

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
Pershore	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

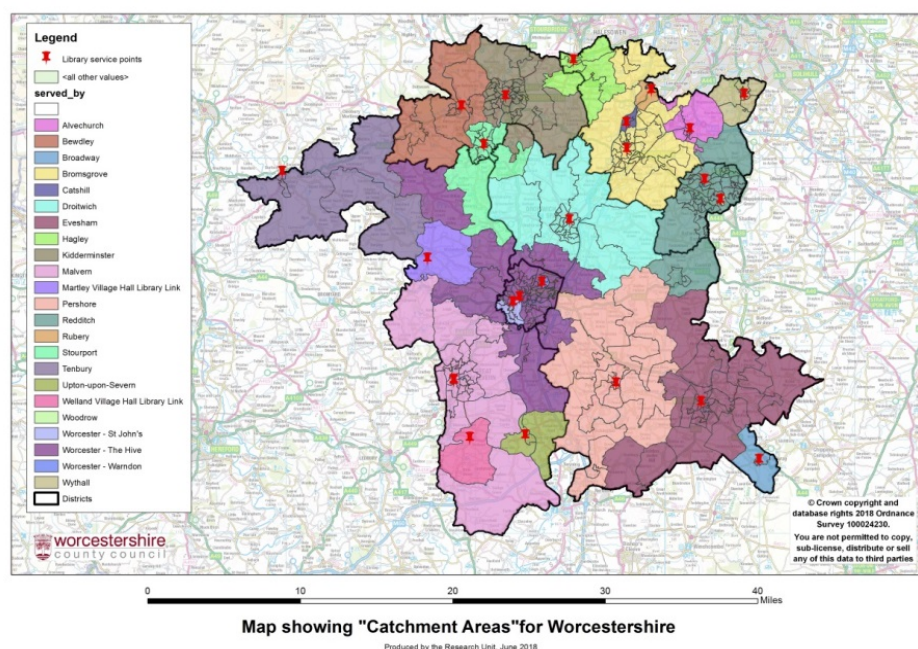
### 5.1 Definition of Library Catchment Areas

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>		<b>583,053</b>	<b>95,967</b>	<b>16.4</b>

- 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

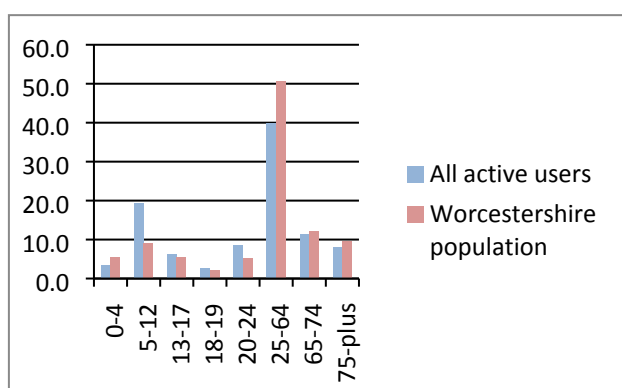
The age and socio-economic profile of active users (borrowers and computer users) for each library have been mapped against those of the catchment population that the library serves, to identify how well each age group and socio economic group are represented in the active library user population. This 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

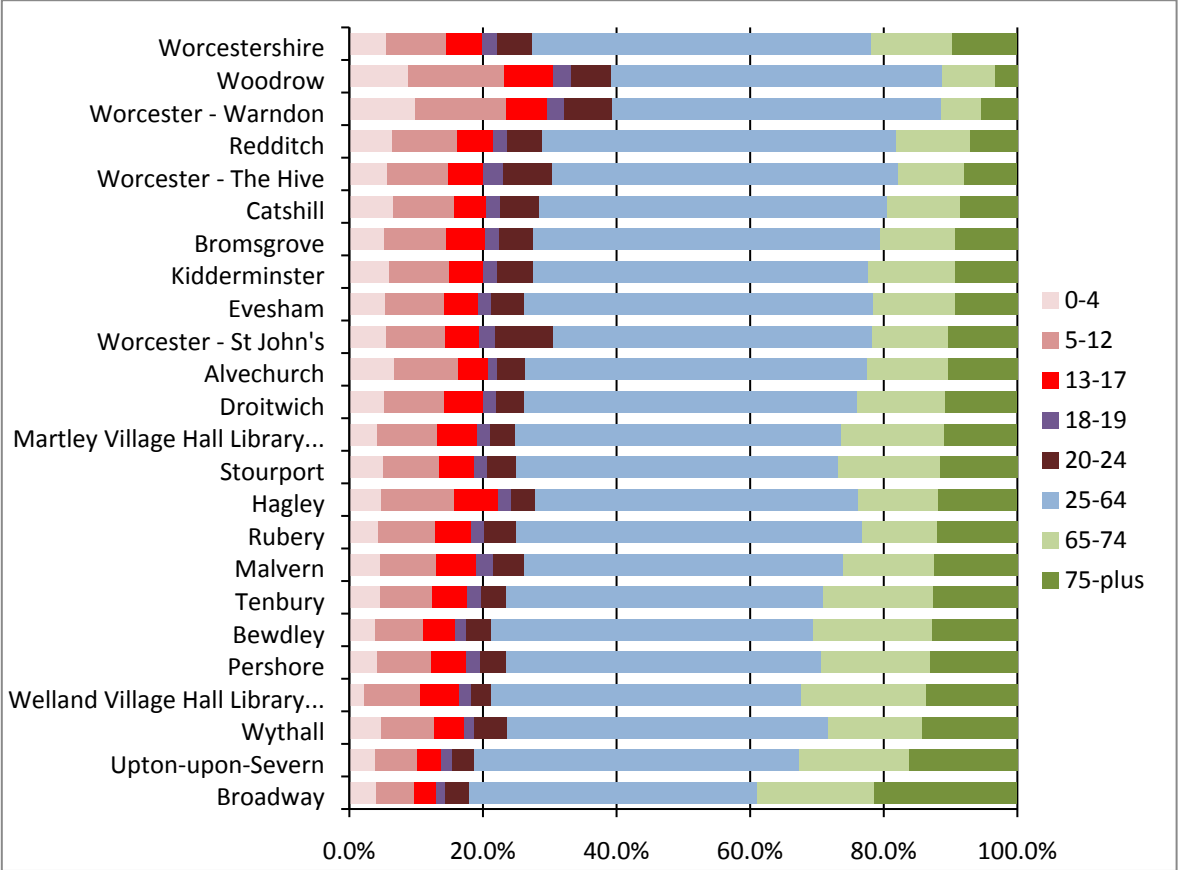


Figure 4: Age Distribution of Active Library Users populations

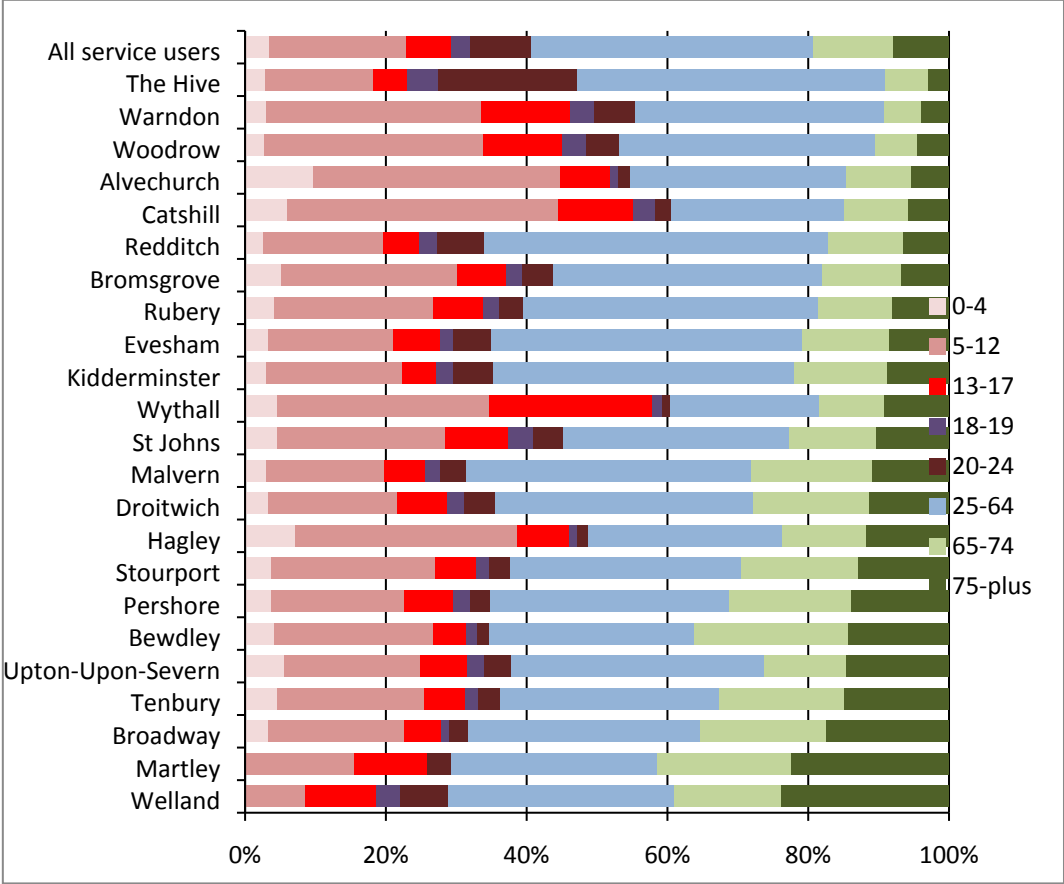


Table 6 sets out the under or over-representation of each age group in the active library user population using ACORN Classifications.

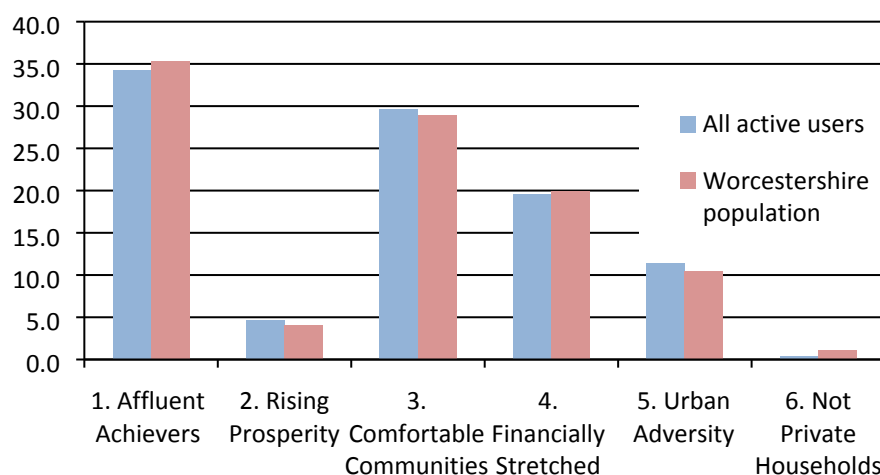
**Table 6: Representation of each age group in the active library user population using ACORN Classifications**

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

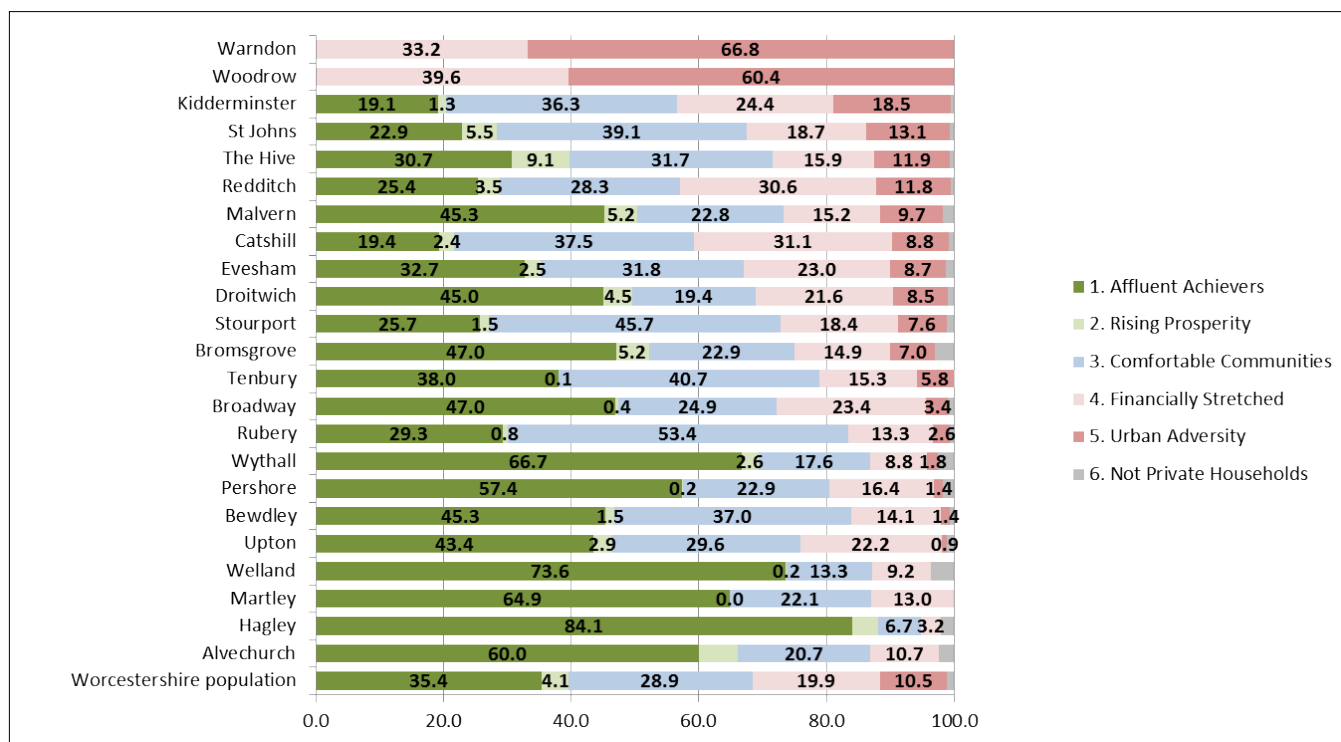
Figure 5: Socio-economic profiles of active library users



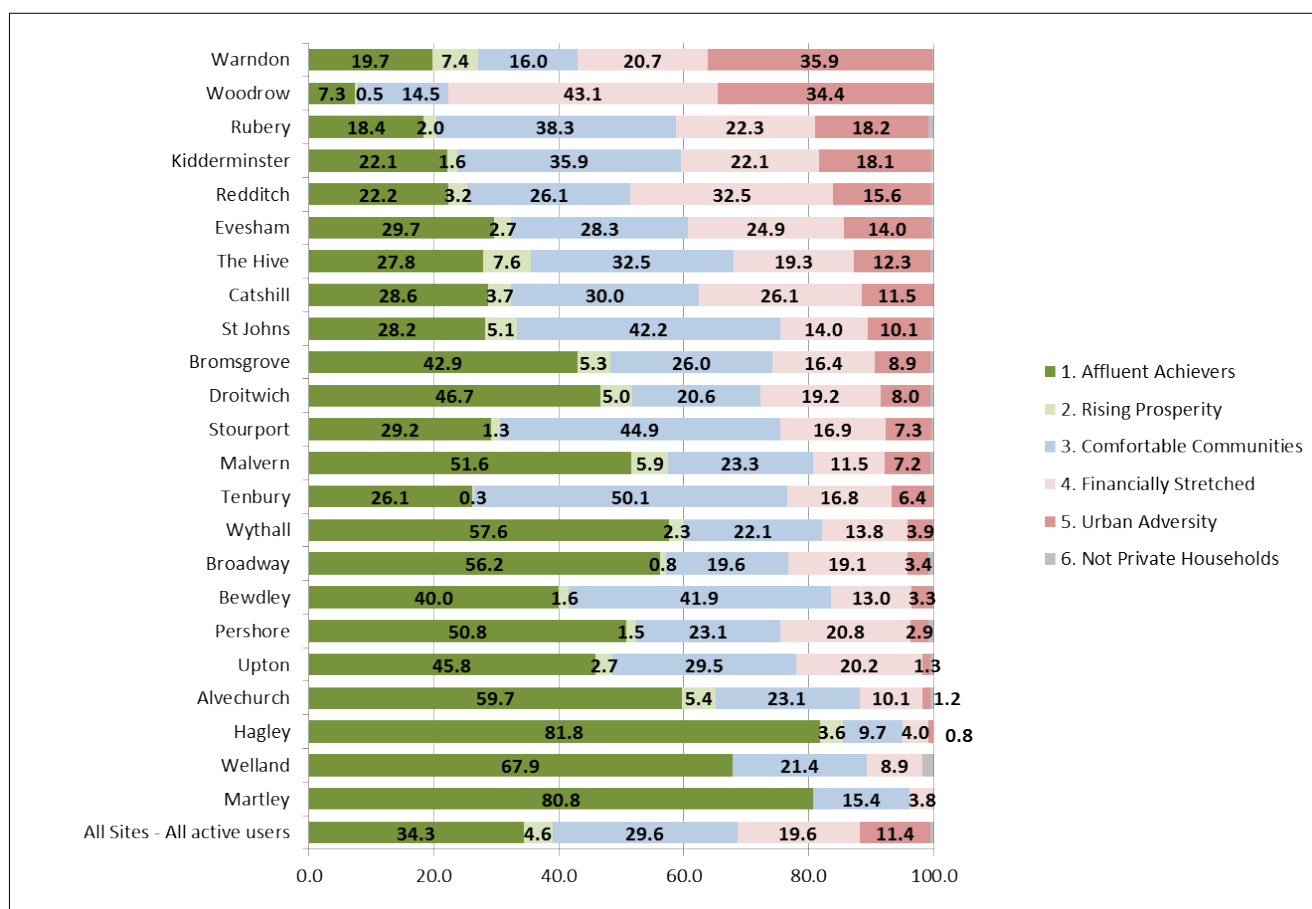
- The socio-economic profile of all active library users in 2017-18 is very similar to the profile for the Worcestershire population.
- There is marginal under-representation in the active library user population of Affluent Achievers and Financially Stretched postcodes (-1.1% and -0.4%).
- There is 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.

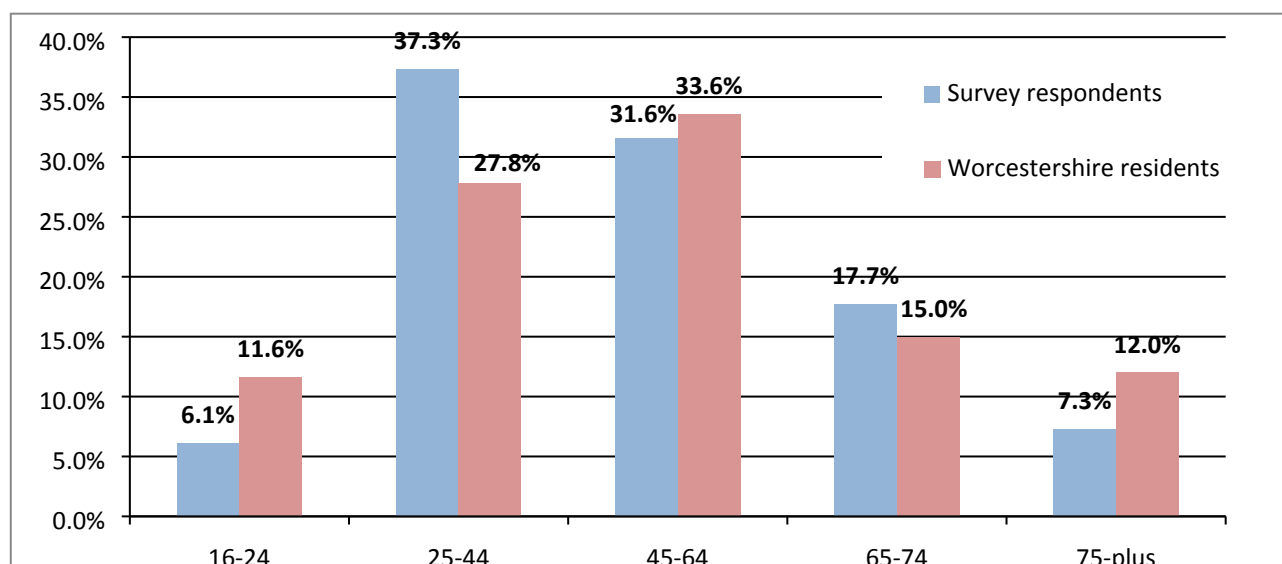
The survey sought to build a picture of:

- 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

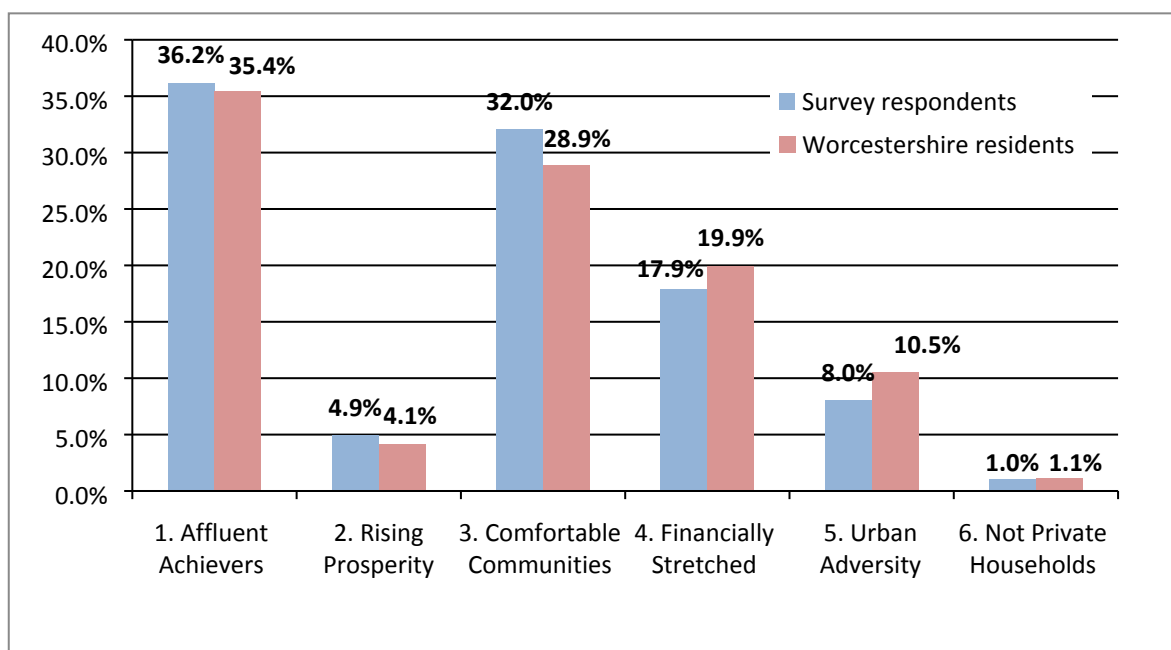
### 8.1 Profile of Respondents

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.

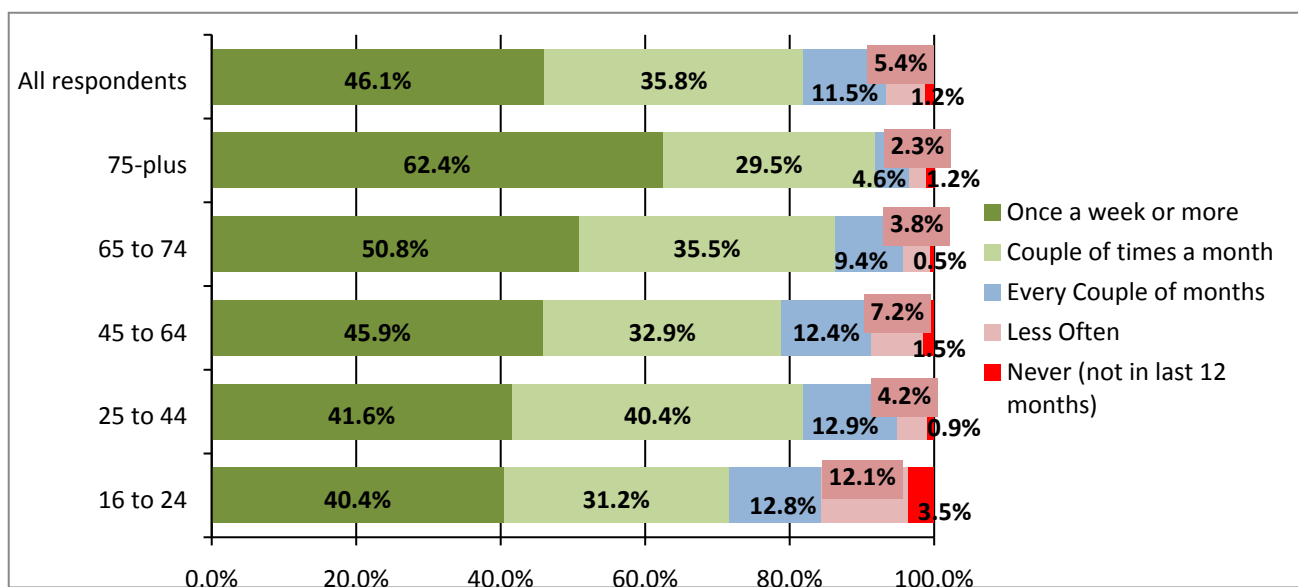
Planning for the Phase 2 public consultation on library transformation options, will incorporate approaches that promote a more representative respondent profile across different age and socio economic groups and a higher proportion of non-library users.

## 8.2 Frequency of library visits

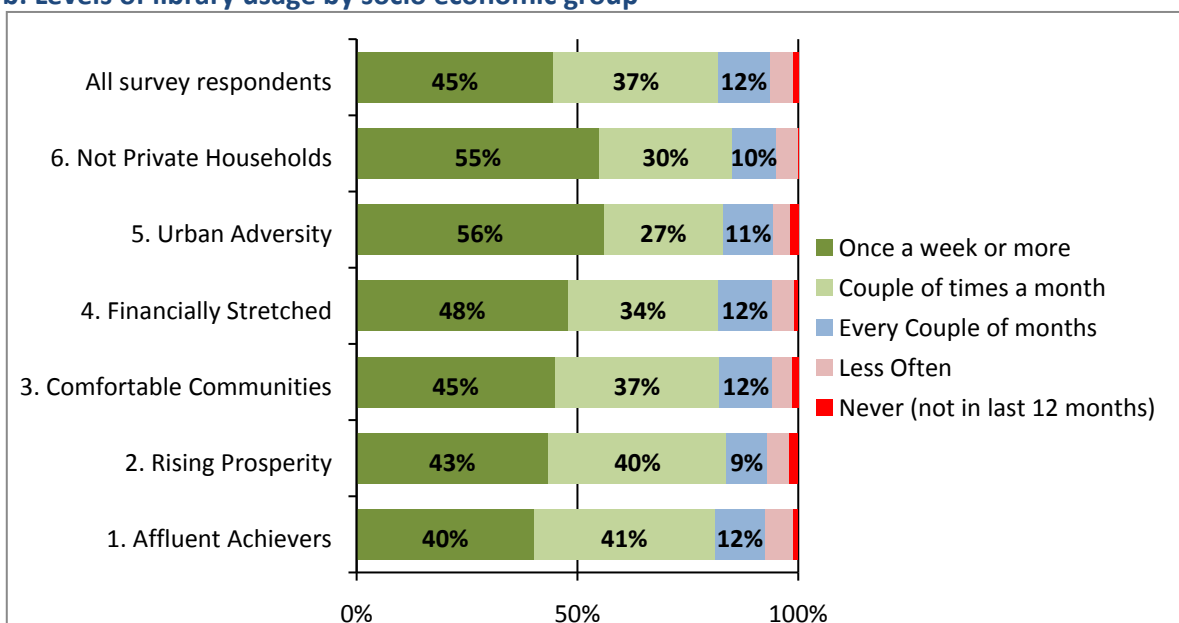
Figs. 9a and 9b show that;

- 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.

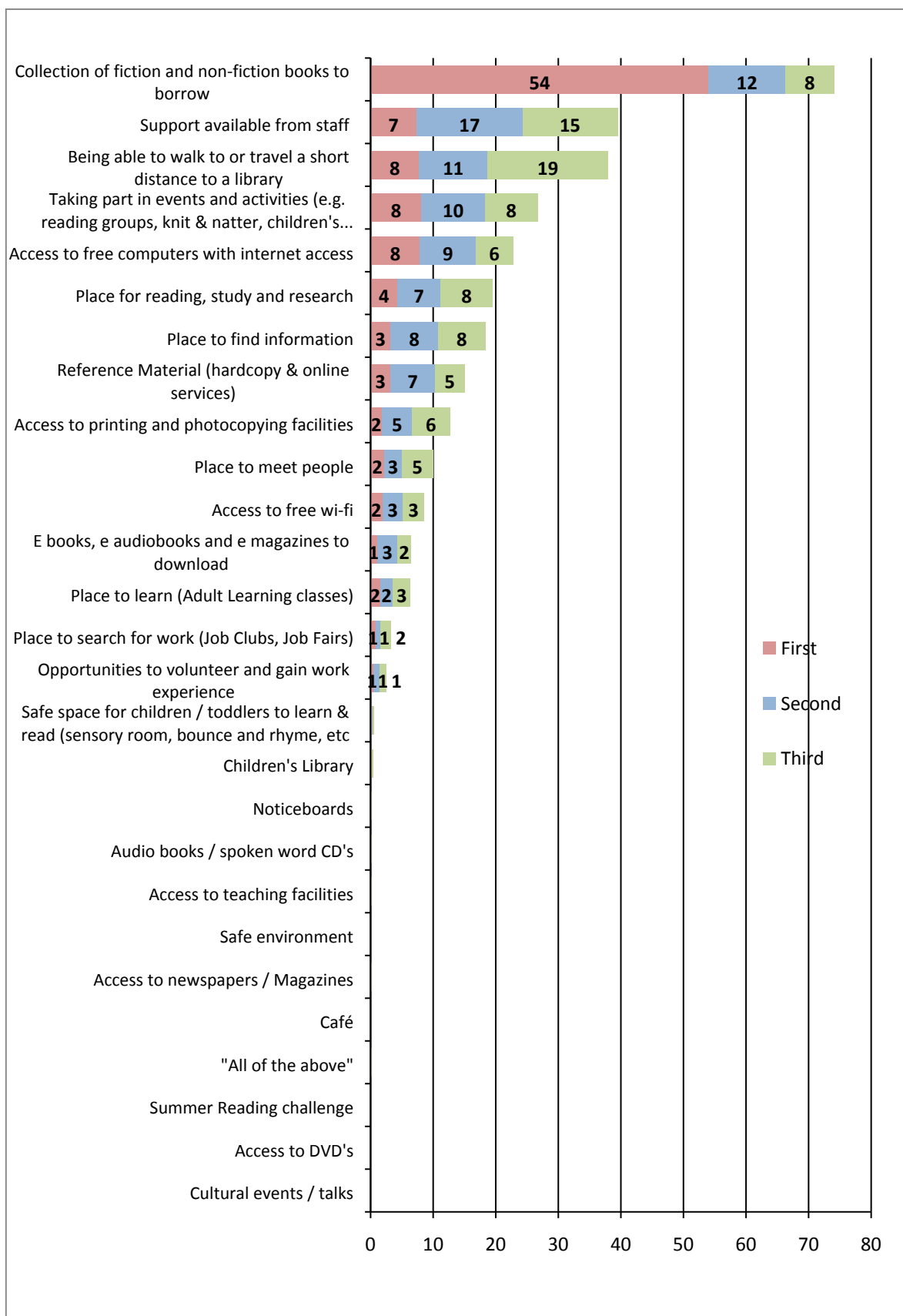
### 8.6 Minimum Service Offer

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%).

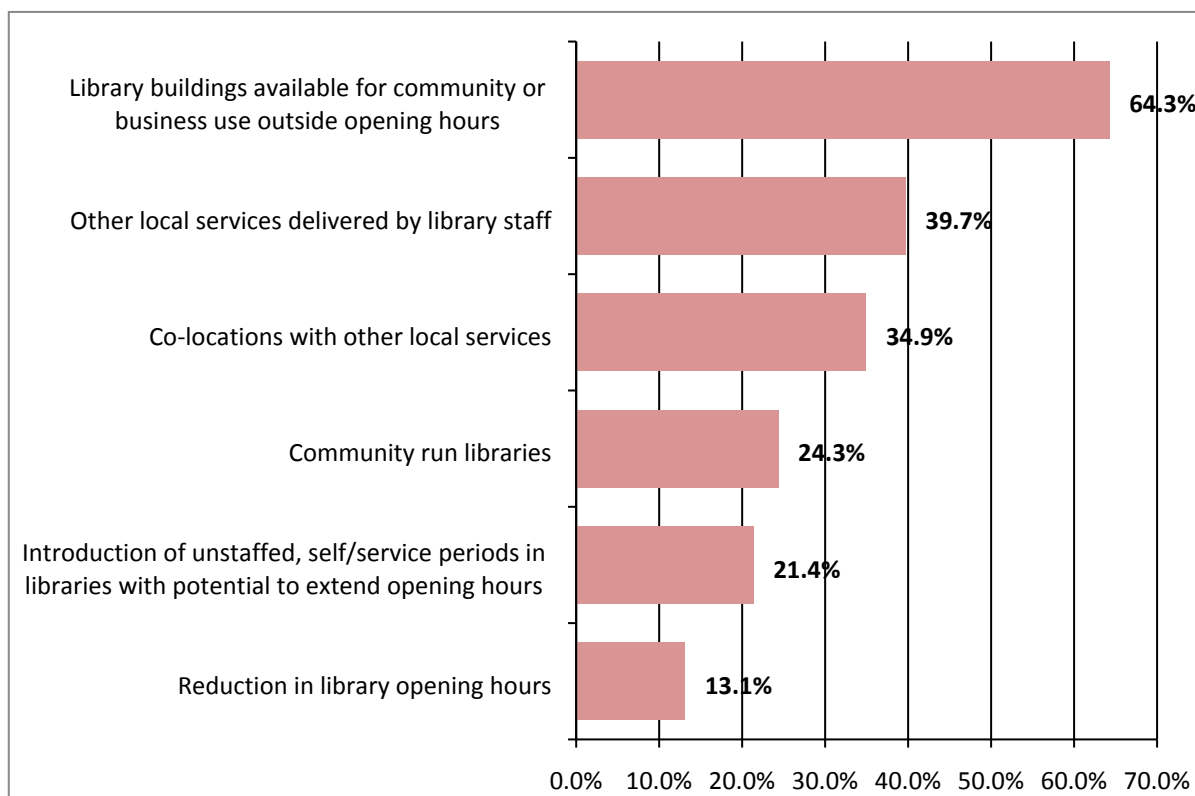
Respondents most strongly agreed with the following services should be available across all libraries:

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

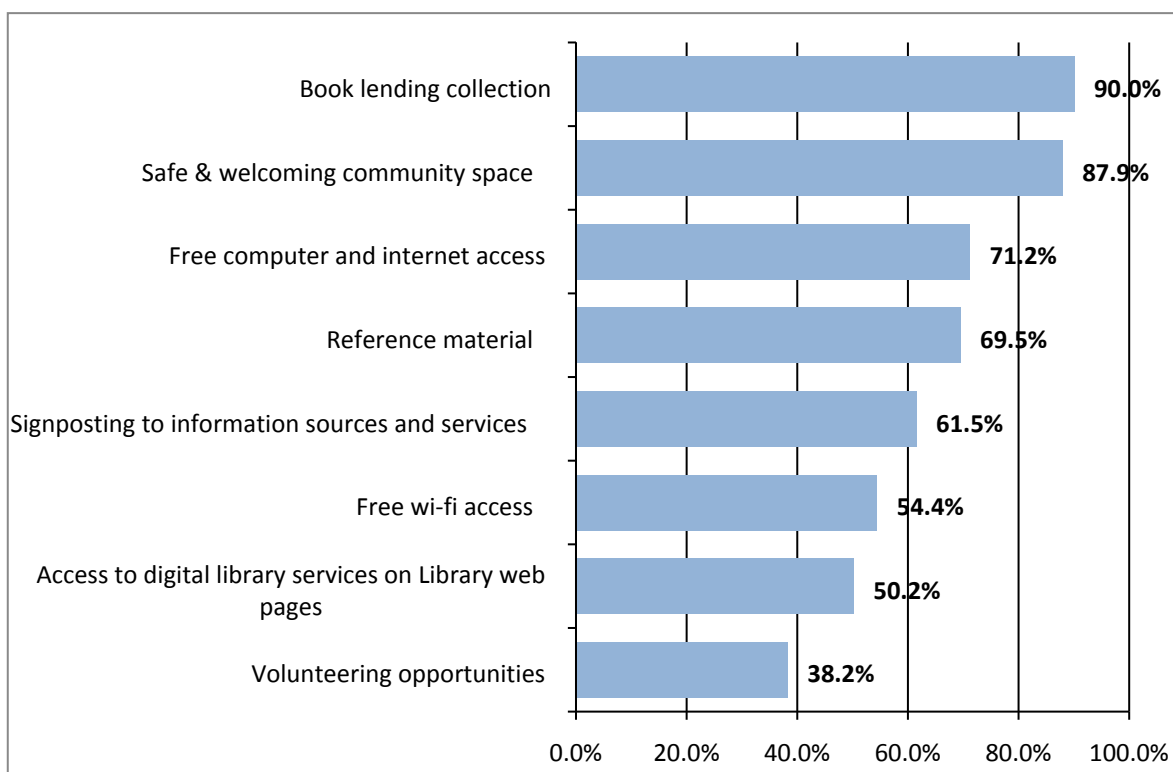
**Figure 10 Proportions of respondents ranking what is most important to them about libraries**



**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.

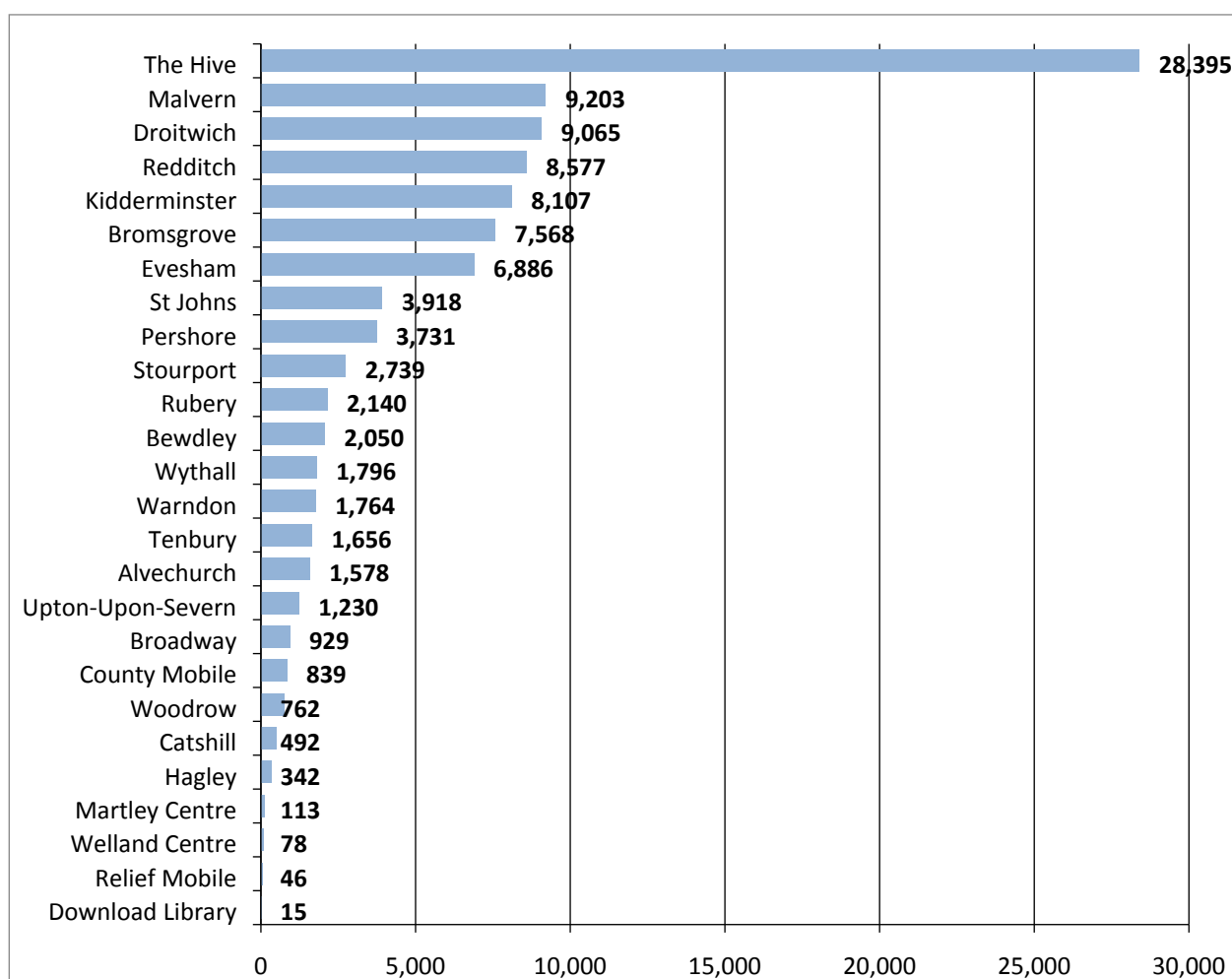
**Table 2.3: Library Visits**

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.

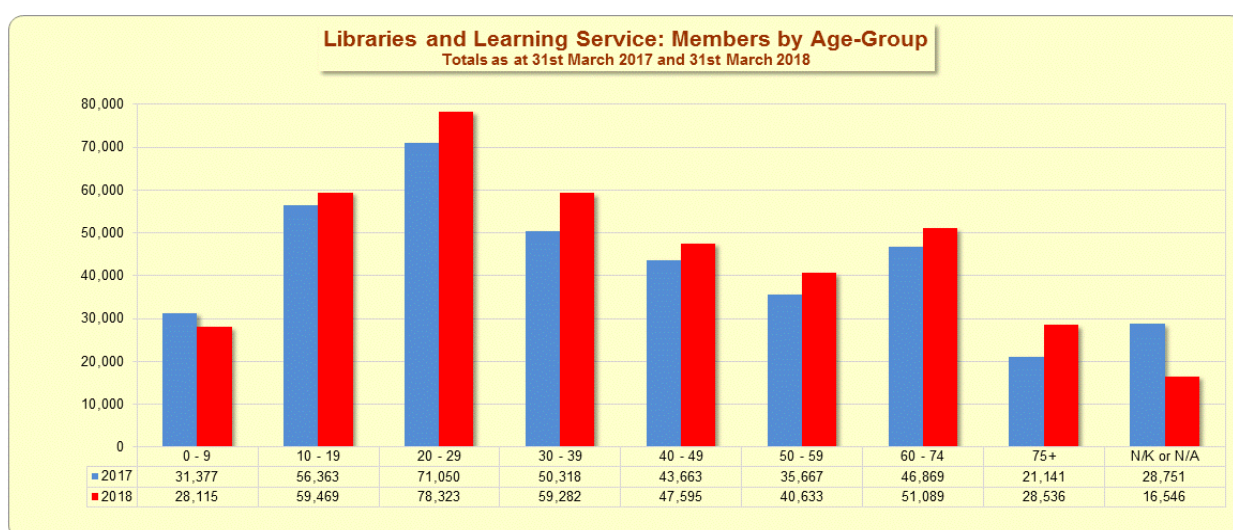
## Membership

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