	COST LIMIT (excl VAT)				8,004,893
7	VAT Assessment				EXCLUDED

Appendix C. Drawings

6PA3-JAC-ZZ-DR-A-F01	Site Analysis
6PA3-JAC-ZZ-DR-A-F02	Ground Floor- Existing
6PA3-JAC-ZZ-DR-A-F03	First Floor as Existing
6PA3-JAC-ZZ-DR-A-F05	Existing Room Schedule
6PA3-JAC-ZZ-DR-A-F10	Option 3 – Proposed New Building
6PA3-JAC-ZZ-DR-A-F16	Option 1- Ground Floor
6PA3-JAC-ZZ-DR-A-F17	Option 1 – First Floor
6PA3-JAC-ZZ-DR-A-F18	Option 2 – Ground Floor
6PA3-JAC-ZZ-DR-A-F19	Option 2 – First Floor





1 Site  
1 : 200

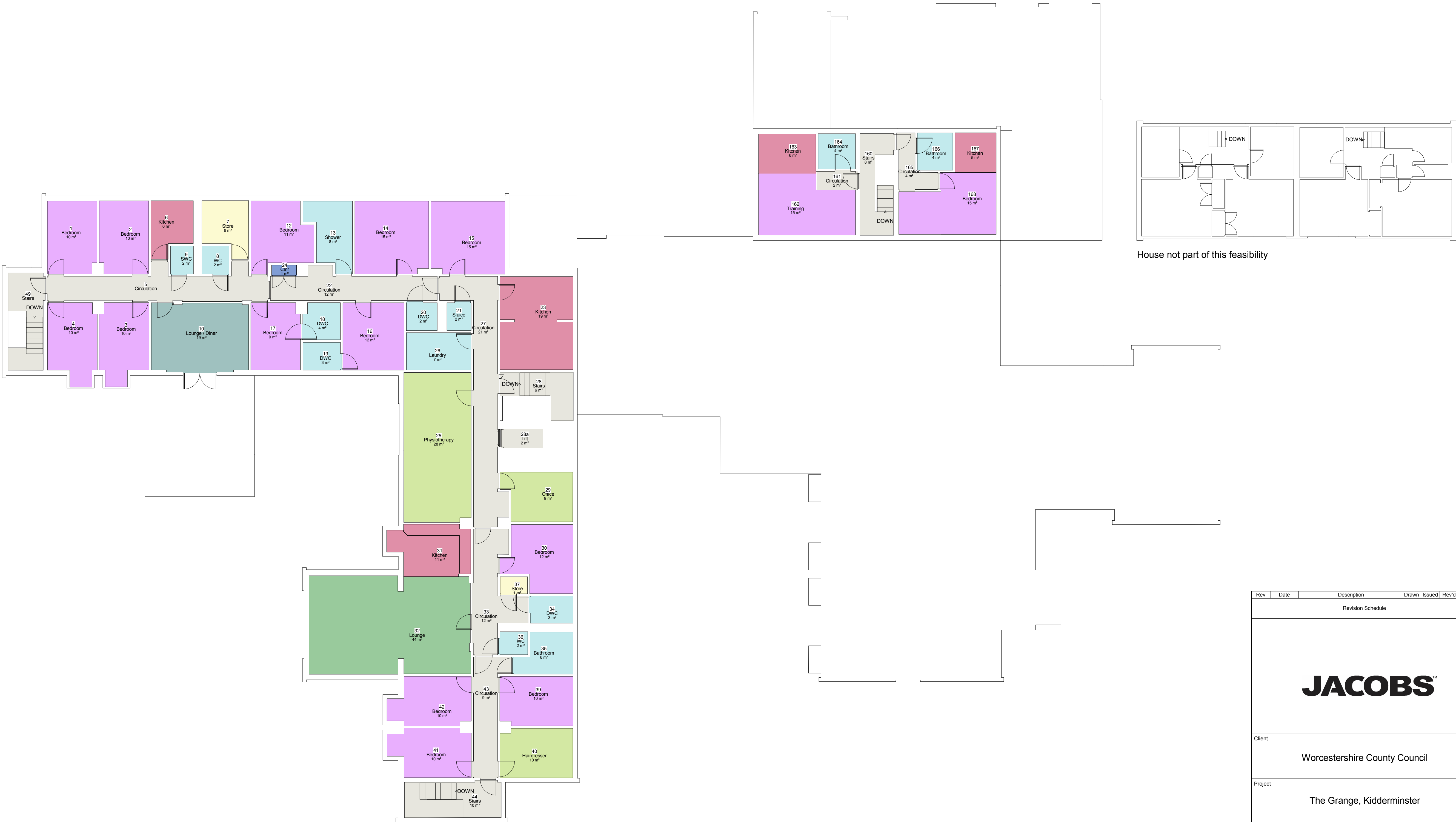
Rev	Date	Description	Drawn	Issued	Rev'd	App'd
Revision Schedule						
<b>JACOBS™</b>						
Client Worcestershire County Council						
Project The Grange, Kidderminster						
Drawing title Site Analysis						
Drawing Status Feasibility						
Scale		1 : 200		DO NOT SCALE		
Jacobs No.						
JPI No.		BW40004B 6PA3-JAC-ZZ-DR-A-F01				
Sheet No.		Rev				
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1 Ground Floor - Existing  
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Revision Schedule						



1 First Floor Plan - Existing

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Worcestershire County Council						
Project						
The Grange, Kidderminster						
Drawing title						
First Floor - Existing						
Drawing Status						
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EXISTING ROOM SCHEDULE				
Level	Number	Area	Name	Department

Level 0 FFL				
Level 0 FFL	50	7 m²	Stairs	Circulation
Level 0 FFL	51	10 m²	Bedroom	Bedroom
Level 0 FFL	52	10 m²	Bedroom	Bedroom
Level 0 FFL	53	10 m²	Bedroom	Bedroom
Level 0 FFL	54	10 m²	Bedroom	Bedroom
Level 0 FFL	55	17 m²	Circulation	Circulation
Level 0 FFL	56	6 m²	Sluice	Sanitary
Level 0 FFL	57	6 m²	Bathroom	Sanitary
Level 0 FFL	58	2 m²	FWC	Sanitary
Level 0 FFL	59	2 m²	MWC	Sanitary
Level 0 FFL	60	51 m²	Dining	Dining
Level 0 FFL	61	3 m²	St	Storage
Level 0 FFL	62	19 m²	Bedroom	Bedroom
Level 0 FFL	62a	1 m²	St	Storage
Level 0 FFL	63	15 m²	Bedroom	Bedroom
Level 0 FFL	64	15 m²	Bedroom	Bedroom
Level 0 FFL	65	16 m²	Bedroom	Bedroom
Level 0 FFL	66	10 m²	Bedroom	Bedroom
Level 0 FFL	67	10 m²	Bedroom	Bedroom
Level 0 FFL	68	13 m²	Circulation	Circulation
Level 0 FFL	69	1 m²	Store	Storage
Level 0 FFL	70	9 m²	Circulation	Circulation
Level 0 FFL	71	4 m²	WC	Sanitary
Level 0 FFL	73	55 m²	Lobby	Circulation
Level 0 FFL	73a	12 m²	Management Office	Staff
Level 0 FFL	74	3 m²	Plant	Plant
Level 0 FFL	74a	3 m²	Plant	Plant
Level 0 FFL	75	10 m²	Admin Office	Staff
Level 0 FFL	76	6 m²	Circulation	Circulation
Level 0 FFL	77	11 m²	Stairs	Circulation
Level 0 FFL	78	2 m²	Lift	Circulation
Level 0 FFL	79	9 m²	Office	Staff
Level 0 FFL	80	7 m²	Circulation	Circulation
Level 0 FFL	80a	1 m²	St	Storage

EXISTING ROOM SCHEDULE				
Level	Number	Area	Name	Department

Level 0 FFL	81	13 m²	Circulation	Circulation
Level 0 FFL	81a	1 m²	St	Storage
Level 0 FFL	82	9 m²	Office	Staff
Level 0 FFL	83	6 m²	DWC	Sanitary
Level 0 FFL	84	6 m²	DWC	Sanitary
Level 0 FFL	85	2 m²	WC	Sanitary
Level 0 FFL	86	55 m²	Lounge	Lounge
Level 0 FFL	87	9 m²	Empty Room	Storage
Level 0 FFL	88	13 m²	Store	Storage
Level 0 FFL	89	6 m²	Lobby	Circulation
Level 0 FFL	90	19 m²	Office	Staff
Level 0 FFL	91	9 m²	Circulation	Circulation
Level 0 FFL	92	1 m²	St	Storage
Level 0 FFL	93	9 m²	Bathroom	Sanitary
Level 0 FFL	94	9 m²	Dispensary	Staff
Level 0 FFL	95	1 m²	St	Storage
Level 0 FFL	96	7 m²	Stairs	Circulation
Level 0 FFL	97	3 m²	Store	Storage
Level 0 FFL	100	25 m²	Lounge	Lounge
Level 0 FFL	101	26 m²	General Office	Staff
Level 0 FFL	102	11 m²	Circulation	Circulation
Level 0 FFL	103	4 m²	DWC	Sanitary
Level 0 FFL	104	2 m²	Store	Storage
Level 0 FFL	105	4 m²	Sluice	Sanitary
Level 0 FFL	106	12 m²	Staff / Resident Kitchen	Kitchen
Level 0 FFL	107	10 m²	Bedroom	Bedroom
Level 0 FFL	108	13 m²	Bedroom	Bedroom
Level 0 FFL	109	10 m²	Bedroom	Bedroom
Level 0 FFL	110	10 m²	Bedroom	Bedroom
Level 0 FFL	111	10 m²	Bedroom	Bedroom
Level 0 FFL	112	10 m²	Bedroom	Bedroom
Level 0 FFL	113	10 m²	Bedroom	Bedroom
Level 0 FFL	114	7 m²	Bathroom	Sanitary
Level 0 FFL	115	2 m²	DWC	Sanitary
Level 0 FFL	116	26 m²	Circulation	Circulation

EXISTING ROOM SCHEDULE				
Level	Number	Area	Name	Department

Level 0 FFL	117	44 m²	Dining	Dining
Level 0 FFL	118	10 m²	Bedroom	Bedroom
Level 0 FFL	119	11 m²	Bedroom	Bedroom
Level 0 FFL	120	16 m²	Bedroom	Bedroom
Level 0 FFL	121	6 m²	DWC	Sanitary
Level 0 FFL	122	2 m²	WC	Sanitary
Level 0 FFL	123	3 m²	Clnr	Cleaner
Level 0 FFL	124	10 m²	Circulation	Circulation
Level 0 FFL	125	2 m²	Store	Storage
Level 0 FFL	126	20 m²	Circulation	Circulation
Level 0 FFL	127	9 m²	Linen Store	Storage
Level 0 FFL	128	3 m²	Store	Storage
Level 0 FFL	129	3 m²	Store	Storage
Level 0 FFL	130	5 m²	Pot Wash	Storage
Level 0 FFL	131	52 m²	Kitchen	Kitchen
Level 0 FFL	132	7 m²	Store	Storage
Level 0 FFL	133	20 m²	Laundry	Sanitary
Level 0 FFL	134	1 m²	Store	Storage
Level 0 FFL	135	2 m²	Mtrs	Plant
Level 0 FFL	136	8 m²	Staff Changing	Staff
Level 0 FFL	136a	1 m²	St	Storage
Level 0 FFL	137	17 m²	Staff Room	Staff
Level 0 FFL	138	17 m²	Caretaker	Cleaner
Level 0 FFL	139	3 m²	Lobby	Circulation
Level 0 FFL	139a	2 m²	Battery Charging	Storage
Level 0 FFL	140	3 m²	Stairs	Circulation
Level 0 FFL	141	14 m²	Garage	Storage
Level 0 FFL	142	14 m²	Garage	Storage
Level 0 FFL	143	4 m²	Plant	Circulation
Level 0 FFL	144	9 m²	External Store	Storage
Level 0 FFL	145	20 m²	Boiler	Plant

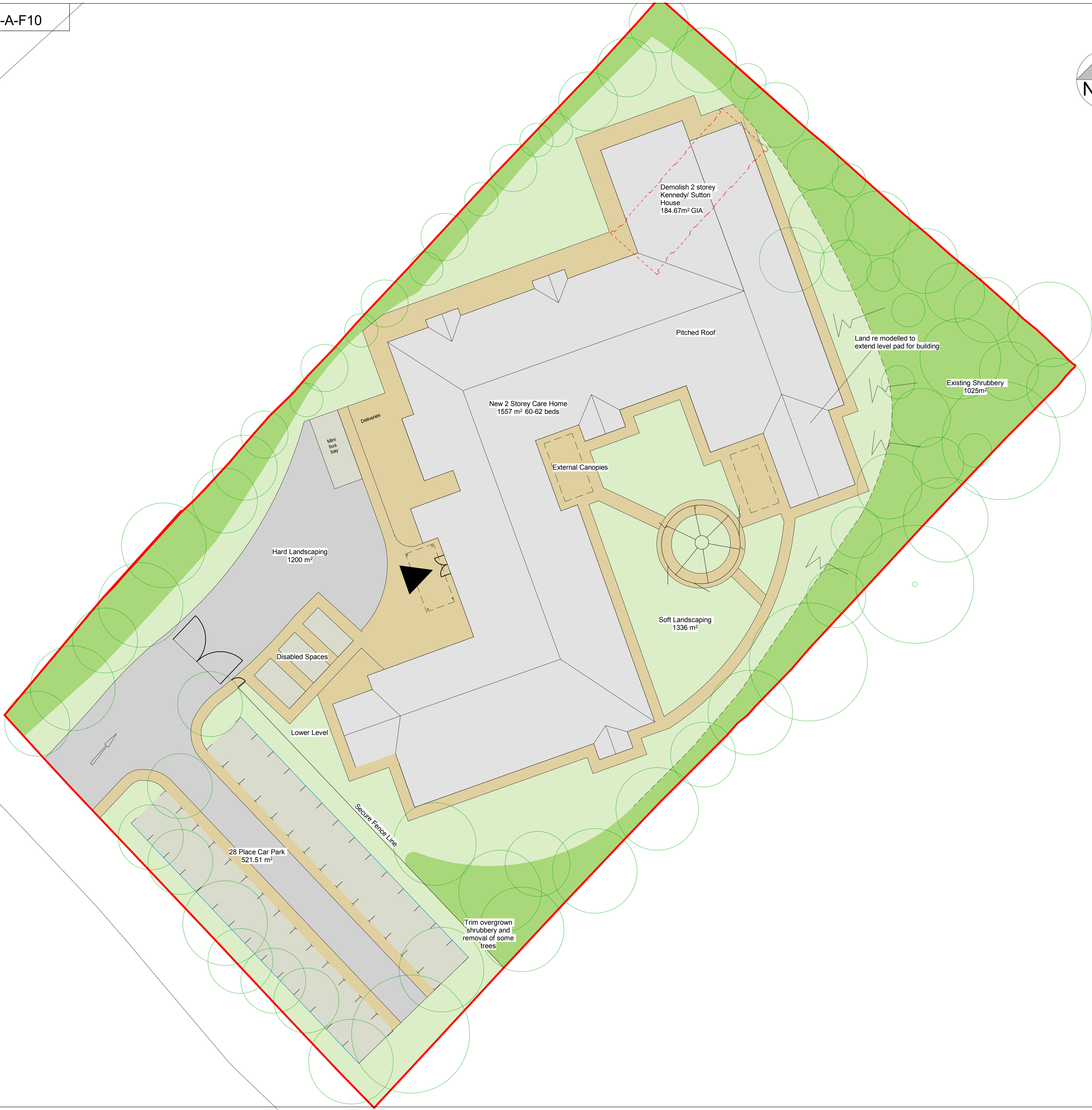
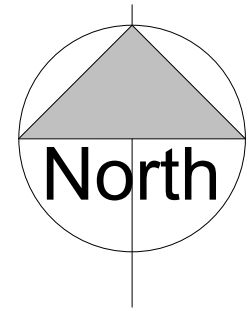
EXISTING ROOM SCHEDULE				
Level	Number	Area	Name	Department

Level 1				
Level 1	1	10 m²	Bedroom	Bedroom
Level 1	2	10 m²	Bedroom	Bedroom
Level 1	3	10 m²	Bedroom	Bedroom
Level 1	4	10 m²	Bedroom	Bedroom
Level 1	5	17 m²	Circulation	Circulation
Level 1	6	6 m²	Kitchen	Kitchen
Level 1	7	6 m²	Store	Storage
Level 1	8	2 m²	WC	Sanitary
Level 1	9	2 m²	SWC	Sanitary
Level 1	10	19 m²	Lounge / Diner	Dining
Level 1	12	11 m²	Bedroom	Bedroom
Level 1	13	8 m²	Shower	Sanitary
Level 1	14	15 m²	Bedroom	Bedroom
Level 1	15	15 m²	Bedroom	Bedroom
Level 1	16	12 m²	Bedroom	Bedroom
Level 1	17	9 m²	Bedroom	Bedroom
Level 1	18	4 m²	DWC	Sanitary
Level 1	19	3 m²	DWC	Sanitary
Level 1	20	2 m²	DWC	Sanitary
Level 1	21	2 m²	Sluice	Sanitary
Level 1	22	12 m²	Circulation	Circulation
Level 1	23	19 m²	Kitchen	Kitchen
Level 1	24	1 m²	Clnr	Cleaner
Level 1	25	28 m²	Physiotherapy	Staff
Level 1	26	7 m²	Laundry	Sanitary
Level 1	27	21 m²	Circulation	Circulation
Level 1	28	6 m²	Stairs	Circulation
Level 1	28a	2 m²	Lift	Circulation
Level 1	29	9 m²	Office	Staff
Level 1	30	12 m²	Bedroom	Bedroom
Level 1	31	11 m²	Kitchen	Kitchen
Level 1	32	44 m²	Lounge	Lounge
Level 1	33	12 m²	Circulation	Circulation
Level 1	34	3 m²	DWC	Sanitary
Level 1	35	6 m²	Bathroom	Sanitary
Level 1	36	2 m²	WC	Sanitary
Level 1	37	1 m²	Store	Storage
Level 1	39	10 m²	Bedroom	Bedroom
Level 1	40	10 m²	Hairdresser	Staff
Level 1	41	10 m²	Bedroom	Bedroom
Level 1	42	10 m²	Bedroom	Bedroom
Level 1	43	9 m²	Circulation	Circulation
Level 1	44	10 m²	Stairs	Circulation
Level 1	49	8 m²	Stairs	Circulation
Level 1	160	8 m²	Stairs	Circulation
Level 1	161	2 m²	Circulation	Circulation
Level 1	162	15 m²	Training	Bedroom
Level 1	163	6 m²	Kitchen	Kitchen
Level 1	164	4 m²	Bathroom	Sanitary
Level 1	165	4 m²	Circulation	Circulation
Level 1	166	4 m²	Bathroom	Sanitary
Level 1	167	5 m²	Kitchen	Kitchen
Level 1	168	15 m²	Bedroom	Bedroom

153

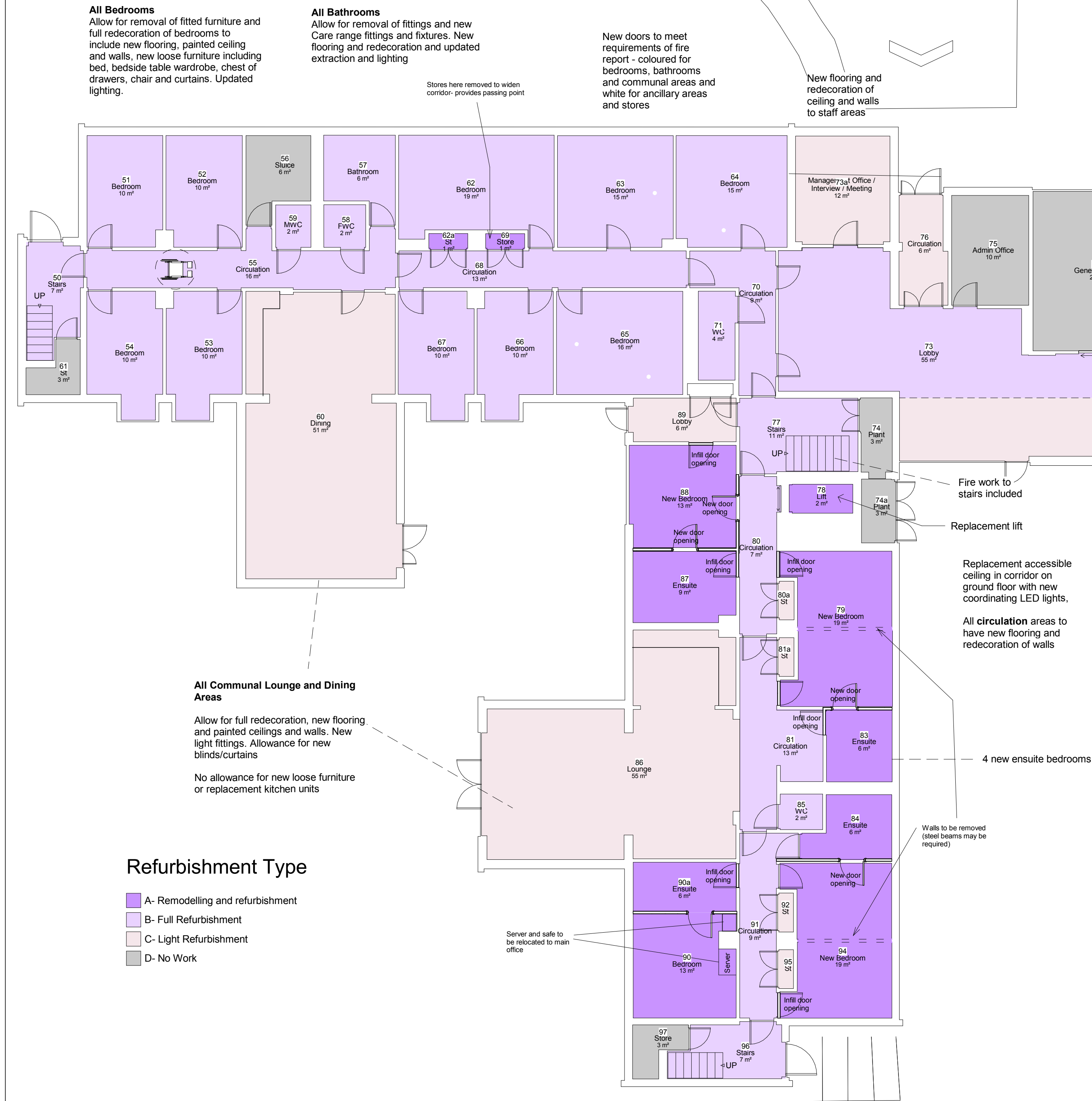
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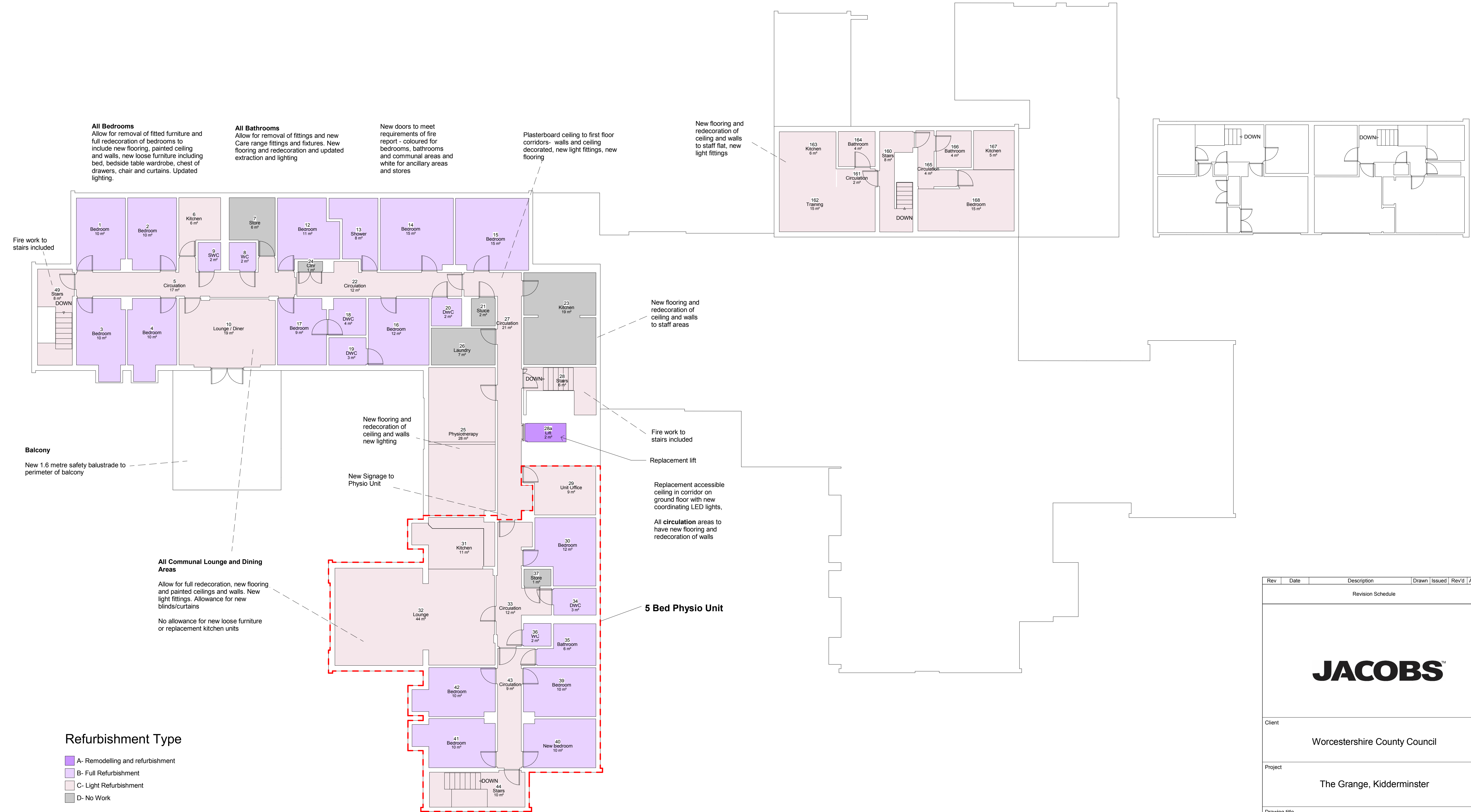


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Project The Grange, Kidderminster									
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Client						
Worcestershire County Council						
Project						
The Grange, Kidderminster						
Drawing title						
Ground Floor Option 1 - Refurbishment Type						
Drawing Status						
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Client						
Worcestershire County Council						
Project						
The Grange, Kidderminster						
Drawing title						
First Floor Option 1 Refurbishment Type						
Drawing Status						
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JPI No.						
Drawing Number		Sheet No.			Rev	
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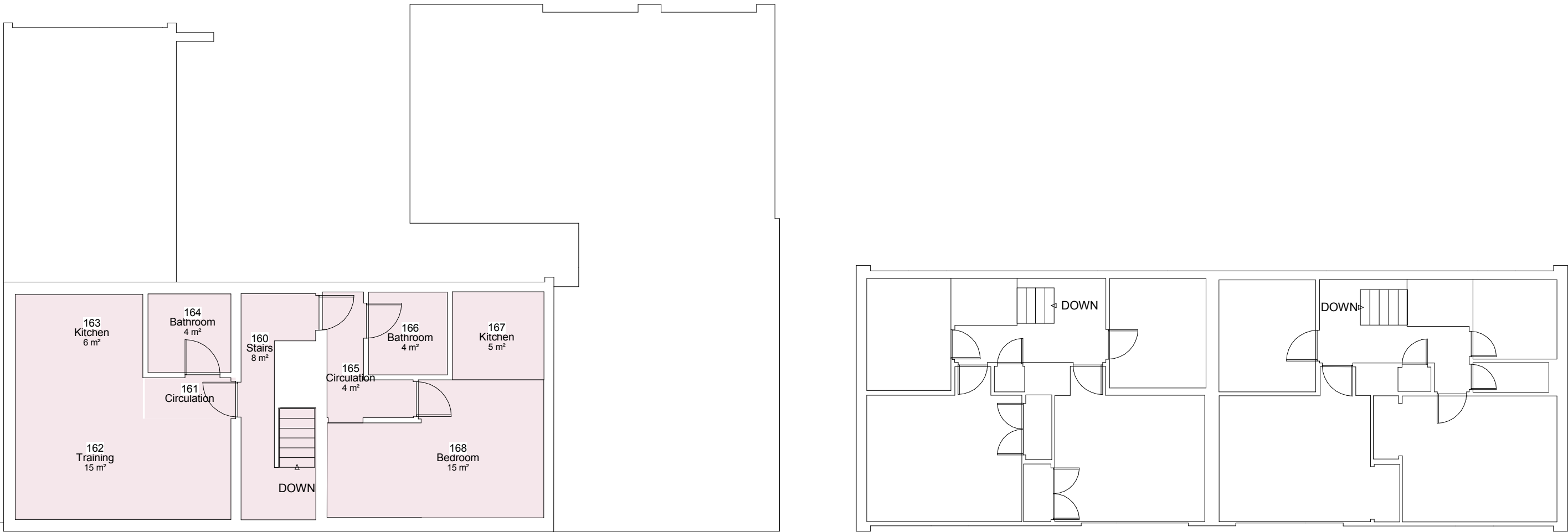
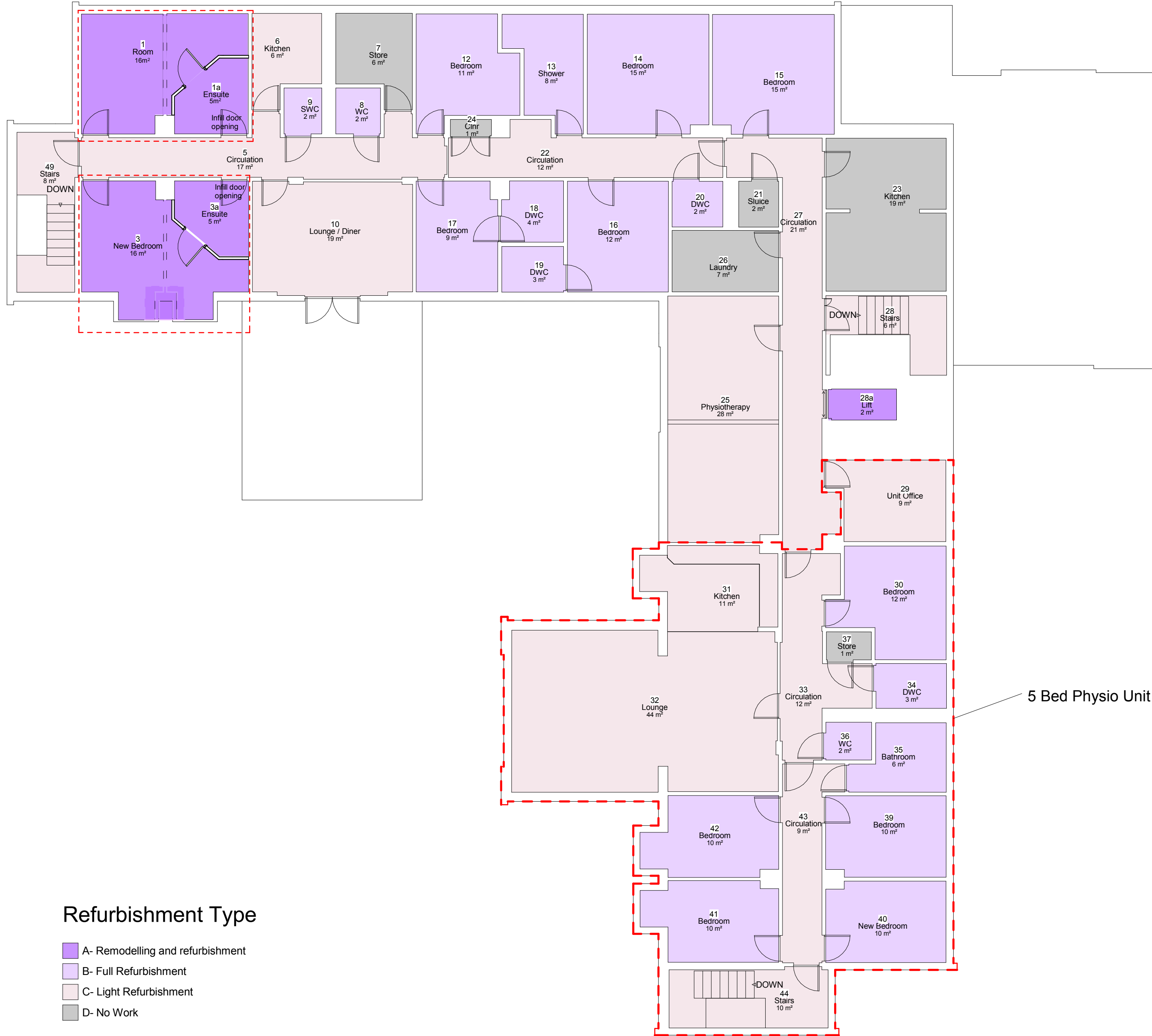


Rev	Date	Description	Drawn	Issued	Rev'd	Apr'd
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Worcestershire County Council						
Project						
The Grange, Kidderminster						
Drawing title						
Ground Floor Option 2 Refurbishment Type						
Drawing Status						
Scale		1 : 100		DO NOT SCALE		
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JPI No.		BW40004B 6PA3-JAC-ZZ-DR-A-F18				
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Additional Work to Option 2

**New Ensuite Bedrooms 2 no.**  
Allow for demolition of wall and infilling doors, work to the ceiling also required. New 2 no. wet room ensuites to first floor. Removal of existing fitted furniture and full redecoration of bedrooms to include new flooring, painted ceiling and walls, new loose furniture including bed, bedside table wardrobe, chest of drawers, chair and curtains. Updated lighting. Bedroom 3 with 'window box' is to be combined in this option to form a new large window and increased floor area. 2 storey extension.



Refurbishment Type

- A- Remodelling and refurbishment
- B- Full Refurbishment
- C- Light Refurbishment
- D- No Work

Rev	Date	Description	Drawn	Issued	Rev'd	Apr'd
Revision Schedule						
Client						
Worcestershire County Council						
Project						
The Grange, Kidderminster						
Drawing title						
First Floor Option 2 Refurbishment Type						
Drawing Status						
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Worcestershire County Council

# Libraries Needs Assessment

Strategic Review 2018

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## 1. Executive Summary

This needs assessment has been undertaken to inform decisions required to achieve a significant reduction in the Library Service budget, while continuing to provide a service that is compliant with our statutory obligations and is focused on the needs of the community and relevant demographic groups.

The needs assessment evidences the current status of the Library Service provision for Worcestershire residents, highlighting how it is currently meeting its statutory duty.

It also identifies where further improvements or changes are required to ensure the Library Service is relevant, sustainable and fit for the future.

Library Transformation options will be presented to Cabinet, with a request to recommend seeking feedback and comment from Worcestershire residents during a 90 Day Consultation, commencing in October 2018 and ending January 2019.

Transformation options build on the County's existing strategy for libraries and aspire to ensure the following seven common design principles, identified to develop library services, are met:

- meet legal requirements
- are shaped by local needs
- focus on public benefit and deliver a high-quality user experience
- make decisions informed by evidence, building on success
- support delivery of consistent England-wide core offers
- promote partnership working, innovation and enterprise
- use public funds effectively and efficiently

The Transformation options will include, but not be limited to:

1. Maintaining current provision
2. Reducing opening hours
3. Implementing Open Libraries (unstaffed, self-service periods in libraries and potential to extend opening hrs)
4. Transitioning community supported libraries to fully community run libraries
5. Implementing new, community and/or partner run libraries
6. Co-locating with new community services
7. As a last resort, closing libraries

## 2. Introduction

Worcestershire County Council is responsible for overseeing the delivery of a comprehensive and efficient library Service reflecting the changing needs of local communities.

In 2011 the Council initiated its Future of Libraries Programme; a strategy to drive forward improvements to its Public Library Service and to ensure efficiency savings. Key principles underpinning this approach included engaging with local communities to deliver a 'community offer' and moving away from traditional library approaches by developing a digital library offer, implementing self-service technologies and pursuing premises related transformation such as co-locations with third party services. More recently it has seen libraries delivering other, non-library, frontline services to customers.

Over £3.7 million worth of savings has been achieved by the Library Service since 2011/12 through a comprehensive property re-modelling programme, a series of staff and management restructures, a reduction in the Mobile Library service, investment in self-service technology and modernisation of its stock procurement process.

The planned gross budget for public libraries in 2018/19 is £10.87 million (all figures exclude central recharges). This includes The Hive at £6.99m, leaving a gross budget of £3.88 million for all other public library services across Worcestershire.

The 2018/19 gross budget and base budget for the Library Service is shown in Table 1 below.

**Table 1: 2018/19 Gross and Base Budget for the Library Service**

	Gross Base Budget (Inc. all Hive based services) £000	Gross Base Budget (WCC Library services only) £000	Net Base budget (WCC Library services only) £000
2018/19 with The Hive	10,868	8,859	3,760
2018/19 without The Hive	3,883	3,883	2,342

The Hive is Worcestershire's flagship library accommodating a number of services alongside the integrated public and University library, and with £2.009m worth of costs attributable to third parties i.e. Worcestershire Hub and Archives & Archaeology.

£300k of Libraries' overall base budget is funded by Public Health ring-fenced grant and a service level agreement is in place between Public Health and the Library Service, ensuring innovative use of Public Health money to maximise the use of libraries to fulfil duties of promoting independence, improving health and well-being and narrowing health inequalities.

£650k of premises-related income is generated each year through rental income from services co-located in library building and from library meeting room hire.

70% of the overall service budget is spent on staff, with the remaining 30% covering premises, hardcopy and electronic content (books, newspapers, magazines, AV material, online reference sources), IT, service support and service development costs.

As part of the Council's Medium Term Financial Plan (MTFP) an additional £1million savings target has been identified for the Library Service from 2018/19 to 2020/21. Table 2 below shows the current profile of these savings across the MTFP.

**Table 2: Current profile of savings across the MTFP**

	<b>Previous MTFP Savings</b>	<b>Revised MTFP savings (Sept 18)</b>
<b>2018/19</b>	£200,000	£200,000 (actually achieved £360k)
<b>2019/20</b>	£500,000	£340,000
<b>2020/21</b>	£300,000	£300,000
<b>Total</b>	<b>£1,000,000</b>	<b>£1,000,000</b>

An approach to significantly transform the Library Service's delivery model will be required to meet this level of savings.

Previous challenges to transformation decisions of other authorities indicate that major changes to an authority's Library Service delivery model must be made in the context of a strategic review that is in turn informed by a needs assessment. It is considered that only through the strategic review and needs assessment process, can an authority demonstrate that any proposal to fundamentally change the service delivery model would continue to secure the delivery of a comprehensive and efficient service.

This needs assessment provides a locally devised framework to describe the relative need for library provision across the county in terms of demographic need, library location and library use and will support the identification of a library transformation approach which ensures that reduced resources are prioritised to meet greatest need according to this framework.

It sets out the County's current Library Service provision and service offer and considers how well it is reaching its resident population; identifying areas of under-representation which will be taken into account when developing transformation options for libraries.

It also considers the cost efficiency of the County's libraries and initial public views on current library provision, including preferences for possible new library service delivery models.

The needs assessment is based on desk research and on feedback from an initial public engagement survey that ran for four weeks from 9 July 18 to 5 Aug 18. A full, 90 day public and stakeholder consultation will be undertaken from October 2018 to February 2019 to engage local communities in shaping decisions about future library transformation. A staff consultation will run concurrently.

All aspects of the Council's statutory public library service is within scope of this needs assessment. Provision of non-statutory library services to prisons and schools is out of scope.

The needs assessment derives its findings from a body of evidence that includes:

- Demographic profiles (age and socio-economic) of library active users and library catchment populations, sourced from ACORN, which categorises neighbourhoods in terms of the characteristics of their resident population.
- Indicators of deprivation levels in library catchment populations sourced from LSOA profiles using Office for National Statistics (ONS) data.
- Distances and travel times from each library to its closest three service points sourced from AA Route Planner.
- Patterns of active library user visiting behaviours to their home library and other libraries sourced from the County's Library Management System.
- Patterns of library activity sourced from the Library Management System, MyPC computer booking system and locally collected library data.

- Views of local residents sourced from responses to a public engagement survey.

Prior to detailed consultation with local stakeholders the council will assess the strengths, capacity and costs associated with different Library Service delivery models and will undertake a full appraisal of those models which will include, but will not be limited to:

1. Maintaining current provision
2. Reducing opening hours
3. Implementing Open Libraries (unstaffed, self-service periods in libraries and potential to extend opening hrs)
4. Transitioning community supported libraries to fully community run libraries
5. Implementing new, Community and/or partner run libraries
6. Co-locating with new community services
7. As a last resort, closing libraries



### 3. National Context

#### 3.1 Legal background

Public libraries are a statutory service under the Public Libraries and Museums Act 1964. The Act requires library authorities to provide a, "comprehensive and efficient service" for people who live, work or study within the authority area. However, the meaning of "comprehensive" and "efficient" are not defined.

In considering how best to deliver the statutory duty, each library authority is responsible for determining, through consultation, local needs and for delivering a modern and efficient Library Service that meets the requirements of their communities - within available resources.

In providing this service, local authorities must:

- have regard to encouraging both adults and children to make full use of the Library Service
- lend books and other printed material free of charge for those who live, work or study in the area

In March 2015, a letter from the Minister of State to the Leader of Sheffield City Council indicated that it was for Sheffield City Council, as the democratically accountable local representatives, to make the required value judgements with regard to the needs assessment for its library service and that it was difficult to imagine any methodology that could measure, in the context of the Council's statutory duty, the absolute level of need for a specific library, particularly given the lack of a clear definition of "need", as well as the vagueness of the terminology used in the Public Libraries and Museums Act 1964. Moreover the High Court has made it clear that a comprehensive and efficient service is, in itself, not an absolute concept, but rather must be understood in the context of the budget available.

A library authority is required to ensure the provision of a Public Library Service in its area, but the legislation does not state a minimum number of libraries that must be provided. In 2014, Sheffield City Council proposed to reduce the number of libraries which it operated from 26 to 12. Campaigners referred this proposal to the Secretary of State, arguing that the library service would no longer be comprehensive and efficient. The Secretary of State disagreed. A Ministerial letter quoting relevant High Court judgments in 2011 (London Borough of Brent and Gloucestershire County Council) and 2014 (Lincolnshire County Council), stated that the meaning of "comprehensive and efficient" is to be interpreted in the context of the availability of resources, and that a comprehensive service cannot mean that every resident lives close to a library.

#### 3.2 National Ambition for Public Libraries

In 2016 the national Libraries Taskforce published *Libraries Deliver: Ambition for Public Libraries in England 2016-2021* in which it sets out the strategic vision and commitment to public libraries in England. It recognises the challenging times that councils are facing in running Library Services and calls in radical thinking to protect frontline library services, acknowledging the need for councils to work in 'new and different ways' to 'thrive and not just survive'.

The Libraries Taskforce recognises that local libraries provide a unique 'cradle-to-grave service'. They offer significant reach into local communities and a cost-effective way of ensuring that people are connected to services they need when they need them – through library buildings, outreach services and online services. It is estimated that local government spent £762 million (net) on libraries in 2014/15 which equates to an average cost of over 27 pence a week per person (under 1% of England's net expenditure). In 2014/15 libraries in England received 224.6 million physical visits, more than visits to Premier League Football games, the cinema, and top 10 UK tourist attractions combined.

The Library Taskforce describe libraries as vital community hubs - bringing people together, and giving them access to the services and support they need to help them live better. The report sets out an ambition for everyone to:

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

To achieve these ambitions the Libraries Taskforce identifies seven outcomes that are critical to local individuals and communities and that library services should contribute to at a local level:

- cultural and creative enrichment
- increased reading and literacy
- improved digital access and literacy
- helping everyone achieve their full potential
- healthier and happier lives
- greater prosperity
- stronger, more resilient communities

These outcomes are consistent with the Society of Chief Librarians recommended universal offer which cover six similar key areas which customers and stakeholders see as essential to a 21<sup>st</sup>-century library service<sup>1</sup>; Health, Reading, Digital, Culture, Information and Learning

In order to deliver the ambitions, councils are encouraged to use seven common design principles to develop their library services which are as follows:

- meet legal requirements
- shaped by local needs
- focus on public benefit and deliver a high-quality user experience
- make decisions informed by evidence, building on success
- support delivery of consistent England-wide core offers
- promote partnership working, innovation and enterprise
- use public funds effectively and efficiently

Libraries Taskforce outcomes and design principles will be used to shape the transformation of Worcestershire Libraries.

### 3.3 Equalities Duties

Local Authorities have a duty when planning and delivering services to give due regard under the Equality Act 2010 to consider how different people will be affected by their activities, helping them to deliver policies and services which are efficient and effective; accessible to all, and which meet different people's needs.

The equalities impact of library transformation approaches suggested by the needs assessment will be assessed within the Council's Equality Impact Assessment framework.

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<sup>1</sup> Society of Chief Librarians, Universal Offer six outcomes for a 21<sup>st</sup> Century library are available at <http://goscl.com/universal-offers/>.

#### 4. Current Service Provision and Service Offer

The vision of Worcestershire Library Service is to meet local need and strengthen local communities through the provision of resources, information and guidance that improve reading & literacy, develop skills and promote health & wellbeing in safe and welcoming community spaces that provide a platform for community participation.

Worcestershire has 21 static libraries, two fully volunteer run community library links based in village halls at Welland and Martley, a mobile library and a range of digital services and digital content that are accessible on the Council's library web pages.

In 2017/18 there were 2.7 million visits to Worcestershire's 21 libraries, mobile library service and two community libraries, 2.4 million issues of hardcopy books and AV items and 58,930 downloads of e resources. The mobile library regularly visited 175 rural county locations and a Library Service at Home delivered books and other borrowable material to 400 residents who find it difficult to visit their nearest library or mobile library stop.

The Worcestershire Library Service offer is aligned to the Society for Chief Librarians (SCL) Universal Service Offers and has been designed to meet national library outcomes identified by the Libraries Taskforce in 2016, as well as delivering against Council priorities.

Table 3 below maps the Worcestershire Library Service offer to National Libraries Taskforce outcomes and indicates potential customer impacts associated with each offer.

**Table 3: Worcestershire Libraries' service offer**

DCMS National Libraries Taskforce Outcomes	Worcestershire Libraries & Learning Service offer	Customer impacts
<b>Improved Reading &amp; Literacy</b>	<b>Reading &amp; Literacy</b> <ul style="list-style-type: none"> <li>General &amp; specialist book collections</li> <li>Mobile Library</li> <li>Library Service at Home</li> <li>Targeted literacy programmes</li> <li>Adult Learning Literacy Support</li> <li>Readers Groups for all ages</li> <li>Bookstart book gifting</li> <li>Bounce &amp; Rhyme, Storytime</li> <li>Reading and literacy events</li> </ul>	<ul style="list-style-type: none"> <li>Improved literacy skills</li> <li>Increased enjoyment of reading</li> <li>More confident reading</li> <li>Read more</li> </ul>
<b>Healthier and Happier Lives</b>	<b>Health &amp; Wellbeing</b> <ul style="list-style-type: none"> <li>Safe &amp; welcoming community spaces</li> <li>Specialist book formats</li> <li>Self-help book collections</li> <li>Library Service at Home</li> <li>Adult Learning wellbeing courses</li> <li>Social Connecting Groups</li> <li>Health Promotions &amp; Health Clinics</li> <li>Health Walks</li> <li>Dementia Friendly Libraries</li> <li>Autism Friendly Libraries</li> <li>Study Happy</li> <li>Volunteering Opportunities</li> <li>Digital Support</li> </ul>	<ul style="list-style-type: none"> <li>More connected with local community activities</li> <li>Increased social networks &amp; interaction</li> <li>More positive about physical and/or mental health</li> <li>Increased self esteem</li> </ul>

DCMS National Libraries Taskforce Outcomes	Worcestershire Libraries & Learning Service offer	Customer impacts
<b>Improved Digital Access &amp; Literacy</b>	<b>Learning, Skills &amp; Employability</b> <ul style="list-style-type: none"> <li>• Adult Learning Courses</li> <li>• Digital Champions</li> <li>• Digital</li> <li>• Public Network computers</li> <li>• Wi-Fi</li> <li>• Digital library services</li> <li>• e books, e audio, e magazines</li> </ul>	<ul style="list-style-type: none"> <li>• More confident to access information and support services online</li> <li>• More motivated &amp; confident to learn or look for work</li> </ul>
<b>Greater Prosperity</b>	<b>Learning, Skills &amp; Employability</b> <ul style="list-style-type: none"> <li>• Adult Learning Courses (Funded &amp; Leisure Programme)</li> <li>• Digital Champions</li> <li>• Job Clubs</li> <li>• Job Fairs</li> <li>• Library Volunteering opportunities</li> <li>• Library Apprenticeships</li> <li>• Library Work Experience placements</li> <li>• Paid Supported Work Placements</li> </ul>	<ul style="list-style-type: none"> <li>• More motivated &amp; confident to learn or look for work</li> <li>• More likely to volunteer</li> <li>• More likely to gain employment</li> <li>• More confident to access information and support services online</li> </ul>
<b>Cultural and Creative enrichment*</b>	<b>Culture</b> <ul style="list-style-type: none"> <li>• Art exhibitions &amp; activities</li> <li>• Hive cultural programme</li> <li>• Hive lecture programme</li> <li>• Music events &amp; activities</li> <li>• Open Mic sessions</li> <li>• Creative writing groups</li> <li>• Author &amp; poet talks and events</li> <li>• Live poetry performances</li> <li>• Young Poet Laureate competition</li> <li>• Book award events</li> </ul>	<ul style="list-style-type: none"> <li>• More connected with local community activities</li> <li>• Increased social networks &amp; interaction</li> <li>• More motivated &amp; confident to learn or look for work</li> <li>• More likely to volunteer</li> </ul>
<b>People achieve their full potential</b>	<ul style="list-style-type: none"> <li>• Reading &amp; Literacy</li> <li>• Health &amp; Wellbeing</li> <li>• Learning, Skills &amp; Employability</li> <li>• Digital</li> <li>• Information &amp; Signposting</li> <li>• Culture</li> </ul>	See above
<b>Stronger, more resilient communities</b>	<ul style="list-style-type: none"> <li>• Reading &amp; Literacy</li> <li>• Health &amp; Wellbeing</li> <li>• Learning, Skills &amp; Employability</li> <li>• Digital</li> <li>• Information &amp; Signposting</li> <li>• Culture</li> </ul>	See above

\* DCMS Review of Social Impact of Culture & Sport 2015



Worcestershire Library Service identifies the following services as comprising the minimum service offer that is available at all library service points across the County:

- Safe & welcoming community space
- Free fiction and non-fiction book lending collection
- Free reference material (hardcopy and online)
- Free computer and internet access
- Signposting to information sources and services
- Free Wi-Fi access
- Access to web-based digital library services
- Volunteering opportunities

The role of libraries within Worcestershire communities has been changing for over a decade and continues to evolve within a challenging financial environment. Traditional library services of book borrowing, computer access and family activities & events are now delivered alongside a comprehensive adult learning programme, targeted reading and literacy schemes, job clubs, job fairs, health and wellbeing services and a varied volunteering programme.

Increasing participation in Worcestershire Libraries' digital service offer means that library customers no longer need to visit a library to access all library services. Over 70% of all renewals and reservations are made online and 2017/18 saw an increase of over 80% in e-book and e-audiobook borrowing.

Against a backdrop of increasing digital library access and a national trend of slowly declining participation in traditional Library Services, almost 50% of Worcestershire Libraries saw an increase in visitor numbers since between 2015/16 and 2017/18.

Worcestershire libraries have taken on an increasing role as community hubs, offering 'one stop' access to a range of community services. A wide reaching property re-modelling programme has seen 15 libraries co-located with other Council and third party customer facing services and with a range of partners including University of Worcester, Worcestershire schools, council service centres, Job Centres, health centres and tourist information services. These co-locations have helped to deliver efficiencies that sustain Worcestershire libraries whilst ensuring they remain at the heart of community service provision. Details of all co-locations can be seen in table 4.

Whilst co-locations with other services have contributed to sustaining Worcestershire libraries; changes to their service delivery models may at times impact on overall participation figures at a library site. For example the shift from face-to-face to digital service provision in council service centres has reduced overall face-to-face contacts for those services by over 40% between 2014 and 2018. This is likely to be a factor that influences total visitor numbers at sites where these services are co-located with libraries, including The Hive, Malvern and Droitwich libraries.

**Table 4: Worcestershire Library Co-locations**

<b>Library</b>	<b>Co-located service</b>
Alvechurch	Alvechurch Middle School
Bewdley	Bewdley Health Centre
Bromsgrove	Job Centre Plus, Council Service Centre
Catshill	Catshill Middle School
Droitwich	Council Service Centre, CAB, Age UK
Evesham	LD Connect Service, Registration Service
Hive	University of Worcester, Council Service Centre
Kidderminster	Job Centre Plus
Malvern	Job Centre Plus, Registration Service, Council Service Centre
Pershire	Tourist Information Centre (Town Council)
Redditch	Job Centre Plus
Stourport	Coroners Court
Warndon	Adult Learning Centre, Nursery School, Children's Centre
Wythall	Woodrush School & Community Centre (Gym and Café)
Woodrow	Council Service Centre

Community engagement and involvement in Worcestershire libraries has also grown. At Broadway, Upton and Hagley and Pershore Libraries, Parish and Town Councils have taken 'ownership' of Library buildings, opening them up for a wide range of community activities outside Library opening hours; while over 400 residents now volunteer in Worcestershire's libraries, gifting 19,000 hours of volunteering time in 2017/18.

Worcestershire Libraries continue to grow as Health and Well-being hubs, offering a wide variety of opportunities for residents to increase fitness and mental well-being. A diverse range of adult learning courses designed to promote health & well-being and active lives are run alongside more informal social connecting groups where customers come together around a shared hobby, interest or health challenge. Worcestershire Libraries are both Autism and Dementia friendly and provide specialist book collections to promote self-help with common health issues. Opportunities to access digital support services and volunteering & work experience opportunities in libraries also bring health and wellbeing benefits to local residents.

A programme of technology investment and library refurbishments has ensured that Worcestershire Libraries have responded to changing customer expectations and remain modern, attractive and welcoming community spaces. Further investment is now required to reduce the widening gap between the quality of IT provision at the Hive and at other Worcestershire libraries.

## 5. Data Analysis

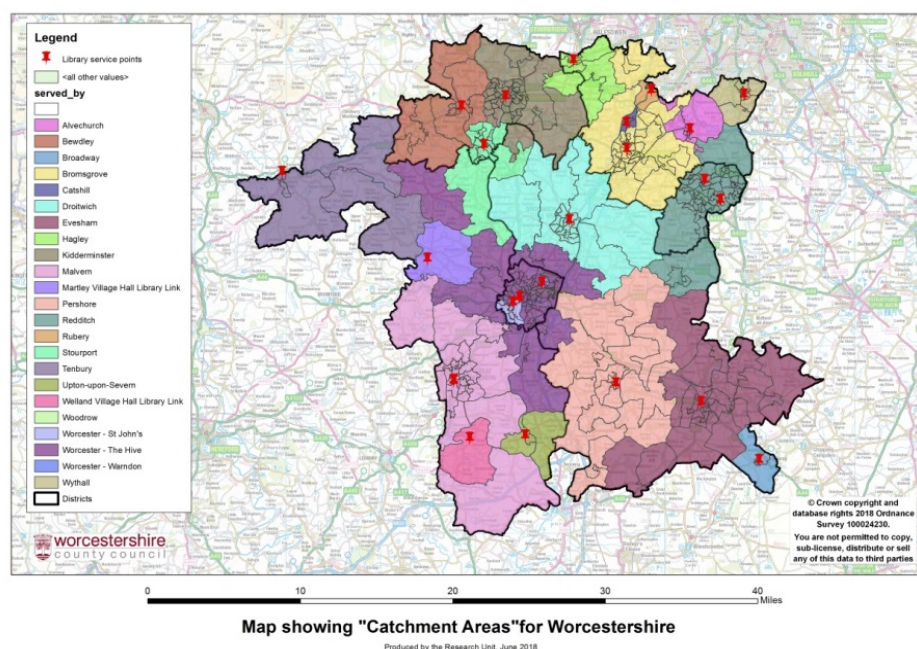
### 5.1 Definition of Library Catchment Areas

For the purposes of the needs assessment, library catchment areas have been defined based on the home site of active library users (active borrowers and computer users) in 2017/18 using data from the County's Library Management System.

Each catchment area has been drawn up with reference to the location of the library, taking into account the proximity of home site customers to that library so that each catchment area comprises residents who predominantly use the library concerned.

The catchment areas are built using Lower Super Output Area's (LSOAs), the smallest, most local level standard geographical unit which, on average, comprises around 1,500 people. Each LSOA has generally been placed in the catchment area of the library that has the most active users.

**Figure 1: Library catchment areas**



The largest catchment area is for The Hive, which has a catchment area consisting of 64 LSOAs and extends into both Malvern Hills and Wychavon. It is a preferred destination for many people who live in Worcester close to Warndon and St John's library, resulting in smaller catchment areas for those two libraries. St John's also includes an area with a high proportion of student accommodation; with students more likely to use the facilities at The Hive which is a combined University and public library.

- Redditch, Kidderminster, Evesham and Bromsgrove all have large catchment areas consisting of over 30 LSOAs
- The smallest catchment areas are for Welland and Martley, both of which are community run library links, located in village halls and consisting of one LSOA each. In the Welland catchment area more active library users use Malvern library than Welland Library Link, while in the Martley catchment area more active users use The Hive than Martley Library Link
- Other libraries with small catchment areas include Woodrow and Broadway which each have two LSOAs; Upton which has a catchment area of three LSOAs, and Warndon, Tenbury, Rubery and Catshill, which have catchment areas each with 4 LSOAs

Table 5 sets out the total population of each catchment area compared to total number of active service users of the library within the catchment area.

**Definition of Active Library Users** - Active library users are those who either borrowed at least one item in 2017-18 financial year, or logged into the library network using a public computer over the same time period. Service users are recorded at their "home site", which is the library they registered at. It is recognised that in some cases library customers will be an active user at a different library to that which is recorded as their home site, so some small discrepancies may be present in this analysis.

**Table 5: Total population of catchment areas compared to total number of active service users of the library within the catchment area**

<b>Libraries Service: Population of Library Catchment Areas</b>				
<b>Rank</b>	<b>Library</b>	<b>Catchment Population</b>	<b>Active Users</b>	<b>% Active Users</b>
1	Worcester - The Hive	105,312	26,664	25.3
2	Redditch	86,819	9,426	10.9
3	Kidderminster	65,504	7,998	12.2
4	Bromsgrove	52,011	6,963	13.4
5	Evesham	48,088	6,923	14.4
6	Malvern	45,048	8,172	18.1
7	Droitwich	33,296	5,222	15.7
8	Stourport	24,085	2,470	10.3
9	Pershore	23,655	3,331	14.1
10	Bewdley	13,802	1,940	14.1
11	Worcester - St John's	12,243	3,477	28.4
12	Wythall	12,014	1,901	15.8
13	Hagley	10,801	1,343	12.4
14	Alvechurch	9,295	1,548	16.7
15	Tenbury	8,106	1,580	19.5
16	Rubery	6,520	2,033	31.2
17	Worcester - Warndon	6,066	1,621	26.7
18	Catshill	6,053	469	7.7
19	Upton-upon-Severn	4,379	688	15.7
20	Broadway	3,237	871	26.9
21	Woodrow	2,845	741	26.0
22	County Mobile	Not Applicable	469	Not Applicable
23	Welland Village Hall Library Link	2,060	59	2.9
24	Martley Village Hall Library Link	1,814	58	3.2
<b>Totals</b>		583,053	95,967	16.4

- The Hive has the largest catchment population and a high proportion of the population as active library users (25.3%).
- Apart from Library Links at Welland and Martley, Woodrow has the smallest catchment population, but one of the highest percentages of the catchment population who are active library users (26%). The highest percentage is recorded for St John's (28.4%).

## 5.2 Individual Library Profiles

Individual profiles (at **Appendix 1**) have been prepared for each library which present full data sets explored in the Needs Assessment including staffing details, performance data, profiling data and details of the full service offer at each library.

## 5.3 Library Profiling

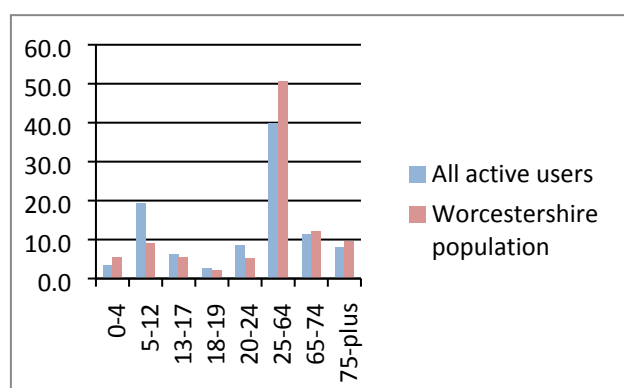
The age and socio-economic profile of active users (borrowers and computer users) for each library have been mapped against those of the catchment population that the library serves, to identify how well each age group and socio economic group are represented in the active library user population. This provides an indicator of how well current library provision in Worcestershire is reaching its resident population.

ACORN Profiling has been used to support age and socio-economic profiling comparisons between catchment population and active library user populations. ACORN profiling uses geodemographic profiling techniques approved by Office for National Statistics (ONS). Data used includes house type and tenure, family structure, and residents' ages. Many of the inputs are government registers or data-sets available through government or private-sector channels and freedom of information requests.

Whilst the information is undoubtedly useful, ACORN is one of several such profiling tools that are based on the assumption that neighbourhoods can be categorised in terms of the characteristics of their resident population. ACORN data should therefore be regarded as a helpful but *unofficial* guide. By contrast, deprivation rankings for Lower-layer Super Output Areas (LSOAs) are a much-used standard data-set derived by ONS from Census information and adhere to government standards for data-quality. The overall deprivation ranking for each LSOA provides an approved summary of its deprivation in the various 'domains' (aspects) of deprivation: (income; employment; education, skills and training; health and disability; crime; barriers to housing and services; living environment).

### 5.3.1 Age Profiling

**Figure 2: Age profiling of active library users**



- The 5-12 age group is the most over-represented age group across Worcestershire active library users, with 10.3% higher than the catchment population. This is a key age group; representing the future political voice of both the county and the country.
- The 13-17 and 20-24 age groups are also over-represented across active library users, at 3.4%, 1.0% and 0.6% higher than the catchment population respectively.
- The 25-64 age group is the most under-represented age group across Worcestershire active library users at 10.6% lower than the catchment population. The 0-4, 75+ and 65-74 age groups are also under-represented across active library users at 2.0%, 1.7% and 0.9% lower than the catchment population respectively.



Figures 3 and 4 below illustrate the age distribution of library catchment area populations and active library user populations.

Figure 3: Age Distribution of Library Catchment Area Populations

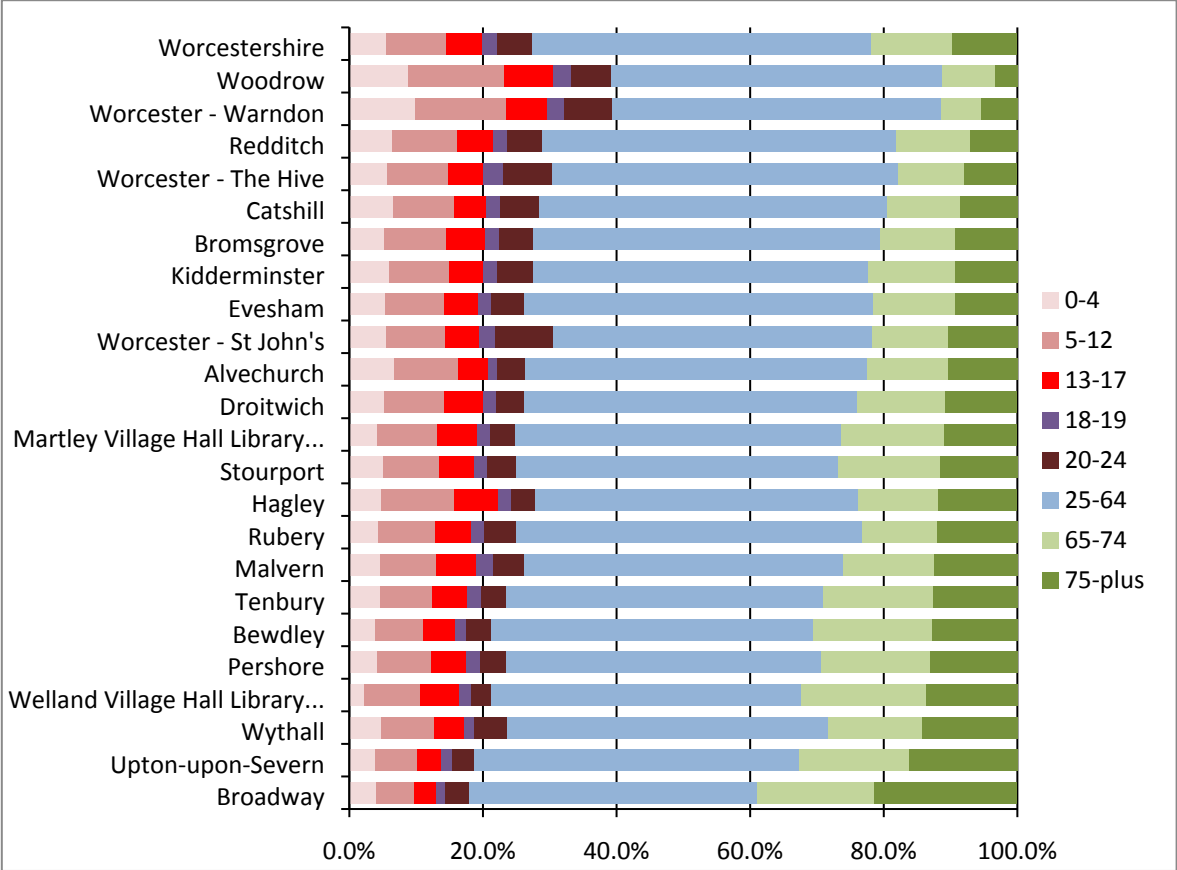


Figure 4: Age Distribution of Active Library Users populations

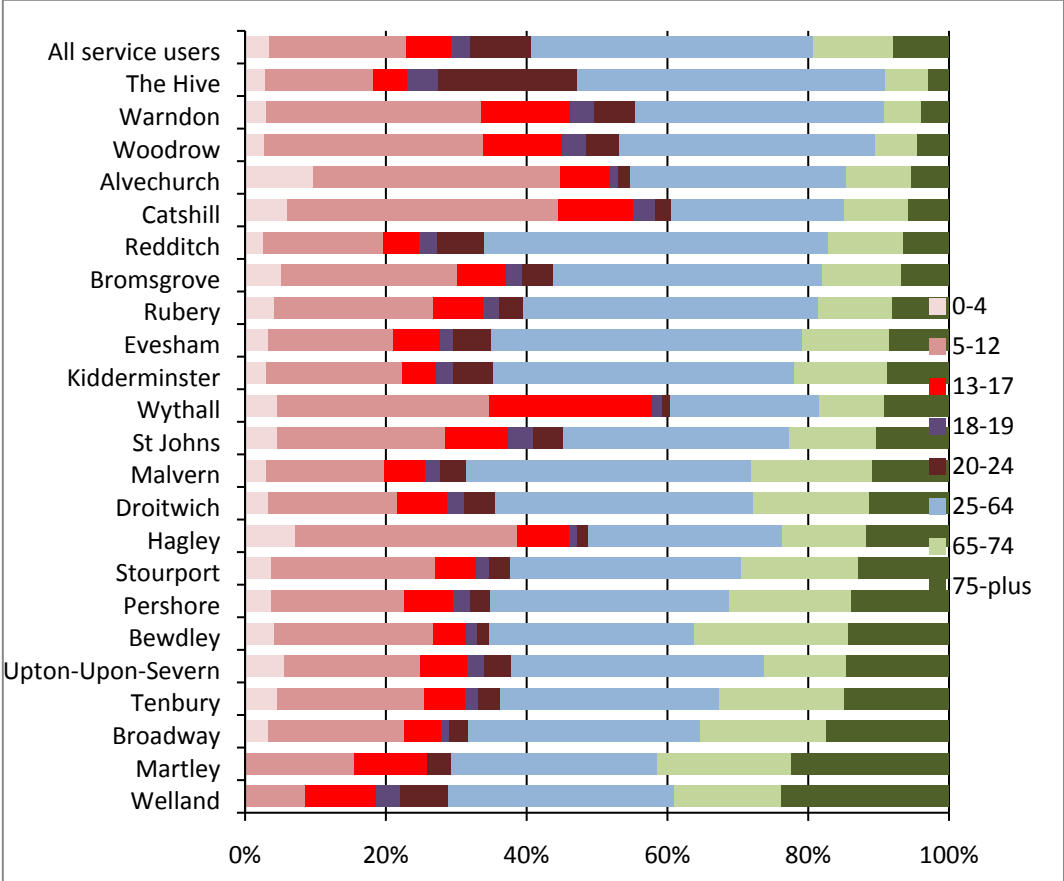


Table 6 sets out the under or over-representation of each age group in the active library user population using ACORN Classifications.

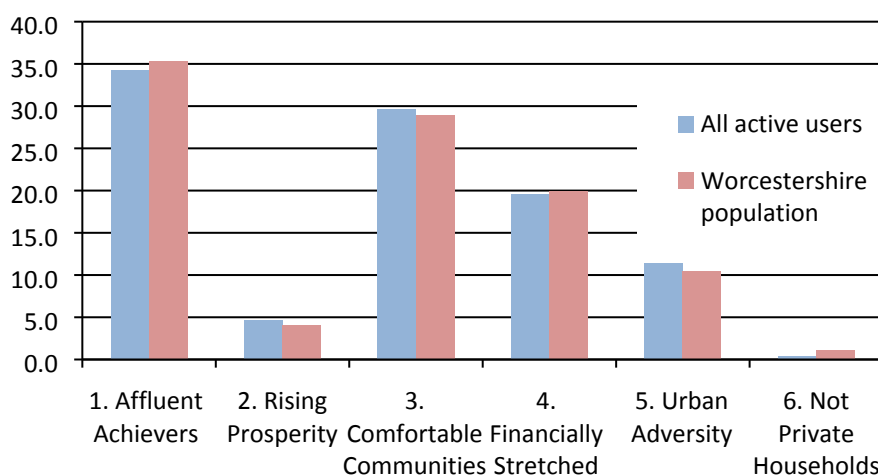
**Table 6: Representation of each age group in the active library user population using ACORN Classifications**

Percentage-Point Difference in Active Library User Ages compared with Catchment Area Population Over/ <b>Under</b> representation									
Home Site	Total	0-4	5-12	13-17	18-19	20-24	25-64	65-74	75+
The Hive	26,664	-2.8	6.3	-0.5	1.4	12.4	-8.1	-3.7	-5.0
Redditch	9,426	-3.8	7.3	-0.3	0.4	1.7	-4.3	-0.2	-0.7
Malvern	8,172	-3.0	7.9	0.6	0.0	-1.6	-9.8	4.2	1.6
Kidderminster	7,998	-2.2	10.1	-1.1	0.3	0.7	-9.2	2.0	-0.5
Bromsgrove	6,963	-0.3	16.2	2.0	0.3	-0.4	-14.2	-1.0	-2.6
Evesham	6,923	-1.3	9.3	0.6	-0.5	0.6	-3.4	-1.3	-4.0
Droitwich	5,222	-1.9	9.3	1.4	0.4	0.2	-13.2	3.2	0.5
St Johns	3,477	-0.6	15.5	3.8	1.5	0.0	-16.2	-2.8	-1.2
Pershore	3,331	-0.4	10.9	1.6	0.5	-1.1	-13.2	1.1	0.8
Stourport	2,470	-0.1	16.0	1.2	-0.1	-0.6	-15.4	-1.2	0.1
Rubery	2,033	-1.4	13.7	2.1	-0.2	-5.2	-6.0	-0.7	-2.4
Bewdley	1,940	-0.7	14.6	0.4	0.0	-3.1	-19.2	8.1	-0.1
Wythall	1,901	-0.3	19.3	16.6	-0.6	-2.4	-27.3	-2.6	-2.7
Warndon	1,621	-3.7	21.0	8.1	2.1	1.6	-15.9	-6.8	-6.5
Tenbury	1,580	0.0	13.0	0.6	-0.3	-0.5	-16.5	1.5	2.2
Alvechurch	1,548	5.5	26.4	1.7	-0.8	-3.1	-21.1	-1.9	-6.8
Hagley	1,343	-2.8	17.9	1.4	-1.5	-5.6	-21.7	6.0	6.4
Broadway	871	-3.3	10.2	0.3	-0.8	-3.1	-19.1	7.1	8.7
Woodrow	741	-1.2	25.1	7.6	1.6	1.5	-12.5	-10.3	-11.7
Upton-Upon-Severn	688	1.5	13.6	3.3	1.3	0.1	-7.1	-5.8	-6.9
Catshill	469	-2.8	24.2	3.3	0.3	-3.7	-25.0	1.3	2.4
Welland	59	-2.3	0.2	4.3	1.7	3.7	-14.2	-3.4	10.1
Martley	58	-4.2	6.6	4.2	-1.8	-0.3	-19.5	3.6	11.5
<b>All service users</b>	<b>95,498</b>	<b>-2.0</b>	<b>10.3</b>	<b>1.0</b>	<b>0.6</b>	<b>3.4</b>	<b>-10.6</b>	<b>-0.9</b>	<b>-1.7</b>

- The 0-4 age group are best represented in Alvechurch, Tenbury, Stourport and Pershore, and most under-represented in Martley, Redditch, Warndon and Broadway.
- The 25-64 age group are under-represented at all libraries, but are best represented at Evesham, Redditch and Rubery and least well represented at Wythall, Alvechurch and Catshill, all of which are co-located in schools.
- The 65-74 age group is most under represented at Broadway and Woodrow and the 75+ age group is most under-represented at Woodrow, Upton, Warndon and the Hive.

### 5.3.2 Socio-economic profiling

Figure 5: Socio-economic profiles of active library users



- The socio-economic profile of all active library users in 2017-18 is very similar to the profile for the Worcestershire population.
- There is marginal under-representation in the active library user population of Affluent Achievers and Financially Stretched postcodes (-1.1% and -0.4%).
- There is marginal over-representation in the active library user population in the active library user population of Urban Adversity, Rising Prosperity and Comfortable Achievers postcodes (0.9%, 0.5% and 0.7%).

Figures 6 and 7 below illustrate the socio-economic distribution of library catchment area populations and active library user populations, while Table 7 sets out the under or over-representation of each socio economic group in the active library user population.

Figure 6: Socio-economic distribution of Library Catchment Area Populations

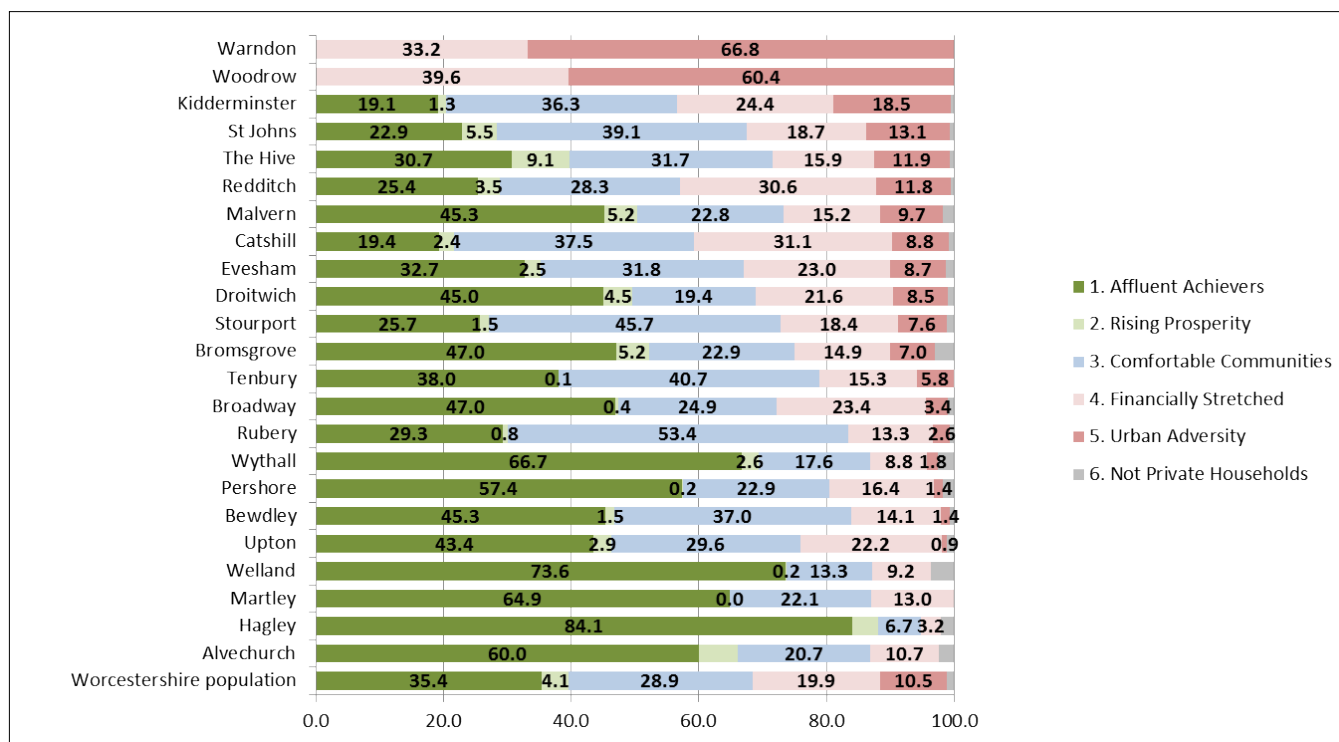
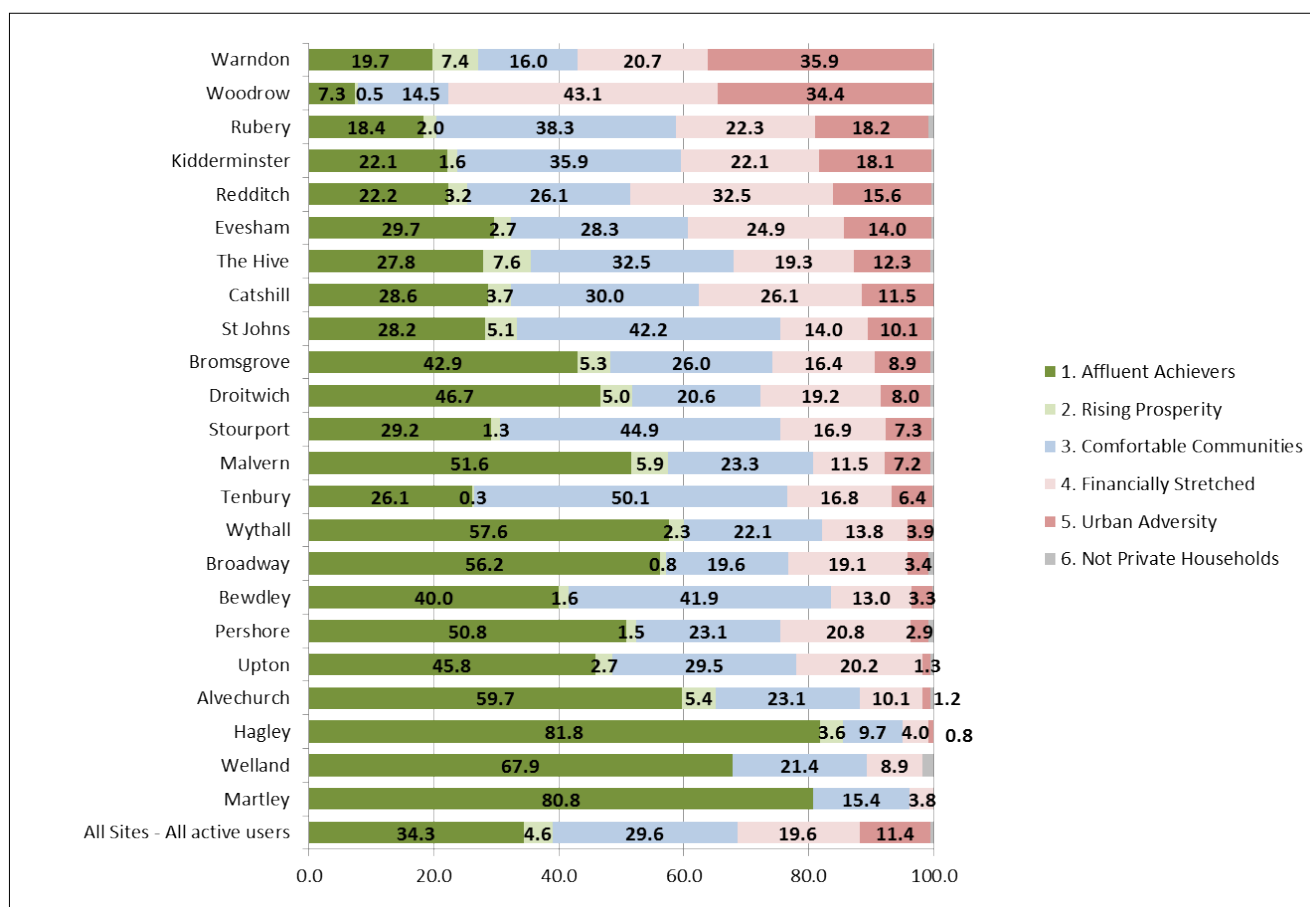


Figure 7: Socio economic distribution of active library user populations



**Table 7: Percentage-Point Difference in Active Library User Socio-economic group compared with Catchment Area Population (ACORN Classifications)**

Library	Over/ <b>Under</b> -Representation					
	Affluent Achievers	Rising Prosperity	Comfortable Communities	Financially Stretched	Urban Adversity	Not Private Households
Alvechurch	-0.3	-0.8	2.4	-0.6	1.2	-1.9
Bewdley	-5.3	0.1	4.9	-1.1	1.9	-0.5
Broadway	9.2	0.5	-5.3	-4.3	-0.0	-0.1
Bromsgrove	-4.1	0.1	3.1	1.4	1.9	-2.4
Catshill	9.3	1.3	-7.5	-5.0	2.7	-0.9
Droitwich	1.7	0.5	1.3	-2.4	-0.5	-0.5
Evesham	-3.0	0.2	-3.5	1.9	5.3	-0.9
Hagley	-2.3	-0.3	3.0	0.8	0.8	-2.0
Kidderminster	3.0	0.3	-0.4	-2.3	-0.4	-0.1
Malvern	6.3	0.7	0.5	-3.7	-2.5	-1.3
Martley	15.9	0.0	-6.8	-9.1	0.0	0.0
Pershore	-6.5	1.3	0.2	4.4	1.5	-0.9
Redditch	-3.1	-0.3	-2.2	1.9	3.8	-0.0
Rubery	-10.9	1.2	-15.1	9.0	15.6	0.2
St Johns	5.2	-0.4	3.1	-4.6	-3.0	-0.2
Stourport	3.5	-0.1	-0.8	-1.5	-0.3	-0.9
Tenbury	-11.9	0.2	9.4	1.5	0.7	0.2
The Hive	-2.9	-1.5	0.8	3.4	0.4	-0.2
Upton	2.4	-0.2	-0.1	-1.9	0.5	-0.6
Warndon	19.7	7.4	16.0	-12.5	-30.8	0.3
Welland	-5.7	-0.2	8.2	-0.3	0.0	-1.9
Woodrow	7.3	0.5	14.5	3.5	-26.0	0.2
Wythall	-9.0	-0.3	4.5	5.0	2.0	-2.3
<b>All Sites - All active users</b>	<b>-1.1</b>	<b>0.5</b>	<b>0.7</b>	<b>-0.4</b>	<b>0.9</b>	<b>-0.7</b>

- The socio-economic profile of all active users in 2017-18 is very similar to the profile for the Worcestershire population.
- There is marginal under-representation in the active library user population of Affluent Achievers and Financially Stretched postcodes (-1.1% and -0.4%).
- There is marginal over-representation in the active library user population in the active library user population of Urban Adversity, Rising Prosperity and Comfortable Achievers postcodes (0.9%, 0.5% and 0.7%).
- The highest under-representation of Urban Adversity postcodes are at Warndon and Woodrow libraries (-30.8% and -26% respectively).
- The highest under-representation of Financial Stretched postcodes are at Warndon Library (-12%).



## 6. Library service need rankings

As highlighted in Section 2, a letter from the Minister of State to Sheffield City Council in 2015 indicated that in the absence of a methodology that measures absolute level of need for a library in the context of statutory duty, an authority must make a value judgement with regard to assessing need for its library services.

This needs assessment identifies four characteristics of library use and demographic make-up that indicate different aspects of local community need for libraries and which, in combination, build a picture of the overall relative need for Worcestershire's libraries:

1. Deprivation
2. Service isolation (proximity of libraries to other service points)
3. Exclusive use of the home site library by library active users
4. Library activity (levels of library use)

Each library (including community run library links at Welland and Martley) has been ranked against the four indicators of need. These ranking have then been brought together to produce an overall ranking of library need within Worcestershire.

### 6.1 Deprivation

The level of deprivation of each library's catchment population is an indicator of the local need to access services which improve health & wellbeing, literacy, learning, digital skills and employability.

The deprivation element of the needs assessment has been based on the percentage of Lower-layer Super Output Areas (LSOAs) in a library's catchment area that are amongst England's 30% Most-Deprived LSOAs. LSOAs are small geographic areas, averaging about 1,500 people, drawn up by the Office for National Statistics (ONS) for reporting local demographic data. ONS assigns a deprivation ranking based on seven 'domains' of deprivation seven data-sets:

- Index of Multiple Deprivation 2015 (IMD) average score – rank
- Index of Deprivation Affecting Children Index 2015 (IDACI) average score –rate
- Percentage of population aged 16-64 claiming Job Seekers Allowance, January 2016
- Percentage of the working age population claiming Employment and Support Allowance (ESA) / Incapacity benefits, May 2015
- Percentage of people aged 16+ with no qualifications, 2011
- Percentage of Key Stage 4 pupils achieving 5+ GCSE passes at grades A\* - C, 2014-15
- Percentage of young people Not in Employment, Education or Training (NEETs), August 2015

By using the overall LSOA ranking in the ranking process, *seven* elements of deprivation are taken into account, providing a more thorough assessment. Emphasis is placed on the most deprived/disadvantaged catchment areas, which are placed at the top of the ranking. The higher the deprivation, the higher the ranking.

**Table 8: Ranking of Libraries by Deprivation Levels in Catchment Area**

Lower Super Output Areas in each library's catchment area that are amongst the 30% most deprived in England				
Rank	Library	Lower Super Output Areas		
		Total in Library Catchment Area	Total in Catchment Area In England's 30% Most Deprived	% in England's 30% Most Deprived
1=	Worcester - Warndon	4	4	100.0
1=	Woodrow	2	2	100.0
3	Kidderminster	43	14	32.6
4	Redditch	56	18	32.1
5	Stourport	15	4	26.7
6	Worcester - The Hive	64	13	20.3
7=	Malvern	28	4	14.3
7=	Worcester - St John's	7	1	14.3
9	Bewdley	9	1	11.1
10=	Droitwich	20	2	10.0
10=	Evesham	30	3	10.0
12	Bromsgrove	30	2	6.7
13=	Alvechurch	5	0	0.0
13=	Broadway	2	0	0.0
13=	Catshill	4	0	0.0
13=	Hagley	7	0	0.0
13=	Martley Village Hall Library Link	1	0	0.0
13=	Pershore	17	0	0.0
13=	Rubery	4	0	0.0
13=	Tenbury	4	0	0.0
13=	Upton-upon-Severn	3	0	0.0
13=	Welland Village Hall Library Link	1	0	0.0
13=	Wythall	8	0	0.0
<b>Total</b>		<b>364</b>	<b>68</b>	<b>18.7</b>

- Warndon and Woodrow libraries are located in catchment areas with the most deprived catchment populations (100% of most deprived LSOAs).
- Kidderminster and Redditch Libraries have the next most deprived catchment populations, but with a sharp reduction to just over 30% of most deprived LSOAs in their catchment areas.
- Stourport, The Hive, Malvern, St John's, Bewdley, Droitwich and Evesham libraries are all located in catchments with between 5% and 30% of most deprived LSOAs.
- Remaining libraries are located in the least deprived communities (under 10% of highest deprivation LSOAs) with 11 libraries are located in a catchment population containing no highest deprivation LSOAs.

## 6.2 Service Isolation (proximity to other libraries)

The proximity of each library to other libraries or library links in the County in terms of both distance in miles and travel times - is an indicator of its relative isolation and the accessibility of alternative library service provision for its customers. The further the distance to the closest service point, the higher the ranking.

Table 9 below ranks libraries by distance to the nearest library or library link, setting out distance and travel time from the three closest service points

Key	
Dis	Distance (miles)
Pu Tr	Public Transport
Ti	Time (minutes)

**Table 9: Libraries by distance to the nearest library or library link**

	Library	Closest Library	Dis	Car	Pu Tr	Second Closest	Dis	Ti	Third Closest	Dis	Ti
1	Tenbury	Martley	13.7	25	108	Bewdley	14.4	24	Stourport	16.8	30
2	Martley	St Johns	7.5	17	21	The Hive	9.2	23	Stourport	9.6	18
3	Pershore	Evesham	7.0	16	22	Upton	8.2	17	The Hive	9.5	24
4=	Evesham	Broadway	6.3	14	25	Pershore	7.0	16	Upton	15.1	32
4=	Broadway	Evesham	6.3	14	25	Pershore	12.7	23	Woodrow	21.6	34
6	Hagley	Kidderminster	5.8	15	26	Catshill	6.3	12	Bromsgrove	7.9	16
7	Droitwich	Warndon	5.2	14	42^	Bromsgrove	6.9	17	The Hive	7.0	19
8	Wythall	Alvechurch	5.1	10	60	Woodrow	9.6	18	Redditch	9.7	17
9	Malvern	Welland	5.0	11	74^	Upton	7.4	15	St Johns	7.4	18
10	Stourport	Bewdley	4.4	10	20	Kidderminster	5.0	14	Martley	9.6	18
11=	Welland	Upton	3.9	8	12	Malvern	5.0	11	St Johns	11.1	22
11=	Upton	Welland	3.9	8	12	Malvern	7.4	15	Pershore	8.2	17
13=	Rubery	Alvechurch	3.7	9	48	Catshill	5.3	12	Bromsgrove	6.6	15
13=	Alvechurch	Rubery	3.7	9	48	Wythall	5.1	10	Catshill	6.9	11`
15=	Kidderminster	Bewdley	3.6	12	22	Stourport	5.0	20	Hagley	5.8	15
15=	Bewdley	Kidderminster	3.6	12	22	Stourport	4.4	10	Hagley	8.7	22
17	Warndon	The Hive	2.5	9	19	St Johns	3.1	12	Droitwich	5.2	14
18=	Woodrow	Redditch	2.0	8	13	Bromsgrove	8.1	12	Alvechurch	8.4	15
18=	Redditch	Woodrow	2.0	8	13	Bromsgrove	8.1	11	Alvechurch	8.4	15
20=	Catshill	Bromsgrove	1.9	5	9	Rubery	5.3	12	Hagley	6.3	12
20=	Bromsgrove	Catshill	1.9	5	9	Rubery	6.6	15	Droitwich	6.9	17
22=	Worcester-The Hive	St Johns	0.8	4	11	Warndon	2.5	9	Droitwich	7.0	19
22=	St Johns	The Hive	0.8	4	11	Warndon	3.1	12	Malvern	7.4	18

\*All Public transport journeys are by bus, except those marked ^, which involves bus and train travel. All public transport journey times include walking time.

- The most geographically isolated library is Tenbury which is located 14.4 miles from the nearest Worcestershire library (Bewdley) and 13.7 miles from the nearest Library Link (Martley).
- Pershore, Evesham, Broadway and Martley are the next most isolated service points, located between 6 and 7.5 miles from the nearest Library or Library Link.
- The Hive, St John's, Bromsgrove, Catshill, Woodrow, Redditch and Warndon libraries are the least isolated libraries, located within 2.5 miles of another Worcestershire Library.

A number of Worcestershire libraries situated close to the County's borders are located close to out-of-county libraries. The above ranking does not include an adjustment to reflect proximity of Worcestershire libraries to out-of-county libraries as it cannot be assumed that library provision in other authorities will remain unchanged. An additional ranking, including out-of-county libraries, is included in **Appendix 3**

### 6.3 Exclusive use of home site library

The proportion of active library users, who use their home site library exclusively, is an indicator of the relative need of that particular library to its local population. This indicator varies significantly across libraries and reveals substantial variations in patterns of local customer behaviours that may be attributable to a range of factors including geographical isolation and ease of access to transport as well as the level of local library service provision. The higher the proportion of active users who use their home site only, the higher the ranking.

**Table 10: The proportion of active library users who exclusively visit their home site library**

Rank	Library	Home Site Only	Home & Other Site(s)	Other Site(s) Only	Active Users Total	Home Site Only %	Home & Other Site(s)	Other Site(s) Only %
1	Welland	24	21	14	59	40.7	35.6	23.7
2	Warndon	676	288	661	1,625	41.6	17.7	40.7
3	St John's	1,507	922	1,079	3,508	43.0	26.3	30.8
4	Martley	25	20	13	58	43.1	34.5	22.4
5	Catshill	218	101	150	469	46.5	21.5	32.0
6	Bewdley	1,169	501	284	1,954	59.8	25.6	14.5
7	Upton	422	114	160	696	60.6	16.4	23.0
8	Stourport	1,526	544	421	2,491	61.3	21.8	16.9
9	Broadway	553	183	152	888	62.3	20.6	17.1
10	Pershore	2,245	652	461	3,358	66.9	19.4	13.7
11	Droitwich	3,585	848	835	5,268	68.1	16.1	15.9
12	Malvern	5,949	1,456	827	8,232	72.3	17.7	10.0
13	Bromsgrove	5,291	860	843	6,994	75.7	12.3	12.1
14	Alvechurch	1,179	206	169	1,554	75.9	13.3	10.9
15	Kidderminster	6,106	998	929	8,033	76.0	12.4	11.6
16	Rubery	1,594	210	239	2,043	78.0	10.3	11.7
17	Evesham	5,645	710	594	6,949	81.2	10.2	8.5
18	Redditch	7,683	817	957	9,457	81.2	8.6	10.1
19	Hagley	1,108	149	94	1,351	82.0	11.0	7.0
20	Worcester - Hive	21,969	2,717	2,006	26,692	82.3	10.2	7.5
21	Tenbury	1,348	134	114	1,596	84.5	8.4	7.1
22	Woodrow	650	36	56	742	87.6	4.9	7.5
23	Wythall	1,790	48	70	1,908	93.8	2.5	3.7
<b>Totals</b>		<b>72,262</b>	<b>12,535</b>	<b>11,128</b>	<b>95,925</b>	<b>75.3</b>	<b>13.1</b>	<b>11.6</b>

- The highest levels of exclusive home site users are found in Wythall, Woodrow and Tenbury libraries. In these libraries 93.8%, 87.6% and 84.5% respectively of active library customers visit only their home library site.
- These libraries are followed closely by The Hive, Hagley, Redditch and Evesham who also have over 80% of exclusive home site usage.
- Hagley, Redditch and Evesham Libraries also have over 80% of exclusive home site usage.

- The lowest levels of exclusive home site use are found in Warndon, St John's and Catshill libraries (41.6%, 43% and 43.1% respectively).
- Library Links at Welland and Martley also have under 50% of exclusive home site users.

## 6.4 Library Activity

Library activity levels indicate the relative need of each library in terms of the extent to which a range of library services are used by the population. They provide a measure of the reach of each library.

Library performance indicators for 2017/18 have been used to provide a measure of the amount of participation in six areas of library service provision at each library:

1. Number of library visits
2. Number of active users (borrowers and computer users)
3. Number of library issues
4. Number of library computer sessions
5. Number of event attendees
6. Number of adult learners

Individual rankings for each of the six areas of service provision are included in **Appendix 4**

An overall ranking of libraries by library activity has been produced by combining the ranking scores for each area of library service provision. This is set out in Table 11 below.

**Table 11: Overall ranking of library activity**

Library	Visits	Active Users	Issues	PC Sessions	Event Attendees	Adult Learners	Overall ranking score	Overall Ranking
Worcester - Hive	1	1	1	1	1	2	7	1
Kidderminster	5	3	6	3	2	1	20	2
Redditch	3	2	3	2	9	3	22	3
Malvern	4	4	2	4	4	6	24	4
Evesham	2	5	4	5	6	4	26	5
Bromsgrove	6	6	5	6	8	8	39	6
Droitwich	7	7	7	9	7	11	48	7
Pershore	8	8	8	8	13	7	52	8
St John's	9	12	10	7	3	12	53	9
Stourport	10	11	9	11	11	9	61	10
Tenbury	12	13	13	12	12	15	77	11
Alvechurch	13	14	11	18	5	17	78	12
Warndon	16	17	17	14	10	5	79	13
Wythall	11	9	15	15	18	13	81	14
Rubery	15	10	16	10	17	14	82	15
Bewdley	14	15	12	16	20	19	96	16
Hagley	17	16	14	20	14	21	102	17
Broadway	18	19	18	17	21	10	103	18
Woodrow	20	18	20	13	16	16	103	19



Upton	19	20	19	19	15	18	110	20
Catshill	21	21	21	21	19	20	123	21
Welland	22	22	22	22	22	22	132	22
Martley	23	23	23	23	23	23	138	23

- The Hive, which has the longest opening hours and the most comprehensive service offer, is the most used library, with the County's five other main libraries ranked immediately below The Hive.
- Library Links at Welland and Martley, which provide a minimum service offer and have the fewest opening hours, have the lowest levels of activity.
- Hagley, Broadway, Upton, Woodrow and Catshill have the lowest overall activity levels, excluding Library Links.

## 6.5 Overall Ranking

Having ranked libraries according to each of the 4 indicators of need for library services, an overall ranking of need can be achieved by adding the 4 component scores together and ranking the libraries again in order of their aggregate score, where the highest score equates to the highest aggregate score equates to the highest overall need and highest overall ranking.

Table 12 below shows the final ranking of libraries from 1 (greatest aggregate need) to 23 (least aggregate need).

**Table 12: Final ranking of libraries**

Rank	Library	Deprivation	Home Site Only Users	Distance to nearest library	Level of Library Activity	Ranking Points
1	Evesham	10	7	4	5	26
2	Tenbury	13	3	1	11	28
3	Kidderminster	3	9	15	2	29
4	Redditch	4	6	18	3	31
5	Malvern	7	12	9	4	32
6	The Hive	6	4	22	1	33
7	Wythall	13	1	8	14	36
8	Droitwich	10	13	7	7	37
9	Pershore	13	14	3	8	38
10	Woodrow	1	2	18	19	40
11=	Stourport	5	16	10	10	41
11=	Hagley	13	5	6	17	41
13	Alvechurch	13	10	13	12	48
14=	Bromsgrove	12	11	20	6	49
14=	Rubery	13	8	13	15	49
16	Broadway	13	15	4	18	50
17	Warndon	1	22	17	13	53
18=	Bewdley	9	18	15	16	58
18=	Martley	13	20	2	23	58
20	St John's	8	21	22	9	60
21	Upton	13	17	13	20	63
22	Welland	13	23	11	22	69
23	Catshill	13	19	20	21	73

- Libraries with the highest aggregate need are Evesham, Tenbury, Kidderminster, Redditch, Malvern and The Hive. These libraries have high levels of service activity and high proportions of home-site only users as well as mid to high level deprivation.
- Tenbury Library's geographical isolation and very high proportion of home site only users places it amongst libraries with highest aggregate need, as does Woodrow Library's high level deprivation and high proportion of home-site only users (despite its close proximity to Redditch Library).
- Libraries with the lowest aggregate need include Catshill, Upton, St John's, Bewdley, and Warndon. These libraries on the whole have low levels of deprivation (other than Warndon), service activity and home-site only users.
- Fully volunteer run Library Links at Welland and Martley have low aggregate need for similar reasons.
- St John's Library, which has mid-level deprivation, has very low levels of home-site only users and is located at very close proximity to The Hive.
- Warndon Library, which has high levels of deprivation, also has a relatively low aggregate need ranking due to its very low levels of home-site only users and its close proximity to The Hive.
- Bromsgrove library, the main library for Bromsgrove District, has a low aggregate need ranking despite relatively high levels of service activity. This is largely due to its close proximity to two Worcestershire libraries at Catshill and Rubery and its mid-level ranking of deprivation and home-site only users.

## 7. Library Spend vs Activity Comparison

A separate exercise has been undertaken to compare each library's percentage share of total service activity in 2017/18 with its percentage share of total library service net expenditure 2017/18. The gap between the two percentages is an indicator of the value for money of each library.

To meet its statutory duty the Council must deliver an efficient library service and will consider the cost efficiency of each library when designing its approach to transformation.

Value for money data is not, however, an indicator of the population's need for the County's library services and it has therefore been excluded from the overall ranking of library need.

Activity share data reflects each library's percentage share of year-end totals for several key library indicators: visits, issues, computer and Wi-Fi use, event attendees, adult learners, new memberships, and reservations received for stock items. Weighting has been applied to give greater emphasis to visits, issues, and computer use

Each library's percentage share of activity has been subtracted from its percentage share of net expenditure. A minus figure indicating that in 2017/2018 a library delivered a greater share of all libraries' activity than its share of all libraries' net expenditure and greater, and therefore receives a higher ranking. The higher the ranking, the more value for money the library.

The resulting ranking of libraries based on this measure of value for money is set out in Table 13 below.

**Table 13: Gap between % net expenditure and % activity share by library**

	<b>Library</b>	<b>Net Expenditure Share %</b>	<b>Activity Share %</b>	<b>Gap</b>
1	Redditch	4.2	7.4	-3.2
2	Malvern	5.9	8.7	-2.9
3	Kidderminster	4.5	7.3	-2.8
4	Bromsgrove	3.7	6.1	-2.5
5	Evesham	6.4	8.4	-2.0
6	Hagley	1.2	1.5	-0.4
7	Warndon	1.4	1.4	-0.1
8	Upton	0.8	0.9	0.0
9	Droitwich	5.0	4.9	0.1
10	Broadway	0.9	0.8	0.1
11	Wythall	2.2	2.1	0.1
12	Stourport	3.5	3.4	0.2
13	Pershore	3.9	3.7	0.2
14	Catshill	0.7	0.5	0.3
15	Tenbury	2.4	2.1	0.3
16	Rubery	2.3	1.6	0.7
17	St John's	4.4	3.7	0.7
18	Bewdley	2.7	1.8	0.8
19	Alvechurch	3.2	2.2	1.0
20	Woodrow	2.4	0.6	1.8
21	The Hive	38.0	30.0	8.0
	<b>Totals</b>	<b>100.0</b>	<b>100.0</b>	<b>0.0</b>

Welland and Martley library links have been excluded from this ranking on the basis that they have no budget for staff or premises; and their low operational costs are incorporated in the library budgets of Malvern and Stourport libraries respectively.

The ranking reveals that:

- Redditch, Malvern, Kidderminster, Bromsgrove and Evesham are the most value for money libraries. These are the County's main libraries that have large catchment populations and have benefited from premises-related income or savings arising from Libraries' property re-modelling programme.
- Hagley and Warndon libraries and the County mobile are also value for money.
- Least value for money libraries are The Hive, Woodrow, Alvechurch, Bewdley, St John's and Rubery.
- PFI arrangements at The Hive and Alvechurch library reduce the flexibility to re-model and re-structure at these service points.

Detailed CIPFA value for money comparator charts for libraries, indicating the County's performance relative to other authorities, are located in **Appendix 3**





## 8. Public engagement responses

An initial public engagement survey ran from Monday 9<sup>th</sup> July until Sunday 5<sup>th</sup> August 2018, and received 2,388 responses.

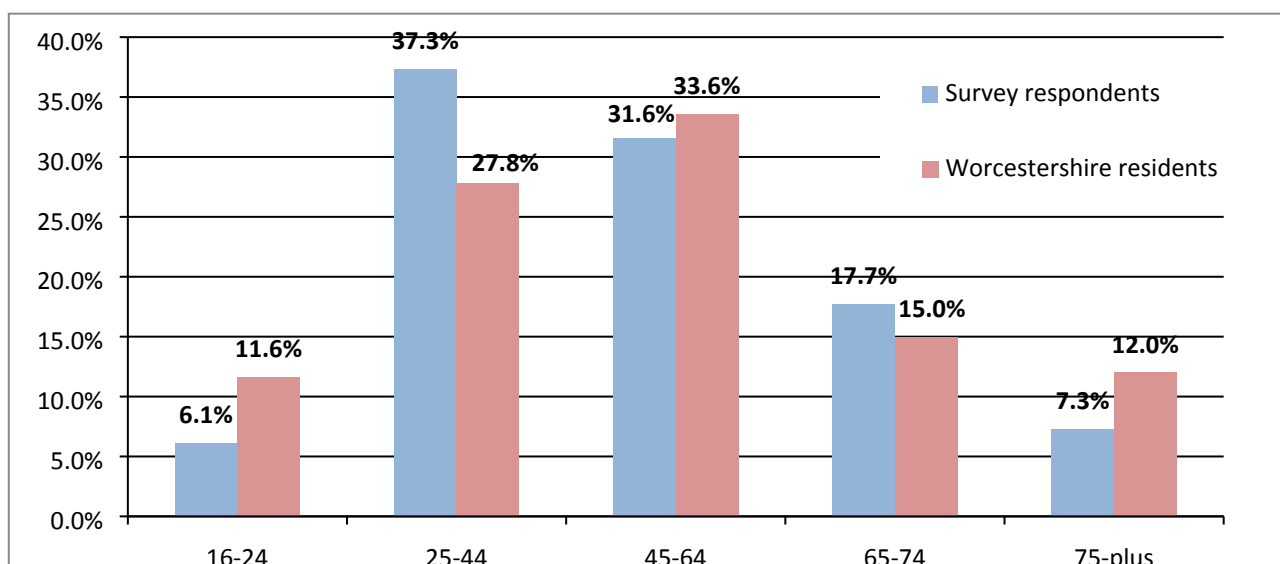
The survey sought to build a picture of:

- library visiting patterns
- aspects of current library service provision that are most valued by library customers
- public views on approaches adopted by other library authorities to keep libraries open
- public views on the Council's minimum library service offer

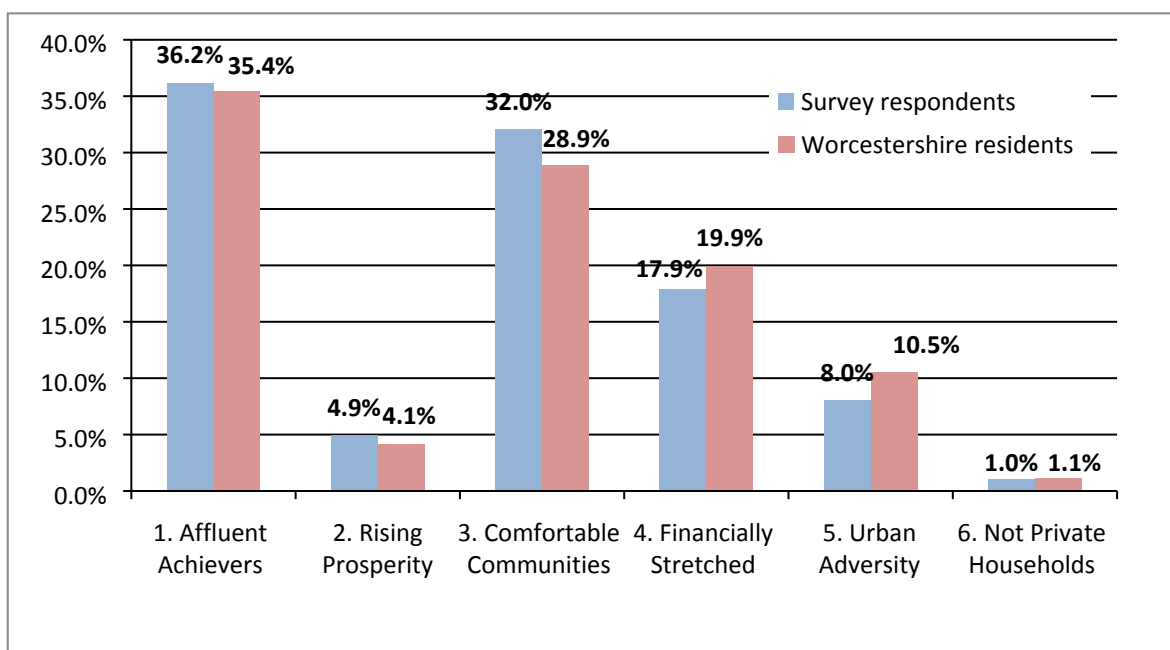
### 8.1 Profile of Respondents

Figs 8a and 8b show the age and socio economic profile of survey respondents

**Figure 8a Age profile of respondents**



**Figure 8b Socio economic profile of respondents**



- The 25-44 and 65-74 age groups and more affluent socio-economic groups were overrepresented in survey respondents.
- The most underrepresented groups in the respondent profile were 16-24 and 75+ age groups and the two least affluent socio-economic groups.
- Almost all survey respondents were library visitors.

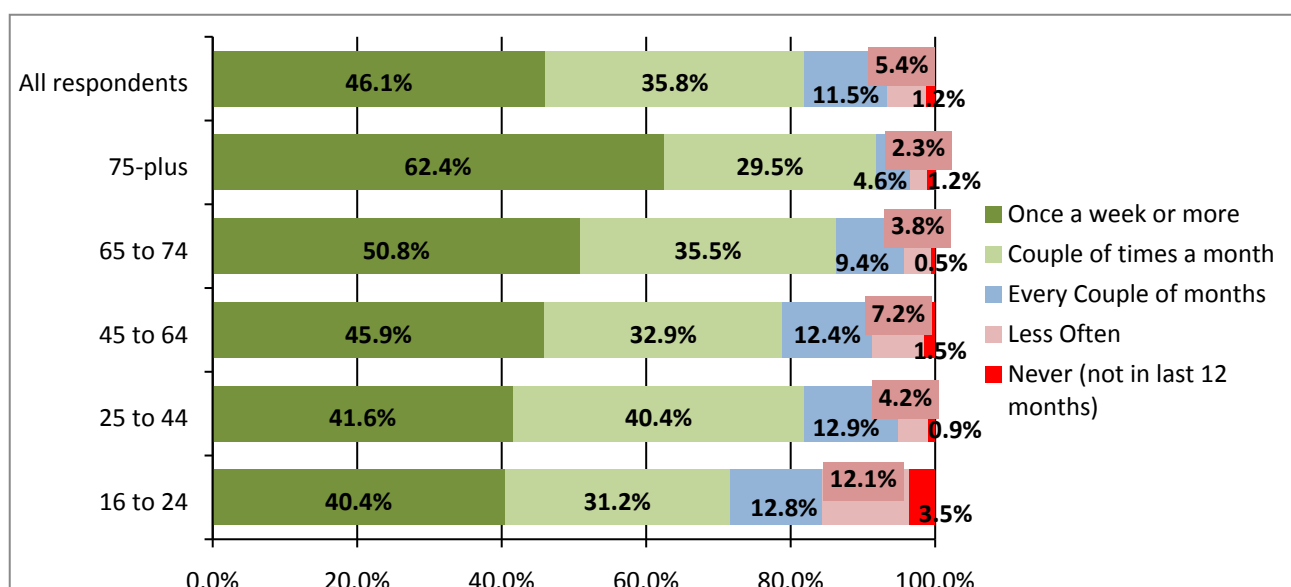
Planning for the Phase 2 public consultation on library transformation options, will incorporate approaches that promote a more representative respondent profile across different age and socio economic groups and a higher proportion of non-library users.

## 8.2 Frequency of library visits

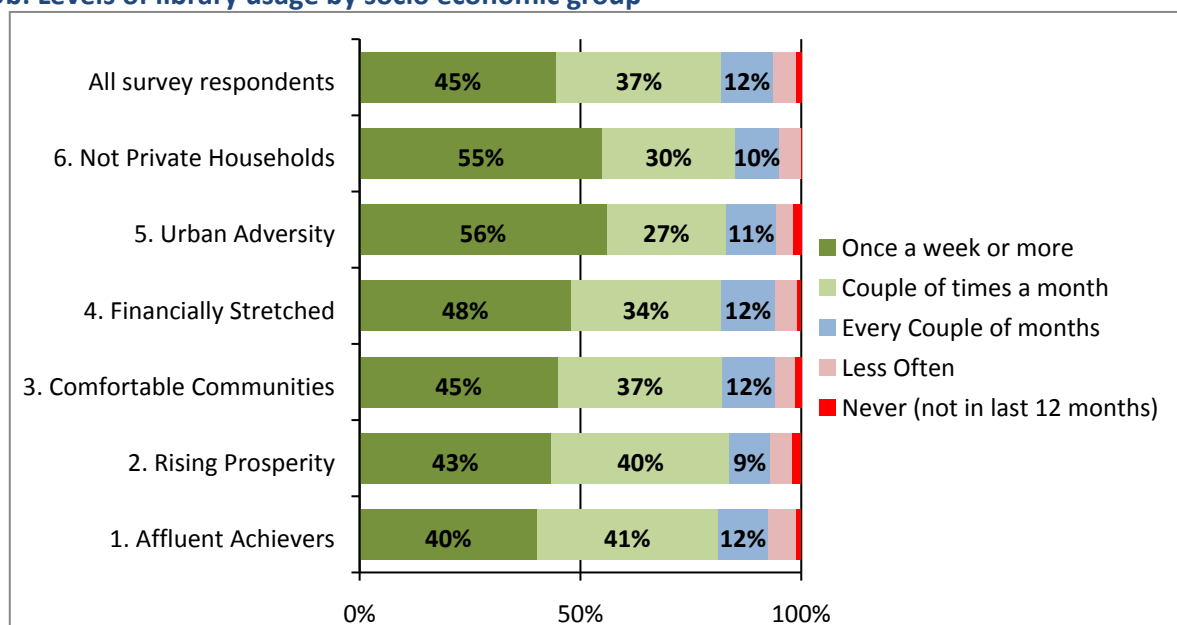
Figs. 9a and 9b show that;

- the frequency of library visiting increases with age, with the 65-74 and 75+ age groups visiting most frequently and the 16-24 age group being most likely to never have used a library
- respondents from less affluent postcodes visit Worcestershire libraries most frequently

**Figure 9a: Levels of library usage by age**



**Figure 9b: Levels of library usage by socio economic group**



### 8.3 Library Visiting patterns

Library visiting patterns of survey respondents' re-inforce previous data analysis of the home site library visiting patterns of active library users (4.4.3 Table 10)

- Almost 60% of respondents visit at least one library other than the library they visit most often.
- Respondents whose most visited library is The Hive, Wythall, Evesham, Redditch, Tenbury, Broadway and Hagley are least likely to visit another library.
- Respondents whose most visited library is Martley, Warndon, Catshill, Upton, Bewdley, Stourport and St Johns are most likely to visit at least one other library.

### 8.4 Most Valued Library Services

Fig 10 below reveals that respondents identify their three most valued library services as:

1. the provision of a free lending book collection
2. support from staff
3. being able to walk or travel a short distance to the library are the second and third most important aspects of the library service.

### 8.5 Preferred approaches for keeping libraries open

Fig 11 reveals that the most popular approaches for keeping libraries open are to make them available for community and business use; for libraries to deliver other community services and for libraries to co-locate with other services. Least popular approaches are reducing opening hours, implementing open libraries, and community run libraries.

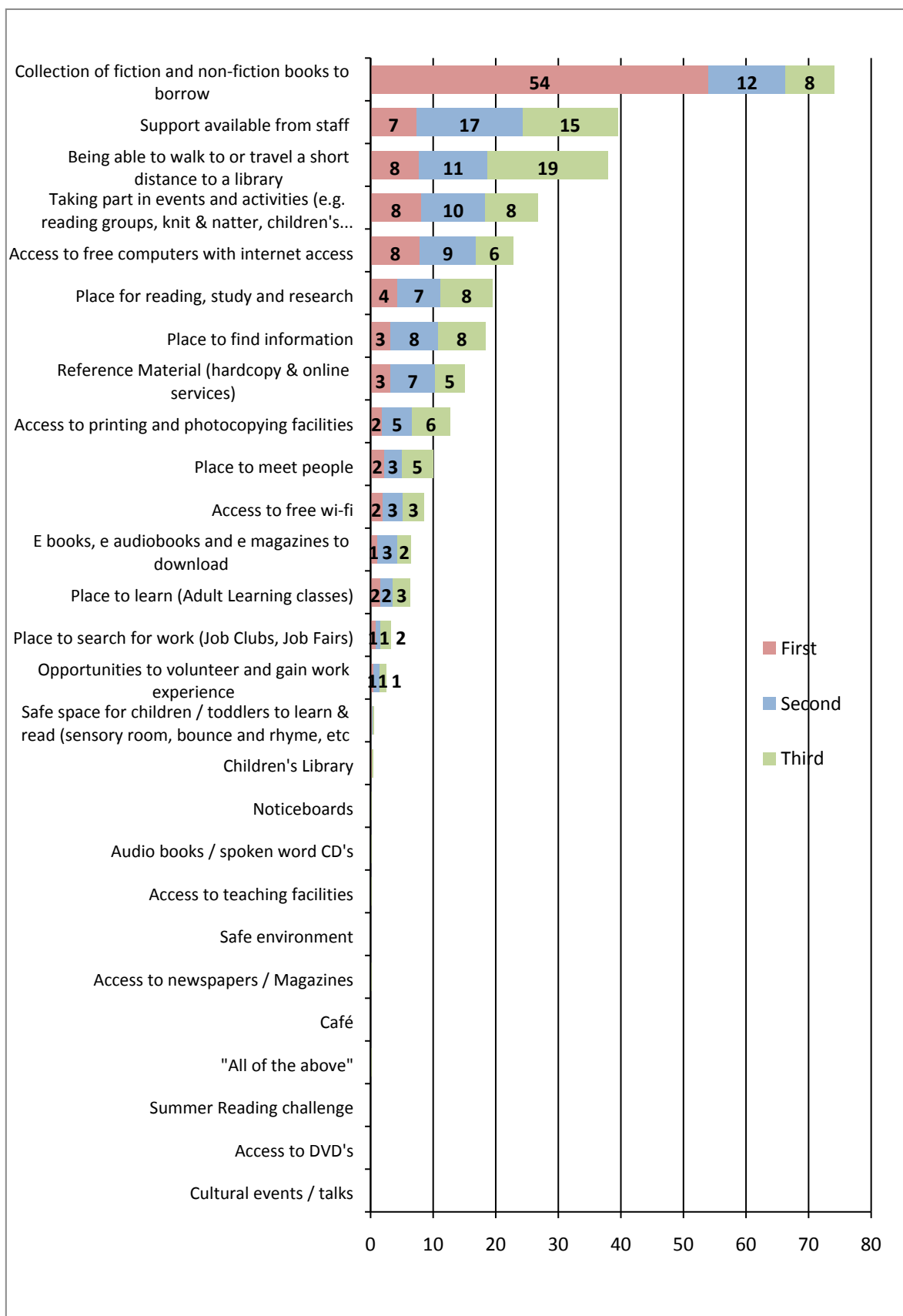
### 8.6 Minimum Service Offer

Over 50% of all respondents agreed that each service component should be part of Worcestershire's minimum library service offer (fig 12 with the exception of volunteering opportunities (38.2%).

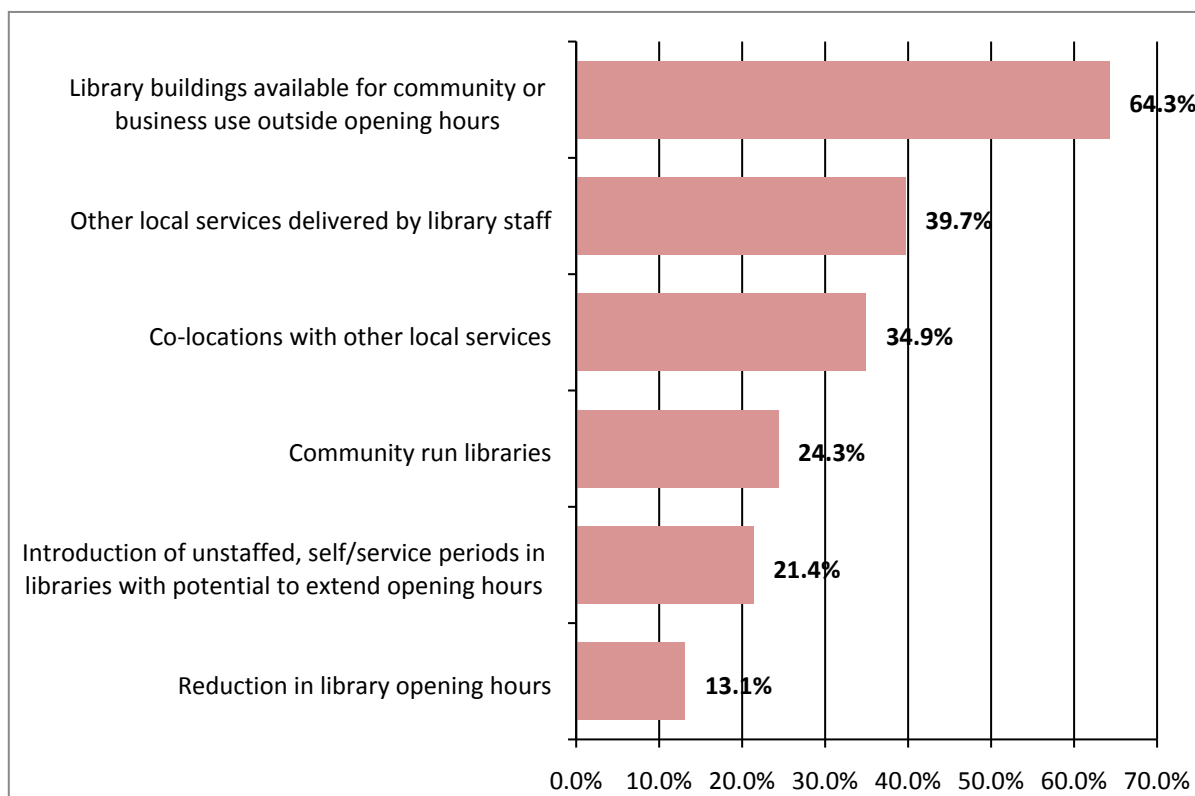
Respondents most strongly agreed with the following services should be available across all libraries:

1. the provision of a free book lending collection
2. safe and welcoming community space
3. free computer and internet access

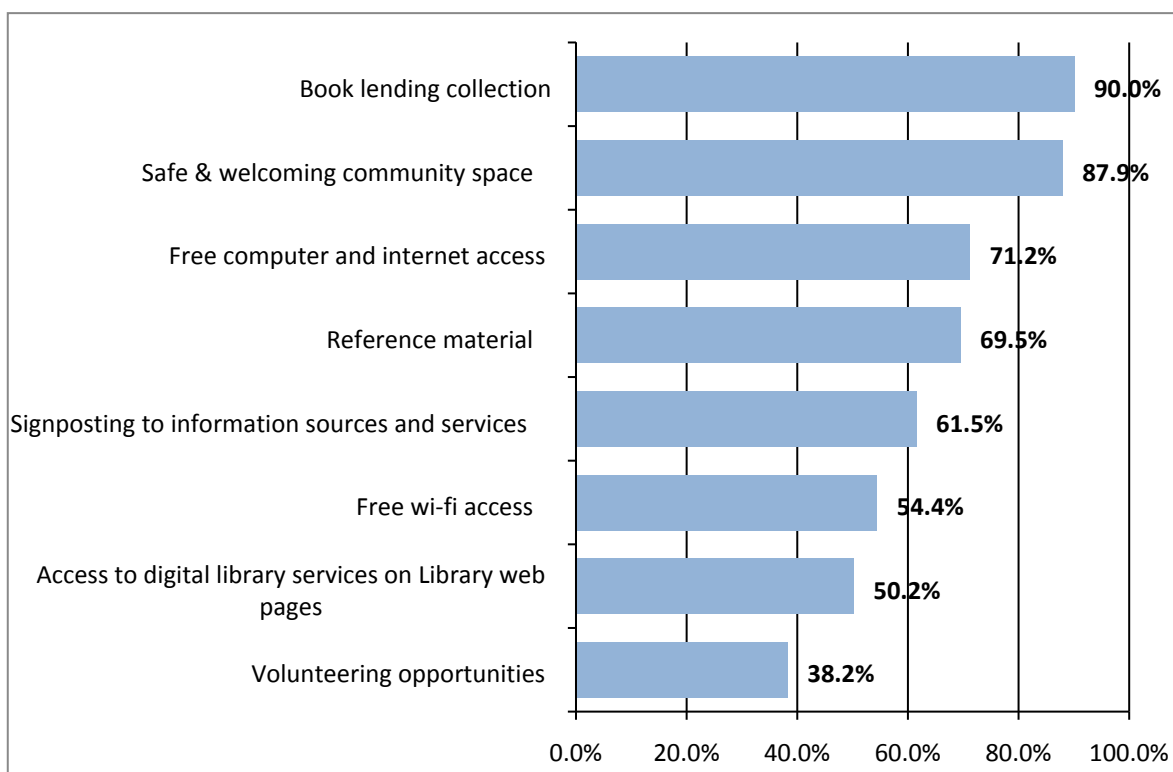
**Figure 10 Proportions of respondents ranking what is most important to them about libraries**



**Figure 11: Proportions of respondents who would support each of these approaches to keep libraries open**



**Figure 12: Proportions of respondents who agree that each service aspect is an essential aspect of a minimum library service offer**





## 9. Conclusion

To meet savings targets identified for libraries in the Council's Medium Term Financial Plan, an approach is required that will substantially transform Library Service delivery models, within an existing library transformation strategy which puts emphasis on engaging with local communities and implementing new technologies and service delivery models.

This needs assessment lays the foundations for designing that approach in a way that meets the seven common design principles identified by the Libraries' Taskforce for developing, and by implication, transforming library services:

1. meet legal requirements
2. are shaped by local needs
3. focus on public benefit and deliver a high-quality user experience
4. make decisions informed by evidence, building on success
5. support delivery of consistent England-wide core offers
6. promote partnership working, innovation and enterprise
7. use public funds effectively and efficiently

In defining its approach to further library service transformation, the Council is led by precedent, comments made by the Secretary of State and the outcome of High Court Judgements, which define a legal landscape of library change in which:

- there is no clear or absolute definition of what constitutes a 'comprehensive and efficient' library service as described in the 1964 Public Libraries and Museums Act; nor is there an agreed mechanism for defining the need for that service;
- the only way that a library authority can demonstrate that the transformation of its library service will continue to meet its statutory duty of delivering a 'comprehensive and efficient' service, is through a strategic review of that service which is underpinned by a needs assessment;
- an authority must make the required value judgements to establish a needs assessment framework which describes the need for its library service;
- a 'comprehensive and efficient service' is not determined by the number libraries provided; but must be understood in the context of available budget.

Against this legal background, and based on findings from the needs assessment, the following recommendations are put forward to shape the County's approach to further library transformation:

## 10. Recommendations for Transformation of Worcestershire's Library Service

### 10.1 Prioritise need

The needs assessment has identified the relative aggregate need of each Worcestershire library in terms of four indicators of demographic need, library location and library use. The Council's transformation approach should prioritise resources on those libraries that have been identified as having the greatest aggregate need when all four indicators have been combined. The ten libraries with the greatest and lowest in the County are:

**Table 14: Libraries – Aggregate need**

	<b>Libraries with greatest need</b>		<b>Libraries with lowest need</b>
1	Evesham	1	Catshill
2	Tenbury	2	Welland (Library Link)
3	Kidderminster	3	Upton
4	Redditch	4	St John's
5	Malvern	5=	Martley (Library Link)
6	The Hive	5=	Bewdley
7	Wythall	7	Warndon
8	Droitwich	8	Broadway
9	Pershore	9=	Rubery
10	Woodrow	9=	Bromsgrove

### 10.2 Address under-representation

The needs assessment has identified demographic groups (both age and socio-economic) in the local population who are under-represented in active library user populations and the service should focus resource on improving library participation by those groups.

At a service-wide level most age groups are represented well in the active library user population, with the exception of 25-64 age group which is under-represented by 10%. There is some, although much lower, under-representation of the 0-4, 75+ and 65-74 age groups (-2% or under).

At a library level older age groups (65-74 and 75+) are most under represented at Woodrow, Warndon and Upton while the 0-4 age group is most under-represented at Redditch, Warndon and Broadway.

At a service-wide level, the socio economic profile of the Worcestershire population is well represented in the active library user population, with no significant under-representation.

At a local level the highest under-representation of any group is of residents from most deprived postcodes in Warndon (- 30.8%) and Woodrow (- 26%). This is followed by the under-representation of second most deprived postcodes at Warndon (-12%).

### 10.3 Address poor value for money

The needs assessment has considered the value for money of each library in terms of its share of total service activity compared with its share of net service expenditure, and has identified the relative cost efficiency of each library. The County's library transformation approach should seek solutions that reduce costs and/or increase participation in libraries which are least value for money.

**Table 15: Libraries – Value for Money**

	<b>Most value for money libraries</b>
1	Redditch
2	Malvern
3	Kidderminster
4	Bromsgrove
5	Evesham

	<b>Least value for money libraries</b>
1	The Hive
2	Woodrow
3	Alvechurch
4	Bewdley
5	St John's

**10.4 Continue to deliver national service offers**

The Council's current Library Service offer is aligned to Society of Chief Librarians (SCL) Universal library offers and is designed to deliver Libraries Taskforce outcomes.

When designing its library transformation approach, the County should ensure that the service offer continues to reflect these national standards and to deliver a minimum service offer that reflects resident's priorities.

**10.5 Ensure that public and stakeholders shape library transformation**

Feedback captured by the County's Phase 1 public engagement survey, indicate those aspects of current library service provision that are most valued by the public and those that it considers should comprise the minimum Library Service offer in the County.

**Table 16: Libraries – Engagement Survey Highlights**

	<b>Most important aspects of current library provision</b>
1	free book lending collection
2	support from staff
3	being able to walk or travel a short distance to the library
4	library events & activities
5	free computer and internet use

	<b>Library services that should be included in minimum library offer</b>
1	free book lending collection
2	safe and welcoming community space
3	free computers and internet access
4	reference collection
5	signposting to information sources & services

Based on initial public feedback the Council should continue to invest, through the book-fund, in a comprehensive book lending collection which has been identified as having primary importance to the public.

Phase 2, 90 day, full public and stakeholder consultation will build on this initial feedback by capturing views and seeking ideas to support on transformation options for each library.

**10.6 Seek income generating opportunities**

Irrespective of the transformation approach adopted at each library, opportunities should be sought across libraries to generate service income including rent from new co-location opportunities, from making libraries available for community and business hire outside opening hours or from delivering additional, non-core library customer services.

## 10.7 Improve the Public Computer Network

To ensure a public computer network offer and self-service offer that is fit for purpose and consistent across libraries, the Council should invest in an upgrade programme for its computers, printers and self-issue kiosks. Prior to upgrade the service will review the pattern in take-up of its computers and printers to ensure that the public computer network is of an appropriate size.

The library service offers 215 public network computers at The Hive and 292 public network computers in other libraries. The hardware in place, excluding The Hive, is now 7 years old and classed as "old" in IT terms. These 292 computers have an operating system with a fixed set end of life of 14<sup>th</sup> January 2020. The impact of this is that no downloads or security updates will be possible and as a result the public network computers will become unusable and redundant from this date.

In preparation for the need to replace these computers, usage has been monitored and reviewed. The table below shows customer usage of the public network computers across Worcestershire Libraries, with a comparison figure for other County Councils.

**Table 17: Customer usage of public network computers 2015 – 2018**

Year	Available Hours	Hours Used	Percentage of Available Hours Used	
			Worcestershire	English County Councils
2015/2016	1,706,217	522,719	30.6	36.0
2016/2017	1,783,521	466,694	26.2	33.3
2017/2018	1,673,759	396,130	23.7	Available Autumn 2018

There has been a steady reduction in PN usage over the last 3 years. Computer usage peaked in 2008 and at its highest was 50% of available hours. Customers are able to use their own devices with free and easily accessible Wi-Fi available at all library sites. In considering replacing the public network computers it will be important that usage data is considered. Recent analysis suggests a reduction of a third could be considered, excluding The Hive.

### Next Steps

Based on these recommendations the Council will set out transformation options on a library-by-library basis, alongside service wide transformation approaches, to be considered initially by Cabinet and subsequently by the public, stakeholders and staff.

## Individual Library Profiles

<http://www.worcestershire.gov.uk/libraryprofiles>



## Comparative Library Performance Data

### Library Performance

The Council has a robust process for data collection system in place to monitor use and performance of its public library service. The following section shows the findings analysis of this data to determine patterns of use and the extent to which services are meeting the needs of the population.

### Library Visits & Active Users

The overall number of visits to public libraries in Worcestershire has been declining each year following the national trend for England. The table below shows that there has been a 16% decline in visits to the Council's public libraries in the four year between 2014/2015 to 2017/18 this is slightly higher than the national average for All English Authorities which is 14.5% (overall rate for 2016/2017 % +/- 2012/2013).

Worcestershire's visitor decline from 2014/2015 to 2016/2017 is 11.2% compared to a decline of 11.7% for all English County Councils and 9.1% for all English Authorities

**Table 2.1: Number of visits shown by financial year between 2014-2017 based on CIPFA data**

Financial Year	All visits Worcestershire	All visits Worcestershire per 1,000 residents	% Worcestershire annual rate of decline	% All English County Councils annual rate of decline	% All English Councils annual rate of decline
2014/2015	3,185,207	5,536	-4.4	-4.2	-4.0
2015/2016	2,770,023	4,787	-13.0	-7.3	-6.2
2016/2017	2,827,561	4,849	+2.1	-4.7	-3.1

From 2014/2015 to 2016/2017, Worcestershire's visits-per-thousand-residents figures were the highest of any English County Council. The overall trend based on CIPFA data shows that whilst Worcestershire's decline in visitors/thousand is higher than that for all English local authorities, it is lower than that for the West Midlands and other County Council equivalents.

**Table 2.2: Number of visits/thousand residents 2014/2015 to 2016/2017**

	14/15	16/17	% +/-
Worcestershire	5,536	4,849	-12.4
West Midlands	3,775	3,265	-13.5
English County Councils	3,843	3,345	-13.0
All English Local Authorities	4,136	3,696	-10.6

It's also important to note that visitor data for Worcestershire also includes all visits to The Hive which operates as a joint public and university library. Worcestershire Libraries' visitor numbers are strengthened by a number of co-locations with third party organisations, including the University of Worcester. The Hive opened in 2012 and despite an initial increase in visits and its dual role as a public and university library trend data shows visits are also declining following the countywide and national trend, in 2017/2018 there was a -4.9% (689,849 visits) decline from the previous year (725,630).

97.9% of library visits in 2017/2018 were physical visits to a branch, with 2.1% being digital visits to the libraries' website (excluding visits to Worcestershire Libraries' e-book and e-magazine sites and online reference sources)

The table below shows the total number of visits to Worcestershire's 21 branch libraries and the County Mobile library in the 2015/2016 and 2017/2018 financial years. Visits are recorded by means of main-entrance electronic people-counters.

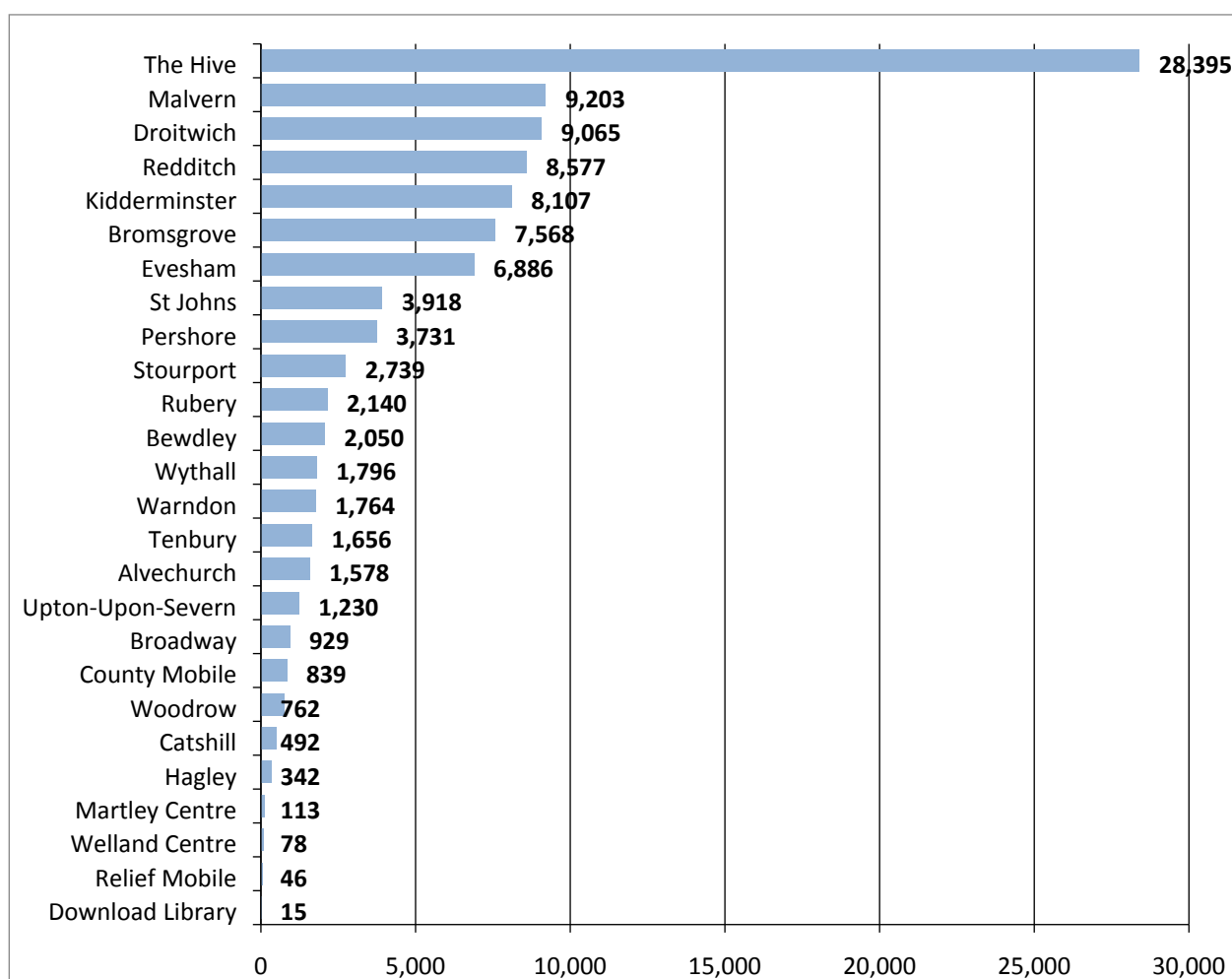
**Table 2.3: Library Visits**

Library	Visits		
	2015/2016	2017/2018	% +/-
Alvechurch	61,215	59,315	-3.1
Bewdley	59,523	51,871	-12.9
Broadway	26,042	21,484	-17.5
Bromsgrove	155,313	177,199	14.1
Catshill	10,046	11,690	16.4
County Mobile	8,712	7,680	-11.8
Droitwich	135,438	143,448	5.9
Evesham	305,439	311,091	1.9
Hagley	36,729	32,442	-11.7
Kidderminster	250,838	201,653	-19.6
Malvern	198,739	202,120	1.7
Pershore	105,500	105,716	0.2
Redditch	270,867	222,088	-18.0
Rubery	47,030	44,221	-6.0
St John's	101,768	105,371	3.5
Stourport	73,372	93,663	27.7
Tenbury	65,728	61,513	-6.4
Upton	23,428	20,802	-11.2
Warndon	34,080	36,190	6.2
Woodrow	44,235	12,153	-72.5
Worcester - The Hive	721,169	689,849	-4.3
Wythall	32,688	71,726	119.4
<b>Totals</b>	<b>2,767,899</b>	<b>2,683,285</b>	<b>-3.1</b>

Library re-locations can help to explain the significant increases at Bromsgrove, Stourport, and in particular at Wythall Library, which re-located in April 2016 to the Woodrush Community Hub. An increase in visits from local schools contributed to Catshill Library receiving more visits in 2017/2018 than in any other year since it moved to its current location in April 2013.

The table below relates to 'active users' of libraries in the 2017/2018 financial year, showing the number of different people in that time who either borrowed at least one item or logged in at least once to a computer. Each person is counted only once, irrespective of how many items they borrowed, how many times they used a computer or whether or not they both borrowed an item and used a computer. The overall total of the bars in the graph below is 104,019, down 4,541 (4.2%) compared with the 2016/2017 countywide total of 108,560 unique borrowers and computer users (all counted only once).

**Figure A: Graph showing active users by library in 2017-18**



### Library issues (Loans)

Issues figures detail loans of stock items to users of libraries run by the County Council in fulfilment of its statutory library-service provision as defined in the Public Libraries & Museums Act 1964. This means that, unless otherwise stated, issues in prison libraries or as part of the Schools' Library Service are excluded from the totals. Renewals of loans are included in the issues totals, counted as a separate (i.e. fresh) loan.

**Table 2.4: Library issues**

Adult Fiction	Hardback	Paperback	Total	% +/-
2014/2015	283,966	723,695	1,007,661	-7.9
2015/2016	256,493	669,315	925,808	-8.1
2016/2017	235,514	657,522	893,036	-3.5
2017/2018	219,584	632,322	851,906	-4.6

Adult Non-Fiction	Hardback	Paperback	Total	% +/-
2014/2015	172,156	508,452	680,608	-9.8
2015/2016	150,670	445,961	596,631	-12.3
2016/2017	134,420	405,681	540,101	-9.5
2017/2018	121,448	373,261	494,709	-8.4

<b>Teenage Stock</b>	<b>Hardback</b>	<b>Paperback</b>	<b>Total</b>	<b>% +/-</b>
2014/2015	6,899	45,620	52,519	-18.1
2015/2016	5,119	32,265	37,384	-28.8
2016/2017	4,450	29,449	33,899	-9.3
2017/2018	4,031	26,559	30,590	-9.8

Issues totals locally have fallen over the last few years, with falls also being seen regionally and nationally over many years. The decline in borrowing can be attributed to several factors. Key reasons identified in national studies include an increased level of buying books as opposed to borrowing, lack of time to visit the library, reduced library opening hours, stock selection, and restrictive borrowing periods and fines. On-line retailers such as Amazon can also offer current or recent titles at low prices and there has been an increase in e-book and e-audiobook availability, with some people now preferring e-reading to the traditional printed-book format.

Locally, crime, thrillers, adventure stories, and historical fiction remain popular fiction genres, whilst biographies and academic titles remain staples of non-fiction borrowing. Borrowing of Teenage hardback and paperback titles dropped markedly in 2014/2015 and 2015/2016 and has continued to fall since then. This does not reflect an absence of young people visiting libraries; instead, it indicates a greater tendency on their part to borrow adult fiction/non-fiction items

### Public Network Computers

In 2017/2018, 21 of the main branch libraries offered a total of 488 computers and 1,673,759 computer hours for members of the public to use. The hours available to the public dropped slightly compared with the total of 1,783,521 hours in 2016/2017, but there were 13 fewer computers.

The data shows that overall in 2017/2018 only 23.7% of the available computers were used. These average % occupancy figures mask peak time usage, but there is still an overall reduction in use of Public Network computers. This could be due to the age of the equipment and ease of use or that customers prefer to use their own laptop or devices to connect to the free WIFI available at all Worcestershire public libraries. The majority of people seemed to prefer to walk in and access a public network computer, rather than pre-book.

**Table 2.5 Public network computer's usage**

<b>Years</b>	<b>No. public network computer</b>	<b>Walk up - to use public network computer</b>	<b>Pre-book - to use public network computer</b>	<b>% Available public network computer hours used</b>
2016/17	501	469,591	35,932	26.2%
2017/18	488	370,655	37,736	23.0%

Provision of free access to public network computers enables Worcestershire Libraries to meet the National Libraries' Taskforce outcome of improved digital literacy and access. Using public network computers, Library staff and Digital Champion volunteers are able to support library customers and customers of co-located services, including DWP, to develop skills, confidence and independence using technology and accessing digital services.

Users of the PN service are scattered around the whole of the county but clustered around the main towns and urban areas where most people reside. The map shows that people in rural, less accessible areas are using the PN service

ACORN profiling of people using the Public Network showed that:-

- The average age of the population in households using the Public Network is slightly younger when compared to Worcestershire as a whole.
- Households containing lone parents occur more among Public Network users than in the whole of the county.
- Over a third of those using the Public Network live in households with an income less than £20k.
- The dominant Social Grade among Public Network users is C1 and the most over-represented compared to the whole of Worcestershire is E.

There is a higher proportion of people using the Public Network who are unemployed than is the case across the whole of the county.

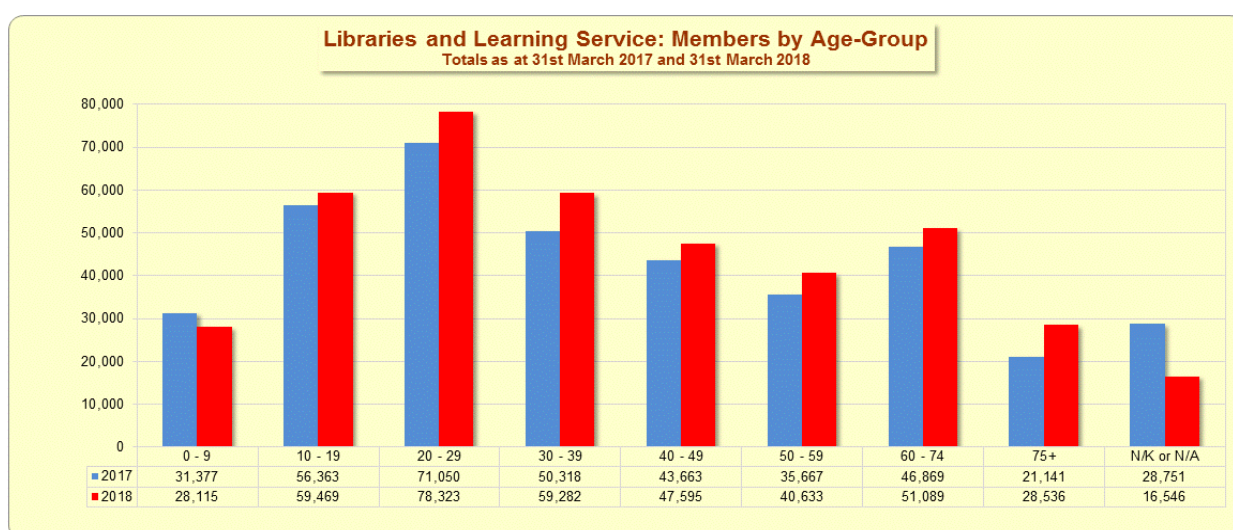
## Membership

Library data for 2016/2017 and 2017/2018 shows that, despite overall visits to libraries falling, membership across the county has increased by 6% to 409,588, a total which is the equivalent of 70% of Worcestershire's population. To provide some context for these figures, it should be remembered that people living/studying outside Worcestershire can become members and that membership records are not deleted unless a request is received to do so. If records of members who had not borrowed an item for a set period of time were deleted automatically, the risk would be run of deleting records of currently active users who only use the service to access computers, Wi-Fi, and other e-services. They would then be unable to access those services as a valid membership is required. A more accurate indicator of active membership is the Active User indicator which combines the number of library members who have borrowed at least one book or logged onto a Public Network Computer at least once in the previous 12 months; counting each individual only once.

**Table 2.6: Membership Numbers**

Year	Active Users	% Change
2015/2016	111,812	--
2016/2017	108,560	-2.9
2017/2018	104,019	-4.2

**Figure B: Libraries: Members by Age Group**





Well over half of all memberships (57%) are for people aged between 0 - 40 years. Of the 21 branches, The Hive has the highest number of members, followed by Redditch, with Catshill having the lowest.

**Table 2.7: Public libraries' figures for new memberships (excluding University of Worcester enrolments)**

Library	New Members		
	2015/2016	2017/2018	% +/-
Alvechurch	310	392	26.5
Bewdley	288	403	39.9
Broadway	227	198	-12.8
Bromsgrove	2,092	1,644	-21.4
Catshill	246	140	-43.1
County Mobile	45	33	-26.7
Droitwich	1,089	916	-15.9
Evesham	1,615	1,755	8.7
Hagley	245	275	12.2
Kidderminster	1,988	1,797	-9.6
Malvern	1,526	1,436	-5.9
Pershore	591	603	2.0
Redditch	2,856	2,175	-23.8
Rubery	601	549	-8.7
St John's	561	452	-19.4
Stourport	470	355	-24.5
Tenbury	303	283	-6.6
Upton	125	84	-32.8
Warndon	199	315	58.3
Woodrow	268	175	-34.7
Worcester - The Hive	6,864	5,978	-12.9
Wythall	279	470	68.5
<b>Totals</b>	<b>22,788</b>	<b>20,428</b>	<b>-10.4</b>

### Value for Money Comparator Data (CIPFA)

The Council has a responsibility to ensure that its public library services are delivering value for money compared against the extent to which it is meeting needs and having a local impact.

The needs assessment has sought to make an assessment of value for money by making comparisons between cost of library services in Worcestershire and other library authorities that have similar populations. This approach provides a useful high level indicative analysis to benchmark but, due to a number of variables direct comparisons can be limited.

### Net Expenditure including Capital

The table below provides some comparison using CIPFA data to benchmark to other local authorities to consider the rate of overall expenditure on public libraries in Worcestershire.

**Table 2.8: Net Expenditure including Capital from the CIPFA returns benchmarked to other local authorities.**

Local Authority	2013/14	2014/15	2015/16	2016/2017
<b>Worcestershire</b>	<b>6,636,360</b>	<b>7,133,000</b>	<b>6,737,161</b>	<b>6,660,000</b>
Average	9,472,596	9,540,634	9,168,405	8,867,574
Median	8,493,148	7,433,534	6,998,227	6,722,186
<b>Worcs +- % Median</b>	<b>-21.9%</b>	<b>-4.0%</b>	<b>-3.7%</b>	<b>-0.9%</b>

Spend on public libraries in Worcestershire during the financial years 2013/2014 to 2016/2017 is lower than other local authorities. Spend on public libraries in Worcestershire in 2015/2016 of £6,737,161 equates to around £11.50 per capita of the population based on an estimated population of 583,500. For 2018/2019 it is predicted to have dropped further to £7.64 per capita of the population. The lower overall net expenditure during this period reflects the £3.7 million efficiency savings which have reduced library service costs. These have predominately been from public library services in the community and the mobile library service.

### Costs per visits to libraries

The table below shows costs per visit to all public libraries and highlights that the cost in Worcestershire is lower than the average for all authorities.

**Table2.9: Data from CIPFA shows costs of libraries in Worcestershire per visit**

Financial Year	All visits Worcestershire	All visits Worcestershire per 1,000 residents	Worcestershire Cost per visit	Average All Authorities	Worcestershire average % +- performance family average
<b>2014/2015</b>	3,185,207	5,536	2.28	3.08	<b>-23.0%</b>
<b>2015/2016</b>	2,770,023	4,787	2.39	3.18	<b>-22.5%</b>
<b>2016/2017</b>	2,827,561	4,849	1.77	3.15	<b>-43.8%</b>
<b>2017/2018</b>	2,685,481	4,606	1.80	-	-

Separate analysis was undertaken to determine the cost per visit to the mobile library service shown in the table below:

**Table 2.10: Costs per visit to Worcestershire mobile library service**

Financial Year	No. mobile stops	All visits Worcestershire Mobile service	Worcestershire cost per visit (£s)
<b>2014/2015</b>	431	21,504	£5.89
<b>2015/2016</b>	247	8,712	£4.87
<b>2016/2017</b>	247	8,160	£3.72
<b>2017/2018</b>	179	7,680	£1.68

No other comparator data was available to assess value for money against other authorities. The data for Worcestershire shows little difference between the cost per visit to a static library at £1.80 compared to £1.68 for the mobile library in 2017/2018.

**Table 2.11: Cost per Issue**

Financial Year	All issues Worcestershire	All issues Worcestershire per 1,000 residents	Worcestershire Cost per issue	Average All Authorities	Worcestershire average % +/- performance family average
<b>2014/2015</b>	3,008,846	5,229	2.37	3.78	-6.5%
<b>2015/2016</b>	2,717,595	4,697	2.44	3.68	-6.4%
<b>2016/2017</b>	2,575,735	4,417	1.94	3.60	-27.0%
<b>2017/2018</b>	2,471,581	4,239	1.87	--	--

**Table 2.12: Costs per resident per week**

The table below uses CIPFA data to show how much library services cost per resident per week; this cost has remained relative stable over the last three years.

	Total service points	Population per service point	2013/14	2014/15	2015/16
<b>Worcestershire</b>	<b>23</b>	<b>25,352</b>	<b>0.22</b>	<b>0.24</b>	<b>0.22</b>
Average All Authorities	46	17,882	0.24	0.22	0.21
Average Comparator Authorities			0.23	0.20	0.21
Worcestershire average % +/- performance family average	-48.5%	52.2	-0.9%	9.4%	5.4%

**Table 2.13: Property costs**

Worcestershire property costs per 1000 population are consistently lower than all comparators and since 2015/2016 premises rental income significantly outperforms that of all comparators.

Financial Year	Premises Costs per 1,000 residents - Worcestershire	Premises Costs per 1,000 residents – performance family	Premises Costs per 1,000 residents - English County Councils	Premises Costs per 1,000 residents - All English Local Authorities	Worcestershire average % +/- performance family average
<b>2014/2015</b>	1,162	1,434	1,777	1,922	-19.0
<b>2015/2016</b>	1,205	1,346	1,654	1,855	-10.5
<b>2016/2017</b>	1,196	1,199	1,586	1,787	-0.3
<b>2017/2018</b>	1,198	--	--	--	--

Financial Year	Premises Income per 1,000 residents - Worcestershire	Premises Income per 1,000 residents – performance family	Premises Income per 1,000 residents - English County Councils	Premises Income per 1,000 residents - All English Local Authorities	Worcestershire average % +/- performance family
2014/2015	37	91	93	105	-59.3
2015/2016	221	80	84	112	+176.3
2016/2017	238	84	102	120	+183.3
2017/2018	228	--	--	--	--

**Table 2.14: Volunteer contribution**

The table below provides some analysis about the value of the contribution made by volunteers who are a core part of the Worcestershire County Council library service.

Financial Year	Number of volunteers per year	Volunteer hours per year	Total Volunteer equivalent contribution per year (£s)	Volunteer equivalent contribution per person per year (£s)
2014/2015	414	17,236	202,523.00	489
2015/2016	421	19,102	251,000.28	596
2016/2017	406	19,632	306,082.59	754
2017/2018	507	16,991	258,776.58	510

The Council has a responsibility to ensure that its public library services are delivering value for money compared against the extent to which it is meeting needs and having a local impact.

Table 3.1: Service Isolation ranking, incorporating out-of-county libraries

Key	
Dis	Distance (miles)
Pu Tr	Public Transport
Ti	Time (minutes)

	Library	Closest Library	Dis	Car	Pu Tr	Second Closest	Dis	Ti	Third Closest	Dis	Ti
1	Tenbury	Ludlow	10.2	18	40	Martley	13.7	25	Bewdley	14.4	24
2	Martley	St Johns	7.5	17	21	Bromyard	9.0	18	The Hive	9.2	23
3	Pershore	Evesham	7.0	16	22	Upton	8.2	17	The Hive	9.5	24
4=	Broadway	Evesham	6.3	14	25	Stow-on-the-Wold	11.5	17	Pershore	12.7	23
4=	Evesham	Broadway	6.3	14	25	Pershore	7.0	16	Tewkesbury	13.5	29
6	Droitwich	Warndon	5.2	14	42^	Bromsgrove	6.9	17	The Hive	7.0	19
7	Malvern	Welland	5.0	11	74^	Upton	7.4	15	St Johns	7.4	18
8	Stourport	Bewdley	4.4	10	20	Kidderminster	5.0	14	Martley	9.6	18
9=	Welland	Upton	3.9	8	12	Malvern	5.0	11	Ledbury	6.8	13
9=	Upton	Welland	3.9	8	12	Tewkesbury	7.2	14	Malvern	7.4	15
11=	Rubery	Alvechurch	3.7	9	48	Northfield	4.3	13	Catshill	5.3	12
11=	Alvechurch	Rubery	3.7	9	48	Wythall	5.1	10	Catshill	6.9	11
13=	Kidderminster	Bewdley	3.6	12	22	Stourport	5.0	20	Hagley	5.8	15
13=	Bewdley	Kidderminster	3.6	12	22	Stourport	4.4	10	Hagley	8.7	22
15	Hagley	Stourbridge	3.3	12	35^	Kidderminster	5.8	15	Catshill	6.3	12
16	Wythall	Shirley	3.1	9	40	Alvechurch	5.1	10	Solihull	5.6	17
17	Warndon	The Hive	2.5	9	19	St Johns	3.1	12	Droitwich	5.2	14
18=	Woodrow	Redditch	2.0	8	13	Henley-in Arden	7.9	16	Bromsgrove	8.1	12
18=	Redditch	Woodrow	2.0	8	13	Henley-in-Arden	7.7	16	Bromsgrove	8.1	11
20=	Catshill	Bromsgrove	1.9	5	9	Rubery	5.3	12	Hagley	6.3	12
20=	Bromsgrove	Catshill	1.9	5	9	Rubery	6.6	15	Droitwich	6.9	17
22=	Worcester – The Hive	St Johns	0.8	4	11	Warndon	2.5	9	Droitwich	7.0	19
22=	St John's	The Hive	0.8	4	11	Warndon	3.1	12	Malvern	7.4	18

\*All Public transport journeys are by bus, except those marked ^, which involves bus and train travel. All public transport journey times include walking time.



**Table 4.1: Ranking of libraries by each area of activity (Visits, Active users, Issues, PC Sessions, Event Attendees and Adult Learners.)**

Individual library rankings for each of the six activity indicators. The higher the activity, the higher the ranking.

Visits	Total	Rank
Worcester - The Hive	689,849	1
Evesham	311,091	2
Redditch	222,088	3
Malvern	202,120	4
Kidderminster	201,653	5
Bromsgrove	177,199	6
Droitwich	143,448	7
Pershore	105,716	8
St John's	105,371	9
Stourport	93,663	10
Wythall	71,726	11
Tenbury	61,513	12
Alvechurch	59,315	13
Bewdley	51,871	14
Rubery	44,221	15
Warndon	36,190	16
Hagley	32,442	17
Broadway	21,484	18
Upton	20,802	19
Woodrow	12,153	20
Catshill	11,690	21
Welland	1,548	22
Martley	648	23

Active Users	Total	Rank
Worcester - The Hive	21,969	1
Redditch	7,683	2
Kidderminster	6,106	3
Malvern	5,949	4
Evesham	5,645	5
Bromsgrove	5,291	6
Droitwich	3,585	7
Pershore	2,245	8
Wythall	1,790	9
Rubery	1,594	10
Stourport	1,526	11
St John's	1,507	12
Tenbury	1,348	13
Alvechurch	1,179	14
Bewdley	1,169	15
Hagley	1,108	16
Warndon	676	17
Woodrow	650	18
Broadway	553	19
Upton	422	20
Catshill	218	21
Welland	59	22
Martley	58	23

Issues	Total	Rank
Worcester - The Hive	807,086	1
Malvern	255,894	2
Redditch	148,212	3
Evesham	147,545	4
Bromsgrove	145,933	5
Kidderminster	145,145	6
Droitwich	125,923	7
Pershore	91,524	8
Stourport	81,267	9
St John's	70,857	10
Alvechurch	48,370	11
Bewdley	43,807	12
Tenbury	43,090	13
Hagley	42,191	14
Wythall	41,457	15
Rubery	37,361	16
Warndon	32,076	17
Broadway	23,128	18
Upton	20,788	19
Woodrow	11,226	20
Catshill	10,068	21
Welland	2,611	22
Martley	1,856	23

Public Computer Sessions	Total	Rank
Worcester - The Hive	182,460	1
Redditch	53,166	2
Kidderminster	35,724	3
Malvern	29,306	4
Evesham	24,227	5
Bromsgrove	23,590	6
St John's	10,321	7
Pershore	7,812	8
Droitwich	7,514	9
Rubery	5,961	10
Stourport	5,465	11
Tenbury	4,015	12
Woodrow	3,457	13
Warndon	2,754	14
Wythall	2,675	15
Bewdley	2,593	16
Broadway	2,321	17
Alvechurch	1,820	18
Upton	1,449	19
Hagley	981	20
Catshill	780	21
Welland	0	22
Martley	0	23

Event Attendees	Total	Rank
Worcester - The Hive	31,890	1
Kidderminster	22,775	2
St John's	10,760	3
Malvern	8,590	4
Alvechurch	7,430	5
Evesham	6,416	6
Droitwich	6,126	7
Bromsgrove	5,970	8
Redditch	5,793	9
Warndon	5,490	10
Stourport	5,466	11
Tenbury	5,050	12
Pershore	4,959	13
Hagley	4,444	14
Upton	4,157	15
Woodrow	4,101	16
Rubery	3,270	17
Wythall	2,321	18
Catshill	2,271	19
Bewdley	1,581	20
Broadway	1,144	21
Welland	0	22
Martley	0	23

Adult Learners	Total	Rank
Kidderminster	86	1
Worcester - The Hive	79	2
Redditch	54	3
Evesham	38	4
Warndon	24	5
Malvern	24	6
Pershore	23	7
Bromsgrove	17	8
Stourport	14	9
Broadway	14	10
Droitwich	13	11
St John's	12	12
Wythall	7	13
Rubery	4	14
Tenbury	4	15
Woodrow	2	16
Alvechurch	0	17
Upton	0	18
Bewdley	0	19
Catshill	0	20
Hagley	0	21
Welland	0	22
Martley	0	23

\* where libraries had an equal 2017/2018 out-turn, their ranking is based on previous years' figures

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