

# Stronger City Economy Scrutiny Panel

21 March 2017

<b>Time</b>	6.00 pm	<b>Public Meeting?</b>	YES	<b>Type of meeting</b>	Scrutiny Board and Panels
<b>Venue</b>	Committee Room 3 - 3rd Floor - Civic Centre				

## Membership

<b>Chair</b>	Cllr Jacqueline Sweetman (Lab)
<b>Vice-chair</b>	Cllr Jonathan Yardley (Con)

### Labour

Cllr Harman Banger  
Cllr Philip Bateman  
Cllr Payal Bedi-Chadha  
Cllr Val Evans  
Cllr Hazel Malcolm  
Cllr Mak Singh  
Cllr Tersaim Singh  
Cllr Martin Waite  
Cllr Daniel Warren

### Conservative

Cllr Udey Singh

Quorum for this meeting is 3 Councillors.

## Information for the Public

If you have any queries about this meeting, please contact the democratic support team:

<b>Contact</b>	Julia Cleary
<b>Tel/Email</b>	01902 555046 <a href="mailto:julia.cleary@wolverhampton.gov.uk">julia.cleary@wolverhampton.gov.uk</a>
<b>Address</b>	Democratic Support, Civic Centre, 1st floor, St Peter's Square, Wolverhampton WV1 1RL

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<b>Tel</b>	01902 555043

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Some items are discussed in private because of their confidential or commercial nature. These reports are not available to the public.

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# Agenda

## Part 1 – items open to the press and public

*Item No.*     *Title*

- |   |   |
|---|---|
| 1 | <b>Apologies</b>                                  |
| 2 | <b>Declarations of interest</b>                   |
| 3 | <b>Minutes of previous meeting</b> (Pages 5 - 10) |
| 4 | <b>Matters arising</b>                            |

### **PRE DECISION SCRUTINY**

- |   |   |
|---|---|
| 5 | <b>Draft Libraries Transformation Strategy 2017 -2027: Consultation</b> (Pages 11 - 66) |
|---|---|

### **DISCUSSION ITEMS**

- |   |   |
|---|---|
| 6 | <b>Smart City Report</b> (Pages 67 - 72)                        |
| 7 | <b>Developing a new Strategic Economic Plan</b> (Pages 73 - 80) |
| 8 | <b>Skills and Employment Update</b> (Pages 81 - 82)             |

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# Stronger City Economy Scrutiny Panel

Agenda Item No: 3

## Minutes - 24 January 2017

### Attendance

#### Members of the Stronger City Economy Scrutiny Panel

Cllr Harman Banger  
Cllr Philip Bateman  
Cllr Payal Bedi-Chadha  
Cllr Val Evans  
Cllr Hazel Malcolm  
Cllr Mak Singh  
Cllr Tersaim Singh  
Cllr Udey Singh  
Cllr Jacqueline Sweetman (Chair)  
Cllr Martin Waite  
Cllr Daniel Warren

#### Employees

Heather Clark (Economics)	Manager Strategic Projects/Funding
Keren Jones	Service Director - City Economy
Angela McKeever	Head of Skills
Joanna Grocott	Project Manager

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## Part 1 – items open to the press and public

*Item No.*      *Title*

- 1      **Apologies**  
Apologies were received from Cllr Yardley.
- 2      **Declarations of interest**  
Cllr Mak Singh declared an interest in that he worked for one of the training providers.
- 3      **Minutes of previous meeting**  
Resolved: That the minutes of the previous meeting be agreed as a correct record.
- 4      **Matters arising**  
The Chair stated that she would like the Panel to look at visitor information and footfall again in more detail in the next municipal year and also the communications framework and marketing plan.
- 5      **Presentation on the Wolverhampton Workbox**

The Chair welcomed Joanna Grocott, Project Manager and Angela McKeever, Head of Skills to the meeting.

Officers stated that the approach was important regarding helping people back into work and providing them with necessary skills. The Council needed to simplify and improve access for residents and businesses. The action plan contained three key areas and tools for residents and staff to enable more engagement with clients and those with low skills.

The Panel received a presentation in relation to the Wolverhampton Workbox. Officers stated that the Workbox represented a virtual front door that provided a one city, one brand, one offer base for clients. The scheme had been recognised as good practice by OFSTED.

The Workbox would help to address the skills gap in the City by supporting residents' needs to access basic skills and match them against local provision and job opportunities along with local media tools. It was a tool that would help people to think and act differently regarding accessing skills, training and job opportunities.

Interest had already been shown by some over fifty organisations and the scheme had been showcased at the One City Event where feedback had also been received from over 90 parties.

The Workbox was currently being tested and a demonstration was provided to the Panel. The Council was currently working with providers to include videos advertising the Workbox on their websites. As the programme developed further it was intended to include more information on how the Council could act as a facilitator to broker services between businesses and providers and to track progress in relation to this.

The Panel thanked officers for the presentation and demonstration and stated that the success of the project would be very dependent on getting people to actually look at the website in the first instance. Officers stated that a lot of publicity would be carried out through social media and that there were 12 to 14 computer spaces in the hub that were never empty for people who were unable to access the internet at home. Additional support and publicity for the service would also be provided by hard publicity including through the voluntary sector and Wolverhampton homes. Officers stated that possible clients would also be approached through front line staff and be included in contracts with the voluntary and community services.

The Panel queried whether signing onto the Workbox website would count towards the DWP job search requirement. Officers confirmed that this would count and would help to provide a consistent approach.

The Panel considered that the Workbox was a very good tool for helping job seekers or low skilled adults or late learners but queried whether the Council was also approaching issues from the start and addressing problems at under performing schools and poor education both at school and in the home.

The Panel questioned what would make people want to use the Workbox. Officers stated that the Workbox was not a fix all solution but one of a number of tools and approaches that the Council and the Director of Education were adopting. There was concern about high levels of youth unemployment and unemployment in the 50 plus age group and the workbox would resonate with some people in these groups but not all.

It was stated that the job density in the City was good but that it was often the case that the available jobs did not go to local residents.

The Panel requested that an update be brought back to the Panel once the Workbox had been launched with information on the uptake of the service and statistics on the use of the website.

The Panel queried how the Workbox would address groups such as those who had suddenly lost their jobs and were now un-expectantly back on the market. Officers stated that this issue would be address in the next item on the agenda which included information on the DWP.

The Panel considered that the Workbox represented a good model and could give youngsters the required tools but it was still dependent on the passion, drive and interest of those involved and those it was trying to reach to avoid a high dropout rate. Officers stated that this was the reason it was so important to find a good match between the client and the provider or employer. Officers stated that this would be enhanced by the use of a single CRM system working behind the Workbox that could track the journey of those using the system for at least 6 months and that this would help to target services to individuals.

The Panel queried how it was planned to approach areas such as depression and mental health concerns. Officers stated that there was a Mind at Work programme and that the Combined Authority was helping to design a health at work programme which would run alongside this. Officers stated that the voluntary services would also play a part in this and support would be provided where necessary for those on an individual placement.

Members queried what sort of companies were being targeted for the initiative and Officers stated that this was being driven by sectors including retail, health and social care, construction, engineering and manufacturing. It was also considered that the Council needed to have a good understanding of business needs and ensure that the service was tailored for individuals.

Officers stated that the service was due to be launched to businesses the next day through Wolves at Work and that ERDF funding would allow the Council to focus on SMEs and carry out diagnostics of business requirements and needs and connect these with the skills agenda.

Resolved: (a) That the presentation be noted.

(b) That an update on the uptake of the service and statistics relating to the use of the internet site be provided to a future meeting.

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### **Skills and Employment Update**

The Panel received a report from the Head of Skills to update it on the skills and employment agenda in particular the Wolverhampton skills and employment action plan, the retention of high level skills, the Area review for Further Education skills and engaging businesses to take up training and skills opportunities.

The Action Plan had been developed outlining the following programmes:

- Programme 1, the City Work Place: aims to improve the support given to businesses to help them recruit, grow and retain skilled local people, resulting in more jobs and more successful enterprise.
- Programme 2, the City Work Box: aims to create a virtual system that makes it easier for local people to obtain information, advice and guidance, resulting in more local people accessing local employment and progressing in the workplace.
- Programme 3, the Learning City: initially aims to create a dynamic learning environment across the city centre, with strong connections into local communities. This is the first step in putting learning at the heart of our city's overall development.

Officers stated that they were also aware that residents were getting jobs but were not then able to keep them.

Care also had to be taken to not rush people into work and the Council was therefore working with the DWP to attempt a cultural shift to provide more support early on to get residents work ready first which might then enable them to stay in work for longer.

Some members considered that there were many jobs available in the transport industry but that it was hard to recruit people into these roles (bus drivers and HGV drivers) with very little focus on the skills required to do these jobs. Officers agreed that they would investigate this through the Council's interaction with employers and it was thought that it might be just one of the areas where additional work was required and where there might a need for additional focus at college and university level. It was stated that work was also being done with HGV and Rail track and officers agreed to bring information regarding this to a future meeting of the Panel.

The Panel queried how the Council was addressing developments on the City boundaries such as on the border with Staffordshire County Council where there were thought to be around 2000 jobs in goods distribution and other sites in Telford, Shrewsbury and Walsall. Officers confirmed that the Council worked closely with other Councils and that this was especially true regarding those involved in the Combined Authority.

The Panel expressed some concern in relation to unpaid work placements as they were not always productive or fair. Officers stated that the workplace model was curtailed and limited to 2 to 8 weeks but was not a guarantee of a future job but an opportunity to gain skills and references. The Panel stated that it was important to ensure that workers were not exploited and used to fill gaps in the workforce with no chance of a permanent job or any opportunities to develop and grow. Officers stated that the Council would be employing 5 employer work coaches and 25 employee work coaches who would be managing the processes and brokering discussion if events were not going to plan. The Panel also requested that working conditions be taken into consideration. The Service Director stated that she was aware of the many challenges but that if the Council could get the process right it would represent a big change for the City and might allow officers to push the case for more funding for longer term initiatives.



That the Scrutiny Panel note progress in delivering Wolverhampton's Skills and Employment Action Plan.

7 **Briefing Note - Skills and Employment Statistical Update**

The Panel received a briefing note updating it on skills and employment statistics within Wolverhampton.

The Wolverhampton City Strategy 2011-2026 had set the target of achieving an employment rate of at least 70% by 2026 from a baseline of 61.2% in 2010. The Panel queried how Wolverhampton compared to statistically similar areas and how wards compared with wards.

Resolved: That the update be received.

8 **Actions Against Recommendations from Scrutiny Review Employment and Skills 2015**

Resolved: That the update be noted.

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# Stronger City Economy Scrutiny Panel

21 March 2017

<b>Report title</b>	Draft Libraries Transformation Strategy 2017 - 2027: Consultation	
<b>Cabinet member with lead responsibility</b>	Councillor John Reynolds City Economy	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Keren Jones, City Economy	
<b>Originating service</b>	Libraries	
<b>Accountable employee(s)</b>	Charlotte Johns Tel Email	Head of Strategic Programmes 01902 554240 charlotte.johns@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Cabinet	22 February 2017

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## Recommendation(s) for action or decision:

The Panel is recommended to:

1. Scrutinise the draft libraries strategy and key appendices, including a draft equalities analysis.

## **1.0 Purpose**

- 1.1 The purpose of this report is to consider the draft libraries strategy and supporting appendices, including the draft equalities analysis which will be subject to public consultation for 12 weeks, from 27 February to 21 May 2017.

## **2.0 Background**

- 2.1 In May 2016 the Library Service undertook a Peer Challenge. This provided invaluable feedback on our libraries and our plans and approach to developing them in the future. The key areas of feedback included:
- Recognition that there is a need for change;
  - Advised the council to review the role and function of a library service looking forward;
  - Identified the need to increase the capacity for transformation;
  - Identified key opportunities for the service such as commercialisation and digital agendas;
  - Emphasised the importance of how libraries can support the wider priorities and outcomes for the city.
- 2.2 As a result a libraries transformation programme was established, with a view to developing a strategy for our libraries which responds to this feedback.
- 2.3 Previously there was a £500,000 savings target for libraries in the Medium Term Financial Strategy for 2017/18. This was removed by Cabinet in October 2016. Any savings will be service led, and based on feedback received in the engagement and formal consultation exercises.
- 2.4 A specific recommendation from the Peer Review was to work with The Consultation Institute, to provide advice, guidance and approval to any engagement and consultation approach. This recommendation has been completed, and The Consultation Institute have supported and quality assured the approach to libraries transformation
- 2.5 As part of developing the draft strategy a period of engagement was undertaken with local people to better understand what they want from libraries in the City of Wolverhampton, and put the 'case for change' to them.
- 2.6 The case for change is that:
1. Demand for the library service is in decline and we need to promote use while demonstrating value for money.
  2. We need to explore new ways of working as our resources are stretched and we struggle to maintain a quality service.
  3. We need to meet the future needs of citizens in order to create a vibrant and modern library service for the city, including maximising opportunities in relation to digital technologies.

2.7 Over 500 people participated in the engagement phase with the public through externally facilitated workshops, an online survey, email and social media. The key themes from the engagement exercise were:

- Individuals were very supportive of the library services and believed that it continued to be relevant for a wide variety of reasons. They expressed a view that libraries were especially relevant for those on low incomes and for those who did not have internet access at home. Besides offering educational value, libraries were seen to serve an important role as a social hub.
- Adopting a multi-use facility approach. The largest proportion of respondents believed that library services could be optimised and utilised more effectively through co-location and multi-use spaces.
- Although a large proportion of respondents reported having never used another library other than a Wolverhampton library (46.4%), the majority seemed to agree that library services could improve if integrated into other organisations, in particular community, health and social organisations (40.1%).
- When asked what would make people use a library more, the most cited theme was more convenient opening hours (19.6%), wider number of services (14.3%) and better computing facilities. (8.3%)
- Most participants reported that libraries of the future need a building because they are the hub of the community and motivate people to get out of their houses, relax, and enhance social interaction. (37.2%)
- The most frequent response regarding reasons for the decline in demand for libraries concerned the competition that digital technologies present (32%). That is, people indicated that they are more likely to find information that is available in libraries through the internet, which was considered more convenient and accessible for individuals without the need to visit a library.

### 3.0 Consultation

3.1 As part of the libraries transformation programme, a draft vision and strategy have been developed. These align to meeting local priorities, the recently published national framework for libraries 'Libraries Deliver' and the Society for Chief Librarian's 'Universal Offers'. As part of the consultation, we are seeking people's views on the strategy.

3.2 Our draft vision statement is:

#### **Modern, vibrant and sustainable libraries for the City of Wolverhampton**

In order to explain what we mean by modern, vibrant and sustainable we will work to a number of strategic aims.

### 3.3 Proposed Strategic Aims

3.3.1 The law requires the Council to provide a 'comprehensive and efficient' library service for local people, although it does not define what is meant by 'comprehensive and efficient', leaving it open to local interpretation.

3.3.2 We have identified the following strategic aims for Wolverhampton Libraries which we believe are focussed on delivering modern, comprehensive and efficient library services to achieve improved outcomes for the City of Wolverhampton.

- Supporting reading and literacy
- Promoting learning & improving skills
- Increasing the use of digital services
- Promoting and enabling health & wellbeing
- Widening access to quality information
- Broadening access to culture

### **3.4 Service Transformation**

3.4.1 The City of Wolverhampton Council are committed to library services, and are proposing to maintain the number of libraries in the city, and enhance service provision.

3.4.2 Included in the strategy are things we want to improve in all 16 branch libraries – such as improving the book stock, digital offer and physical appearance within libraries. There are also some specific opportunities in each library site, and the consultation document seeks the views of local people on these. This includes any suggestions from local people and community groups about how libraries can work them and other services to respond to feedback and extend opening hours and improve provision.

3.4.3 As part of the consultation, we are also seeking people's views on fees and charges and the types of events and activities they wish to see in their local libraries.

3.4.4 The Home Library Service is also included in the consultation document. Whilst we will maintain the Home Library Service, we wish to gain more customer feedback in order to look at ways to improve provision.

3.4.5 The Education Library Service is also included in the consultation document. This is a service providing teaching materials to schools – and is not about school libraries. Take up of the service has declined over the last three years as schools move to Academies, school budgets are put under increasing pressure and technological advancements support teaching the curriculum in new and different ways. We want to understand customer views on the future of the service.

### **4.0 Financial implications**

4.1 The 2016/17 net controllable budget for the Library Service is £1.3 million. There are currently no savings target included within the Medium Term Financial Strategy for the service. The outcome of the consultation and any revisions to service provision will be reported to a future meeting and will include the full financial implications of any proposed changes. [MF/09022017/U]

### **5.0 Legal implications**

5.1 Library authorities are required to provide a “comprehensive and efficient” library service for everyone who wants to use it in its area (Public Libraries and Museums Act 1964).

Section 7 (2) of the above also requires an authority to have regard to the “desirability” of keeping adequate stocks of books by various means. the Council is also subject to a general duty of best value to "make arrangements to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness". Best Value Statutory guidance issued by the Department for Communities and Local Government, revised in 2015, makes clear that this duty applies and includes economic, environmental and social value when reviewing service provision. The relevance of the best value duty is that it formed a substantive ground of challenge in a High Court challenge and, whilst the challenge was lost, set a high benchmark for other local authorities where decisions simply reflect the need to make cuts without reinvesting in widening access to the remaining library service.

- 5.2 Section 149 of the Equality Act 2010 establishes what is known as the Public Sector Equality Duty (PSED) and requires an authority to have due regard to the need to eliminate discrimination, advance equal opportunities and foster good relations between people who share a protected characteristic and those that do not. An authority must be mindful of these requirements in the run up to and at the point of decision. To meet these Section 149 requirements an authority often completes an equality analysis although completing one or more of these does not itself mean that the need to have “due regard” has been met. [RB/10022017/B]

## **6.0 Equalities implications**

- 6.1 Equalities implications have been considered in line with the Equality Act 2010 and the Public Sector Equality Duty as set out above. This has included work on equality analyses on all alternatives for the library service. A draft equality analysis is included as an appendix to this report, and Cabinet are specifically asked to consider it as part of their decision making. The equalities analysis is also part of the consultation, and will be updated in response to feedback received.

## **7.0 Environmental implications**

- 7.1 There are no known environmental implications at this time. A travel survey conducted in October/November 2016 showed that walking is the most popular mode of transport for visiting a library. The environmental implications of the options are that should people travel further to visit a library the carbon footprint of their journey has increased.

## **8.0 Human resources implications**

- 8.1 Human resources implications will be addressed after the agreement of a libraries strategy in July 2017, as employee resources will need to be aligned to ensure effective delivery of the strategy.

## **9.0 Corporate landlord implications**

- 9.1 There are significant implications for Corporate Landlord in terms of potential relocation and investment in certain libraries.

## **10.0 Schedule of background papers**

10.1 None.



# Transforming Libraries

Public consultation on a libraries strategy

27 February – 21 May 2017



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## Introduction



Thank you for taking the time to learn about our options for the future of libraries in the City of Wolverhampton.

Libraries are a statutory service under the Public Libraries and Museums Act 1964, which means local councils in England have a duty to provide a 'comprehensive and efficient' library service for local people. Libraries provide a unique 'cradle to grave' service to the public, and are highly valued by communities – even those who do not use them.

Like most places across the country, the way people use our libraries is changing. Visitor numbers are falling and there are fewer active borrowers and book loans, mirroring a national decline. At the same time, there has been a growth in the use of technology and people are also increasingly using our libraries to develop their skills, access support services and attend events and activities.

Over the last few months, we have been considering and developing ideas to improve the provision of libraries in Wolverhampton based on feedback from local people, a review of intelligence and information in relation to the performance of libraries and a review of the national policy framework for libraries, including the recent 'ambition' for libraries from the national task force.

As a result of this work, we have developed a draft vision, strategic aims and an approach to delivering our libraries that will form part of a City of Wolverhampton Libraries Strategy for 2017-2027.

The purpose of the strategy is to improve library services for people who live, work, study and visit Wolverhampton and set out how we will deliver local and national priorities, in the context of changing demands and customer needs. Against the backdrop of a wider public sector financial challenge, we also need to ensure that our libraries provide a network of support that is sustainable and provides value for money to taxpayers.

The information in this formal public consultation document has been provided so that you can understand our vision and for libraries in Wolverhampton.

In the City of Wolverhampton we value our libraries which is why our draft strategy proposes to maintain the current number of libraries and enhance service provision.

We want to hear what you think of our draft strategy. You can have your say in a number of ways, including completing a survey online at [www.wolverhampton.gov.uk/mylibraryservice](http://www.wolverhampton.gov.uk/mylibraryservice) or by attending one of the public events which will be taking place over the next few weeks. You can also request a hard copy of the survey by calling us on **01902 552025** or emailing [mylibraryservice@wolverhampton.gov.uk](mailto:mylibraryservice@wolverhampton.gov.uk).

Your views will help shape our libraries strategy which will be put forward for discussion by Cabinet in the summer of 2017.

No decisions will be made about the future of library services in our city until we have listened to you.

### **Councillor John Reynolds**

Cabinet Member, City Economy  
City of Wolverhampton Council

## What are we consulting on?



**The City of Wolverhampton Council is committed to library services, and so are not proposing to reduce the number of libraries.**

We are specifically seeking your views about:

- Our vision for libraries in the City of Wolverhampton 2017 – 2027.
- Opening hours – what times and days each library should be open.
- The physical location of Bilston library.
- The provision of the Education Library Service through consultation with key stakeholders of the service.
- The Home Library Service – we are proposing this will continue, but would like to gain more customer feedback from users of this service to inform future planning.
- Fees and charges for services provided by or within libraries.

### **Timescales for Consultation:**

The consultation will take place over 12 weeks from 27 February to 21 May 2017. All the feedback we receive will be collated and analysed. A report for consideration will be produced and publicly available as part of the decision making process.



## Why are we consulting on a new strategy for libraries?

In May 2016 the Library Service undertook a Peer Challenge. This provided feedback on the service and our plans and approach to developing it in the future.

We need to respond to key challenges which we have summarised in our 'case for change' which is:

1. Demand for the library service is in decline and we need to promote use while demonstrating value for money.
2. We need to explore new ways of working as our resources are stretched and we struggle to maintain a quality service.
3. We need to meet the future needs of citizens in order to create a vibrant and modern library service for Wolverhampton, including maximising opportunities in relation to digital technologies.

### What local people have told us about libraries in the City of Wolverhampton

In October 2016, the Council undertook an engagement exercise with communities, discussing the case for change and seeking feedback and views on what a modern, vibrant and sustainable library service should look like.

Over 500 people participated in the engagement phase through externally facilitated workshops, an online survey, email and social media.

The key themes from the engagement exercise were:

- Besides offering educational value, libraries were seen to serve an important role as a social hub.
- Adopting a multi-use facility approach. The largest proportion of respondents believed that library services could be optimised and utilised more effectively through co-location and multi-use spaces.
- The majority of respondents felt that library services could improve if integrated into other organisations, in particular community, health and social organisations.
- When asked what would make people use a library more, the most cited theme was more convenient opening hours, a wider number of services and better computing facilities.
- Most participants reported that libraries of the future need a building because they are the hub of the community and motivate people to get out of their houses, relax, and enhance social interaction.

The full report on the findings from the engagement exercise can be found at [www.wolverhampton.gov.uk/mylibraryservice](http://www.wolverhampton.gov.uk/mylibraryservice)

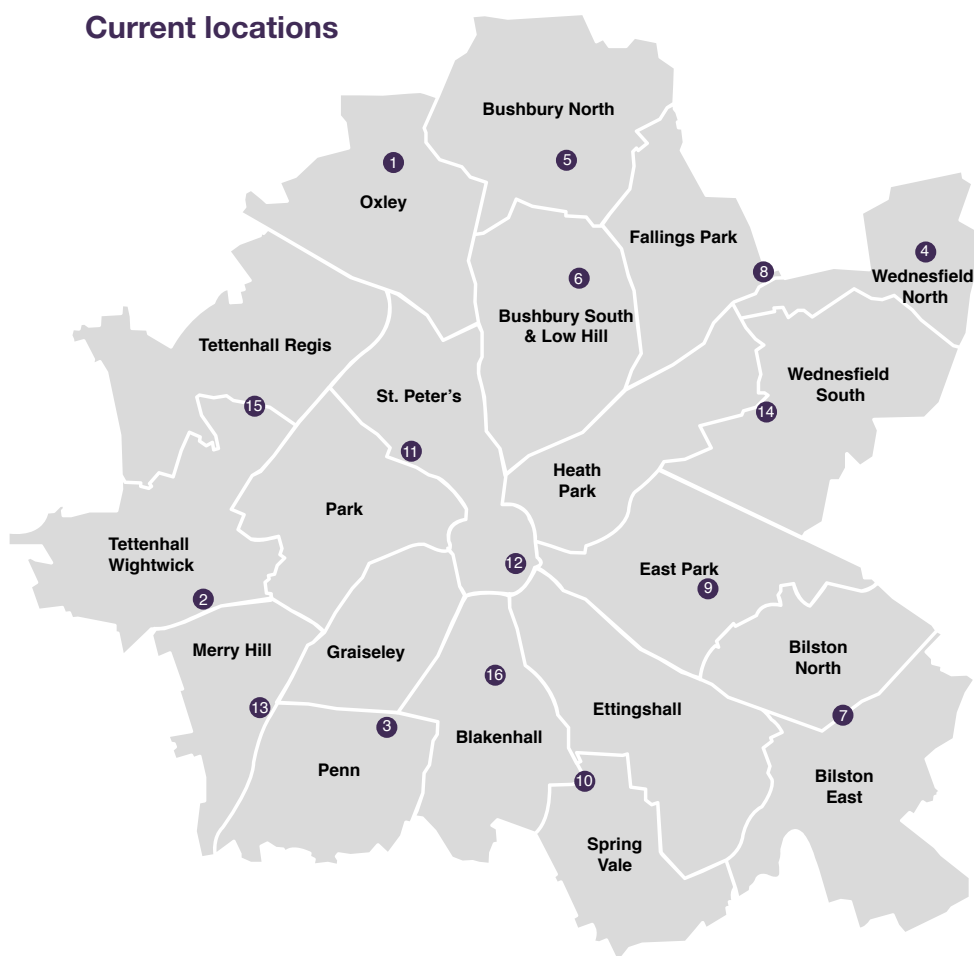


## What are libraries like now?

The City of Wolverhampton Council currently provides the following:

- 16 public libraries including the Grade 2\* listed Central Library. Some libraries are stand alone, some are part of established Community Hubs, others are self-service only or volunteer run.
- The Home Library service, delivering materials, in a variety of formats, to people of all ages who are unable to get to their local library and don't have anyone to go on their behalf.
- The Education Library Service, providing learning materials to schools.
- On-line Libraries, through which customers can download a wide range of free resources including eBooks, eMagazines, eAudio Books and eResources onto their eReader, desktop, laptop or mobile device.

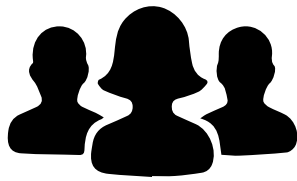
### Current locations



### Key:

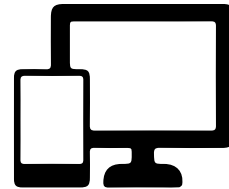
1. Pendeford and Pendeford Community Hub
2. Finchfield Library
3. Penn Library
4. Ashmore Park Library and The Hub at Ashmore Park
5. Collingswood Library
6. Low Hill Library and Low Hill Community Hub
7. Bilston Library
8. Long Knowle Library and Long Knowle Community Hub
9. East Park Library
10. Spring Vale Library
11. Whitmore Reans Library
12. Central Library
13. Warstones Library
14. Wednesfield Library and Wednesfield Community Hub
15. Tettenhall Library
16. Blakenhall Library and The Bob Jones Community Hub

## Key facts and figures about our libraries (2015-16)



**676,801**

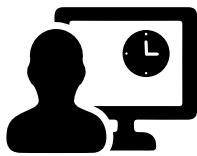
total visits



**47,379**

visits to the website

### Resulting in...



**120,610**

hours of PC use

**138,596**



individual borrowers  
with loans



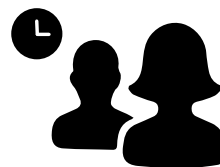
**561,250**

items borrowed

### Staffed by...



The full time  
equivalent of  
**33.9** staff  
(37 hrs per week)



46 volunteers

**1803.5**

volunteer hours

### Costing

**£1,789,860**

2016/17 budget



## Performance by library location 2015–16

Library	Number of hours open	Items Borrowed 2015-16	Visits 2015-16	Members as at 31 March 2016
Ashmore Park	24	23393	37875	3678
Bilston	35	31503	38525	7084
Blakenhall	56	1284	2225	1398
Central	47	174258	348026	40602
Collingwood	15	2959	875	768
East Park	15	12558	10100	2518
Finchfield	30	52797	21625	2892
Long Knowle	15	10960	6600	2091
Low Hill	15	13336	8350	3971
Pendeford	24	25829	21850	4183
Penn	24	31784	21925	3484
Spring Vale	15	11464	15475	2493
Tettenhall	30	69281	28700	4510
Warstones	35	43122	37725	4889
Wednesfield	35	47477	58800	9810
Whitmore Reans	15	9245	18125	5068



## Services and facilities libraries deliver in Wolverhampton

### Library loans

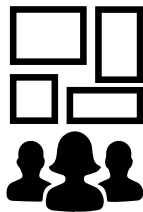


Books including inter-library loans and reservation facilities

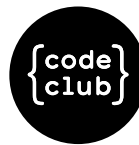


Other lending e.g. audiobooks, e-books

### Clubs, events and activities



Local community displays, e.g. photography clubs



Code clubs



Author events, theatre and other art and cultural activities

### Advice and support



Blue badge scheme support



Support for job seekers



Health and well-being support e.g. Memory Matters

### A community space



A life long learning space



A safe space



Office and room hire



Quiet space to read and study

### Resources and information



Reference materials and information



Free public computer facilities



Newspapers and magazines



Free public wifi in all 16 libraries

## Financial costs and performance

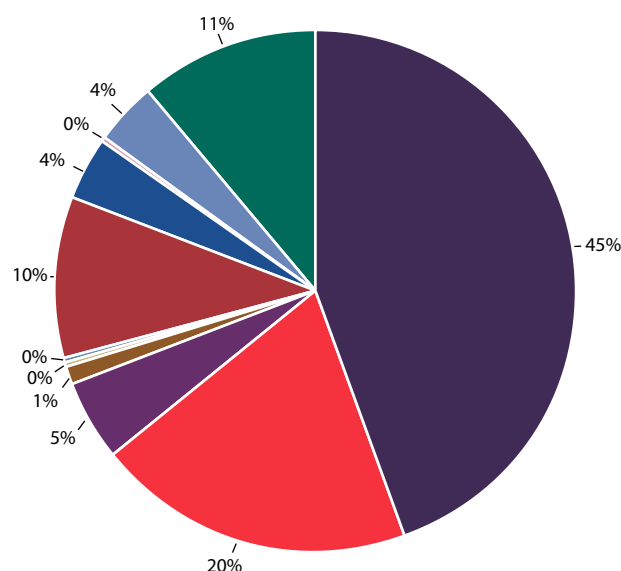
(based on the 2015-16 CIPFA return)

### Expenditure

Expenditure Area	2015-16 CIPFA return	% of expenditure
Employees	£1,035,928	45.44
Premises	£445,319	19.53
Books and pamphlets	£106,233	4.66
Newspapers, periodicals and magazines	£17,505	0.77
Sound recordings (e.g. talking books)	£ 5,430	0.24
Electronic subscriptions	£9,972	0.44
Computing costs	£230,101	10.09
Other supplies and services	£81,098	3.56
Transport	£10,600	0.46
Third party payments (for the Home Library Service)	£86,209	3.78
Support services	£251,316	11.02
Total	£2,279,711	100

#### KEY:

- Employees
- Premises
- Books and pamphlets
- Newspapers, periodicals and magazines
- Sound recordings, e.g. talking books
- Electronic subscriptions
- Computing costs
- Other supplies and services
- Transport
- Third party payments for the Home Library Service
- Support services

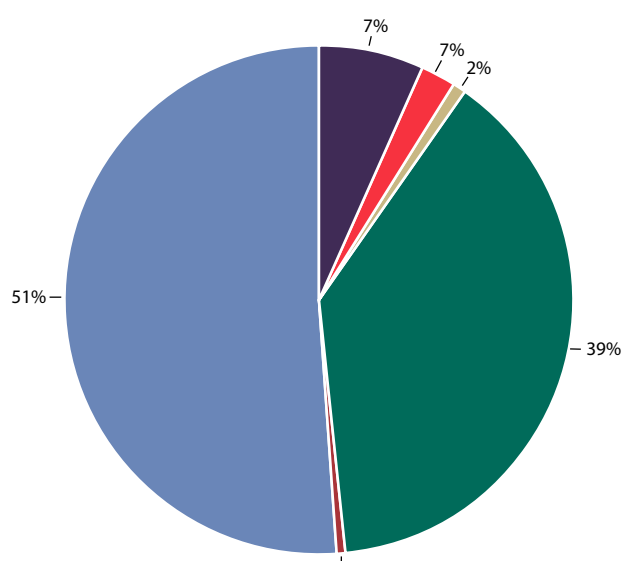


## Income

Income Area	2015-16 CIPFA return	% of income
Overdue charges	£19,319	6.59
Lettings	£7,313	2.49
Hire of audio/visual materials	£3,829	1.31
Grants	£113,124	38.56
Provision of library services to other local authorities	£630	0.21
Miscellaneous (including photocopying)	£149,136	50.84
Total	£293,351	100

## KEY:

- Overdue charges
- Lettings
- Hire of audio/visual materials
- Grants
- Provision of library services to other authorities
- Miscellaneous (e.g. photocopying)



## 2015–16 financial summary

Total Expenditure	£2,279,711
Total Income	£293,351
Net Expenditure	£1,986,360

A summary of the performance, finance, demographic and building asset information by library is included in our 'needs assessment' which you can access [here](#).

## Our vision for libraries in the City of Wolverhampton

We are seeking people's views on our vision for libraries in Wolverhampton. This has been developed based on national best practice and the feedback we have received from local people during October 2016.

### Our vision is:

### *Modern, vibrant and sustainable libraries for the City of Wolverhampton*

What should a modern, vibrant and sustainable library service provide?

We are proposing six strategic aims for our libraries that form our core offer to all people who live, work and study in Wolverhampton. These aims incorporate the 'National Universal Offer' framework recommended by the Society of Chief Librarians and are:

- **Supporting reading and literacy**
- **Promoting learning and improving skills**
- **Increasing the use of digital services**
- **Promoting and enabling health & wellbeing**
- **Widening access to quality information**
- **Broadening access to culture**

### To deliver this, over the course of the strategy **we will:**

- Improve the quality of physical library spaces to ensure they are vibrant, welcoming and safe and meet the needs of local communities.
- Ensure there is a good quality book (including large print, audio book and e-book) stock that is well rotated across the network. Stop investing in 'old technology' such as CDs/DVDs.
- Support people to access new and emerging digital technology.
- Wherever possible, increase opening hours, accessibility and convenience for library users through working with other services and the community to increase co-location, use of self service facilities and use of volunteers.
- Hold and promote a variety of events and activities in libraries to support the delivery of our six strategic aims.
- Ensure there are professional well trained staff that can support individuals and communities to improve their life chances.
- Increase the number, use and roles of volunteers in the library service to increase skills and employability for local people.
- Increase income generation and commercialisation in the service (such as room hire) to improve sustainability of the service.

## Outcomes for local people

Libraries in Wolverhampton play a significant role in supporting the delivery of the Council's Corporate Plan, and also the wider Vision 2030 for the city. We will measure the success of this strategy through the delivery of outcomes for local people.

The outcomes for local people which will be delivered through the City of Wolverhampton's Library Strategy 2017–2027 are:

- Improved skills, learning and life chances for local people
- Improved health and wellbeing for local people
- Local people's lives are enriched with improved access to culture, literature and quality information
- Increased civic and community participation through:
  - Visiting and engaging in activities in libraries
  - Volunteering



## Opportunities for our libraries

Local people told us that libraries play an important role in communities

*The City of Wolverhampton are committed to library services, and so are not proposing to reduce the number of libraries.*

We are committed to transforming our libraries, responding to feedback from local people and enhancing service provision to meet modern demand.



## Service wide transformation

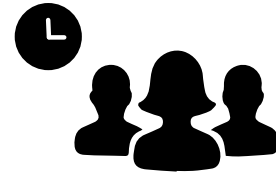
**Our proposal is to improve every library through...**



**professional  
well trained staff**



**increasing  
volunteering  
opportunities**



**working with the  
local community to  
extend opening hours**



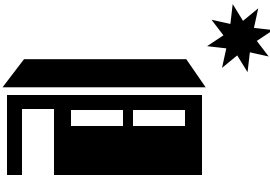
**high quality  
book offer**



**access to  
latest technology**



**increasing events  
and activities**



**improving  
physical library  
spaces**



**increasing  
income generation**



**co-locating/providing  
other services**

### New library management system

The City of Wolverhampton is procuring a new Library Management System with the three other Black Country library authorities - Sandwell, Dudley and Walsall.

This is so we can work more efficiently, make improvements to the service we provide, and directly respond to feedback from customers.

For example, the new system will enable library users to access library services across the Black Country with just one library card, improving the amount of choice and increasing accessibility to a wider range of materials.

The new system will also enable improvements in customer service such as email and text alerts.

The new system will be implemented from Summer 2017.



## Central Library and the City Learning Quarter

In addition to meeting the service wide vision in each one of our libraries, there are some specific opportunities for our libraries:



The Grade 2\* listed Central Library is one of the city's most treasured buildings, designed in an arts and crafts style in 1896 by Henry T Hare and built in 1902.

There are some specific physical improvements we want to make to Central Library.

Local people have provided feedback to us that they value Central Library in its current location, but want to see an improvement to the poor appearance inside the building, including more comfortable seating, space for events and activities and better access to technology.

In addition to these improvements, there is a unique opportunity in the area in which the Central Library is located, near to the Ofsted rated 'Outstanding' Adult Education Service and City of Wolverhampton College to look at how we develop a 'City Learning Quarter'. This would involve working closer together to improve the offer to local people around learning.

A feasibility study into the City Learning Quarter has commenced, and includes how we could make further improvements to the Central Library building to improve the wider offer, including café facilities.



## Branch libraries

### Bilston

Bilston library is currently located at Mount Pleasant with the Craft Gallery. It is not easily accessible from public transport, and is not near any other services – something we know from engagement that people value from libraries.

Bilston library is currently open 35 hours per week – regardless of its location, we are proposing that it will remain open for a minimum of 35 hours per week. As part of the consultation we are also keen to hear what times you think certain libraries should be open.

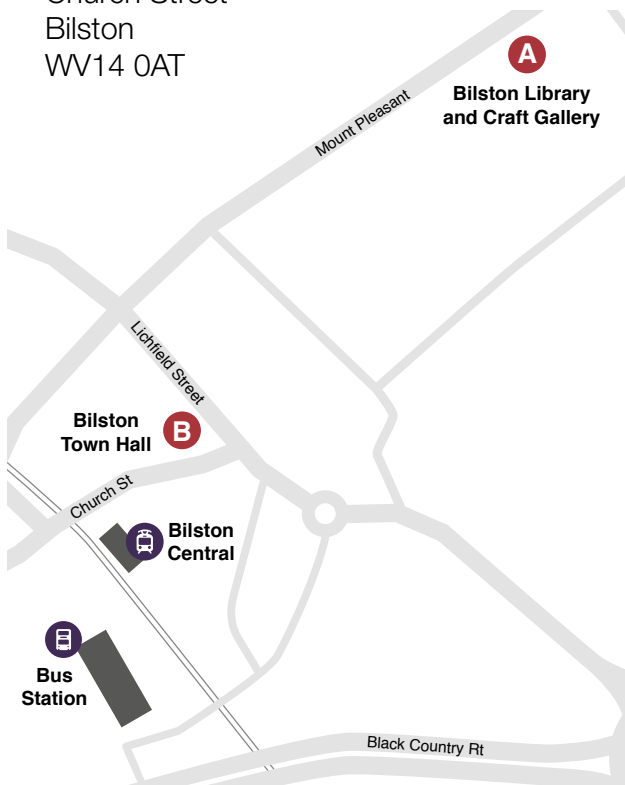
Built in 1872, Bilston Town Hall is a Grade II listed building which was originally home to a ‘free library and reading room’.

As part of the consultation, we want to know your views on the location of Bilston Library and Craft Gallery:

- **Move to Bilston Town Hall**

One possibility would be to relocate the library and a museum to Bilston Town Hall. This would mean the library and museum is better located for public transport, such as the bus station and Metro.

The address is:  
Church Street  
Bilston  
WV14 0AT



- **Remain where it is**

One possibility would be to leave the library and craft gallery where it is. This would mean that there are limited opportunities to improve accessibility as it is not located near public transport, other services and facilities.

The address is:  
Mount Pleasant  
Bilston  
WV14 7LU

- **Move to another location**

You may have an idea for another location for the library and craft gallery – if so, we'd like to hear them so we can consider them as part of our plans.



### Ashmore Park

Ashmore Park library is co-located within the Ashmore Park Community Hub and is open for 24 hours a week.

In addition to the proposed service wide transformation, we would like to explore opportunities to extend the amount of time the library is open to the public by providing more 'self-serve' only periods when there are no staff and the Community Hub is open.

Library staff would still be available for 24 hours a week. The 'self-serve' only periods would mean that there were no library staff on site, but customers could access the library, take out and return items using the self-service machine, and book and use PC's.



### Long Knowle

Long Knowle library is co-located within the Long Knowle Community Hub and is open for 15 hours a week.

In addition to the proposed service wide transformation, we would like to explore opportunities to extend the amount of time the library is open to the public by providing more 'self-serve' only periods when there are no staff and the Community Hub is open.

Library staff would still be available for 15 hours a week. The 'self-serve' only periods would mean that there were no library staff on site, but customers could access the library, take out and return items using the self-service machine, and book and use PC's.



### Low Hill

Low Hill library is next to the Low Hill Community Hub and is open for 15 hours a week.

In addition to the proposed service wide transformation, we would like to explore opportunities to move the library to a different part of the Low Hill Community Hub site to extend the amount of time the library is open to the public by providing more 'self-serve' only periods when there are no staff and the Community Hub is open.

Library staff would still be available for 15 hours a week. The 'self-serve' only periods would mean that there were no library staff on site, but customers could access the library, take out and return items using the self-service machine, and book and use PC's.



### East Park

East Park library is a stand-alone library and is open for 15 hours a week.

In addition to the proposed service wide transformation we would like to explore opportunities with the community to extend opening hours.

We welcome any expressions of interest from local people and groups to support the running of the library or co-locate it to improve the offer. This might include making better community and commercial use of the whole building. If there are no proposals the library will remain open for 15 hours a week.



### Finchfield

Finchfield library is a stand-alone library and is open for 30 hours a week.

In addition to the proposed service wide transformation we would like to explore opportunities with the community to extend opening hours.

We welcome any expressions of interest from local people and groups to support the running of the library or co-locate it to improve the offer. This might include making better community and commercial use of the whole building. If there are no proposals, the library will remain open for 30 hours a week.



### Pendeford

Pendeford library is a stand-alone library and is open for 24 hours a week.

In addition to the proposed service wide transformation we would like to explore opportunities with the community to extend opening hours.

We welcome any expressions of interest from local people and groups to support the running of the library or co-locate it to improve the offer. This might include the development of a Community Association to manage the meeting rooms and community spaces at the back of the library. It also might include making better community and commercial use of the whole building. If there are no proposals, the library will remain open for 24 hours a week.





### Penn

Penn library is a stand-alone library and is open for 24 hours a week.

In addition to the proposed service wide transformation we would like to explore opportunities with the community to extend opening hours.

We welcome any expressions of interest from local people and groups to support the running of the library or co-locate it to improve the offer. This might include making better community and commercial use of the whole building. If there are no proposals, the library will remain open for 24 hours a week.



### Spring Vale

Spring Vale library is a stand-alone library and is open for 15 hours a week.

In addition to the proposed service wide transformation we would like to explore opportunities with the community to extend opening hours.

We welcome any expressions of interest from local people and groups to support the running of the library or co-locate it to improve the offer. This might include making better community and commercial use of the whole building. If there are no proposals, the library will remain open for 15 hours a week.



### **Tettenhall**

Tettenhall library is a stand-alone library and is open for 30 hours a week.

In addition to the proposed service wide transformation we would like to explore opportunities with the community to extend opening hours.

We welcome any expressions of interest from local people and groups to support the running of the library or co-locate it to improve the offer. If there are no proposals, the library will remain open for 30 hours a week.



### **Warstones – Health & Social Care Hub**

Warstones library is a stand-alone library open for 35 hours a week.

In addition to the proposed service wide transformation at Warstones there is an opportunity to include a brand new library in the same location, within a potential new Community Health Hub. A feasibility study is underway to determine other services (Council, Health and others) that could form part of this hub to create a mixed use community facility for the South West locality. This is currently in feasibility stage, with build costs being established. Should this go ahead, it is likely to take place by 2019.



### Wednesfield

Wednesfield library is an iconic and award winning building, built in 2010 and is a library and community hub facility. It is open for 35 hours a week.

In addition to the proposed service wide transformation, we would like to explore opportunities with the community to extend opening hours.

This might include making better community and commercial use of the building. If there are no proposals the library will remain open for 35 hours a week.



### Whitmore Reans

Whitmore Reans library is a stand-alone library and is open for 15 hours a week.

In addition to the proposed service wide transformation we would like to explore opportunities with the community to extend opening hours.

We welcome any expressions of interest from local people and groups to support the running of the library or co-locate it to improve the offer. This might include making better community and commercial use of the whole building. If there are no proposals the library will remain open for 15 hours a week.

### Bob Jones Community Hub, Blakenhall and Collingwood Libraries

These libraries are currently community led/self service only, and no changes are proposed in addition to the proposed service wide transformation.

## Other areas we would like your views

### Opening hours

As part of the consultation, we would like to know your views on when libraries should be open – what days and at what time of the day.

### Library fees and charges

As part of the consultation, we would like to know your views on fees that the library currently charges, and what it could potentially charge for such as:

- PC hire
- Printing and photocopying
- Refreshments
- Room hire
- Retail

### Education Library Service

The Education Library Service is an optional service provided to schools that they can choose to buy from the City of Wolverhampton Library Service. It involves the provision of learning materials to schools (and is not about libraries within schools). The Education Library Service is located at the Parkfields Centre.

Take up of the service has declined over the last three years, as schools move to Academies, school budgets are put under increasing pressure and technological advancements support teaching the curriculum in new and different ways.

As part of the consultation, we are keen to hear from users of the service about their views on the Education Library Service – primarily teachers, governing bodies and children, young people and families as beneficiaries of education services in Wolverhampton.

### Home Library Service

The Home Library service delivers materials, in a variety of formats, to people of all ages who are unable to get to their local library and don't have anyone to go on their behalf. We are proposing that this service continues.

However, as part of consultation we are keen to understand the views of customers of this service to understand how we can improve provision going forward.

### Any other ideas?

We are committed to consider any other suggestions for improving libraries in Wolverhampton. This may include alternative delivery models for any of our libraries.

We will give genuine consideration to any alternatives put forward by people.

Over the course of the strategy, there may be other opportunities that present themselves to improve the offer from our libraries. This might involve moving a library or co-locating it with other services to enable longer opening hours or an improved service. If these opportunities do present themselves, we would consult with local people at that time.

### Equalities analysis

An initial equalities analysis has been conducted, and is available here:

[www.wolverhampton.gov.uk/mylibraryservice](http://www.wolverhampton.gov.uk/mylibraryservice).

As part of the consultation we want to know if you feel you are adversely affected by the proposals, and why. You may also wish to give suggestions for individual libraries or for the service as a whole.



## How you can give your views

### Complete our online survey

Completing our survey online saves time, postage and the environment. Please help us by staying online if you can.

[www.wolverhampton.gov.uk/mylibraryservice](http://www.wolverhampton.gov.uk/mylibraryservice)

### Complete a hard copy of the survey

You can ring **01902 552025** or email [mylibraryservice@wolverhampton.gov.uk](mailto:mylibraryservice@wolverhampton.gov.uk) to request a hard copy of the survey.

For deaf and speech impaired callers, please call **18001 01902 552025**. This is the Next Generation Text Service. More information on this service is available here:

[www.ngts.org.uk/business.php](http://www.ngts.org.uk/business.php).

Hard copies of surveys can be returned to any library or posted to:

Central Library  
Snow Hill  
Wolverhampton  
WV1 3AX

### Attend our public events

The following public events have been planned:

- **Wednesday 22 March, 6pm**  
Bilston Library, Mount Pleasant  
WV14 7LU
- **Thursday 23 March, 6pm**  
Bantock House, Finchfield Road  
WV3 9LQ
- **Saturday 25 March, 10am**  
Wednesfield Library, Well Lane  
WV11 1XT

You can book on to these sessions here:

[www.wolverhampton.gov.uk/mylibraryservice](http://www.wolverhampton.gov.uk/mylibraryservice) or by calling **01902 552025** or asking at your local library. Don't worry, you don't need to print off any ticket – just register, let us know of any special requirements you might have and turn up on the day.

## Next steps

We are asking for your views for 12 weeks from **27 February to 21 May 2017**.

### What happens to responses?

All feedback will be collated and analysed. A report for consideration will be produced and publicly available as part of the decision making process.

Your views will help shape our libraries strategy and the options for their transformation, which are scheduled to be discussed by Cabinet on **19 July 2017**. No decision will be made before this date.

We anticipate that any changes that were agreed would come into effect from **August 2017**.

### Data Protection Statement

We take the protection of any personal information you give us as part of the consultation seriously. Please see the supporting 'data protection statement' for further information on this or contact data. [protect@wolverhampton.gov.uk](mailto:protect@wolverhampton.gov.uk).

### Supporting documents

You can access supporting documents on our website here: [www.wolverhampton.gov.uk/mylibraryservice](http://www.wolverhampton.gov.uk/mylibraryservice)

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## Need more information?

### Visit our website

[www.wolverhampton.gov.uk/mylibraryservice](http://www.wolverhampton.gov.uk/mylibraryservice)

### Telephone

01902 552025

### Email

[mylibraryservice@wolverhampton.gov.uk](mailto:mylibraryservice@wolverhampton.gov.uk)

### Next Generation Text Service for deaf and speech impaired callers

More information on this service is available here

18001 01902 552025

[www.ngts.org.uk/business.php](http://www.ngts.org.uk/business.php).

*For more information on our work visit:*

**wolverhampton.gov.uk** 01902 551155

 WolverhamptonToday  @WolvesCouncil  WolverhamptonToday

City of Wolverhampton Council, Civic Centre, St. Peter's Square,  
Wolverhampton WV1 1SH.

You can get this information in large print, Braille, audio or in another  
language by calling 01902 551155 or order online here.

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## City of Wolverhampton Equality Analysis Template

<b>Directorate:</b> Place  <b>Service Area:</b> Libraries	<b>Lead Officer:</b> Charlotte Johns, Head of Strategic Programmes  <b>Date completed:</b> 19 January 2017
<b>Service / Function / Policy / Procedure to be assessed:</b>  Libraries Transformation Strategy	
<b>Is this:</b> New / Proposed <input checked="" type="checkbox"/> <input type="checkbox"/> Existing/Review <input type="checkbox"/> Changing <input type="checkbox"/> (Please tick appropriate box)	<b>Review date:</b>

### Part A – Initial Equality Analysis to determine if a full Equality Analysis is required.

#### What are the aims and objectives/purpose of this service, function, policy or procedure?

To develop a vision and strategy to enable the transformation of libraries in the City of Wolverhampton, meeting our 'case for change' that:

1. Demand for the library service is in decline and we need to promote use while demonstrating value for money.
2. We need to explore new ways of working as our resources are stretched and we struggle to maintain a quality service.
3. We need to meet the future needs of citizens in order to create a vibrant and modern library service for Wolverhampton, including maximising opportunities in relation to digital technologies.

Please indicate its relevance to any of the equality duties (below) by selecting Yes or No?

	Yes	No
Eliminating unlawful discrimination, victimisation and harassment	Yes	
Advancing equality of opportunity	Yes	
Fostering good community relations	Yes	

If not relevant to any of the three equality duties and this is agreed by your Head of Service, the Equality Analysis is now complete - please send a copy to the Equality & Diversity Team. If any of the three equality duties are relevant, a Full Equality Analysis will need to be undertaken (PART B below).

## PART B: Full Equality Analysis.

### Step 1 – Identifying outcomes and delivery mechanisms (in relation to what you are assessing)

<b>What outcomes are sought and for whom?</b>	<p>The draft strategy seeks to deliver against the following outcomes:</p> <p>The proposed outcomes for local people in the City of Wolverhampton's draft Library Strategy 2017–2027 are:</p> <ul style="list-style-type: none"> <li>• Improved skills, learning and life chances for local people</li> <li>• Improved health and wellbeing for local people</li> <li>• Local people's lives are enriched with improved access to culture, literature and quality information</li> <li>• Increased civic and community participation through: <ul style="list-style-type: none"> <li>– Visiting and engaging in activities in libraries</li> <li>– Volunteering</li> </ul> </li> </ul>
<b>Are there any associated policies,</b>	Libraries contribute to the delivery of Vision 2030 and the council's Corporate Plan. There are specific links to health and wellbeing, learning and skills, employability and enterprise and creative and cultural economy areas.

<b>functions, services or procedures?</b>	<p>The proposed strategic aims are:</p> <ul style="list-style-type: none"> <li>– Supporting reading and literacy</li> <li>– Promoting learning and improving skills</li> <li>– Increasing the use of digital services</li> <li>– Promoting and enabling health &amp; wellbeing</li> <li>– Widening access to quality information</li> <li>– Broadening access to culture</li> </ul> <p>The draft Libraries Strategy also proposes a commitment to delivering the Society for Chief Librarian's six steps promise for blind and partially sighted library users, and the Children and Young People's promise.</p>
<b>If partners (including external partners) are involved in delivering the service, who are they?</b>	<p>The Home Library Service is currently delivered by Dudley Metropolitan Borough Council.</p> <p>Some libraries are co-located as part of Community Hubs. One library is co-located in a Care Home and staffed by volunteers.</p>

## Step 2 – What does the information you have collected, or that you have available, tell you?

**What evidence/data already exists about the service and its users?** (in terms of its impact on the 'equality strands', i.e. race, disability, gender, gender identity, age, religion or belief, sexual orientation, maternity/pregnancy, marriage/civil partnership and other socially excluded communities or groups) and **what does the data tell you?** e.g. are there any significant gaps?

The current Library Management System holds limited data on the protected characteristics – mainly age and gender. We are going to address this by procuring a new Library Management System that will collect information on all protected characteristics, so this can be used to monitor any issues in relation to equalities and inform future planning in the service.

Due to the lack of equalities information, a period of engagement with local communities took place in October 2016. This exercise discussed the case for change and sought feedback and views on what a modern, vibrant and sustainable library service should look like. This included users and non-users of the library service.

Over 500 people participated in the engagement phase through externally facilitated workshops, an online survey, email and social media. Equalities monitoring information was captured from participants, and during the engagement phase where we knew there was underrepresentation, we undertook further work to ensure views from these groups were captured. This included extra workshops with the LGBT network and Ethnic Minority Council. Equalities data, before the extra work was undertaken, can be seen in the Engagement Analysis Report produced by the University of Wolverhampton.

The evidence base for libraries includes a 'needs assessment' which includes data on young and old people within the demographics of each library based on 2011 census data.

**Has there been any consultation with, or input from, customers / service users or other stakeholders?** If so, with whom, how were they consulted and what did they say? If you haven't consulted yet and are intending to do so, please list which specific groups or communities you are going to consult with and when.

The engagement exercise in October 2016 has been the main form of input into the development of the draft vision and strategy to date.

Over 500 people participated in the engagement phase through externally facilitated workshops, an online survey, email and social media. Extra workshops were undertaken to ensure that any underrepresentation was managed and that engagement took place across all protected characteristics.

The key themes from the engagement exercise were:

- Besides offering educational value, libraries were seen to serve an important role as a social hub.
- Adopting a multi-use facility approach. The largest proportion of respondents believed that library services could be optimised and utilised more effectively through co-location and multi-use spaces.
- The majority of respondents felt that library services could improve if integrated into other organisations, in particular community, health and social organisations.
- When asked what would make people use a library more, the most cited theme was more convenient opening hours, a wider number of services and better computing facilities.
- Most participants reported that libraries of the future need a building because they are the hub of the community and motivate people to get out of their houses, relax, and enhance social interaction.

These key themes were consistently brought up across all protected characteristics (including the extra workshops that were undertaken with



underrepresented groups).

A formal consultation period is also planned for the draft strategy and this equalities analysis, for a period of 12 weeks from 27 February to 21 May. This will also include an online survey, paper based survey, face to face meetings and targeted communications to a number of key stakeholders across all the protect characteristics to ensure a representative response. Equalities monitoring will happen throughout the consultation window to ensure that any under representation is addressed.

**Are there any complaints, compliments, satisfaction surveys or customer feedback that could help inform this assessment? If yes, what do these tell you?**

Customer feedback has been established as part of engagement exercise – please see above.

### Step 3 – Identifying the negative impact.

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**a. Is there any negative impact on individuals or groups in the community?**

#### **Barriers:**

What are the potential or known barriers/impacts for the different 'equality strands' set out below? Consider:

- **Where** you provide your service, e.g. the facilities/premises;
- **Who** provides it, e.g. are staff trained and representative of the local population/users?
- **How** it is provided, e.g. do people come to you or do you go to them? Do any rules or requirements prevent certain people accessing the service?
- **When** it is provided, e.g. opening hours?
- **What** is provided, e.g. does the service meet everyone's needs? How do you know?

\* Some barriers are justified, e.g. for health or safety reasons, or might actually be designed to promote equality, e.g. single sex swimming/exercise sessions, or cannot be removed without excessive cost. If you believe any of the barriers identified to be justified then please indicate which they are and why.

## Solutions:

What can be done to minimise or remove these barriers to make sure everyone has equal access to the service or to reduce adverse impact? Consider:

- Other arrangements that can be made to ensure people's diverse needs are met;
- How your actions might help to promote good relations between communities;
- How you might prevent any unintentional future discrimination.

Equality Themes	Positive Impacts	Negative Impacts identified	Solutions (ways in which you could mitigate the negative impact)
<b>Age</b> (including children, young people and older people) Page 50	<p>The proposed libraries strategy includes maintaining library provision in all of the 16 locations. This provides assurance to communities that there are a number of libraries they can access 'as is'.</p> <p>The consultation includes asking how communities or other services could work with the library service to extend opening hours and improve access and convenience across all age groups. This directly links to feedback received in engagement.</p> <p>If it is possible to provide other public services alongside libraries this would mean that more services, staff and members of the community would be nearby to provide help to people if needed.</p>	<p>Should working with the community or other services during the life of this strategy mean that a library moves location, there is a risk that some people may have to travel slightly further to their local library. There could be an impact on young people, or older people. Children for example would be less likely to travel further unsupervised. Cost to travel could also be prohibitive for certain groups. We know from a travel survey conducted in our libraries in October/November 2016 that the most popular mode of travel to libraries is walking, followed by car. If libraries move then there is a risk that people may have to walk further which would be prohibitive. However it is unlikely that any move of a library during the strategy period would be a significant distance, and the aim of moving a library would be to improve accessibility not reduce it (e.g. proposals for Bilston).</p>	<p>Events and activities should be scheduled across the whole week to enable access by as many age groups as possible.</p> <p>Opening hours – we will be consulting on when people want libraries to be open in each location, and analyse this by equality strand. Working with community and other services to see how we can extend opening hours will also help to extend library access hours for all.</p> <p>Ensure that libraries are located in places where there are good public transport links and car parking facilities nearby.</p> <p>Ensure Home Library Service referrals for those people who are unable to travel further and meet the</p>

	<p>Furthermore, increased partnership working improves the offer for all people, and community led models could help increase social value.</p> <p>The strategy also proposes to increase digital literacy – this could have a positive impact on older age groups who tend to be less digitally literate.</p> <p>The proposal to stop investing in old technology and invest in quality book stock including audio and large print could have a positive impact on older people who have sight issues.</p> <p>Improving the quality of physical library spaces could have a positive impact on all ages, to ensure buildings are welcoming and feel safe.</p> <p>Increasing the amount of events and activities could have a positive impact on the lives of all age groups.</p> <p>Increasing the amount of volunteering opportunities may have a positive impact on older age groups e.g. retired, who are more likely to be able to take up opportunities, in addition to those who are out of work or wishing to retrain.</p> <p>The draft Libraries Strategy also proposes a commitment to delivering</p>	<p>There is risk that as opening hours are not being extended, some age groups are not able to access the library when they would like or is convenient.</p> <p>There is a risk that if events and activities are held during the day that some age groups are more likely to be excluded from attending – such as working age, school age.</p> <p>Fees and charges – consultation will take place on how much people are prepared to pay, if anything for certain library services. Books will remain free – but PC hire for example may have a charge. This could have a negative impact on certain age groups that tend to use PCs more (anecdotally, younger age groups). Analysis of consultation findings will be done by equality strand to understand the impact before any decisions are made on fees and charges.</p>	<p>criteria for the Home Library Service.</p> <p>Ensure how library users can access additional support is clearly promoted in self service only periods – such as a free phone accessible telephone which enables contact to professional library staff.</p>
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	the Society for Chief Librarian's Children and Young People's promise, which would demonstrate best practice library provision for this age group.		
<b>Disability</b> (including carers)	<p>The proposed libraries strategy includes maintaining library provision in all of the 16 locations. This provides assurance to communities that there are a number of libraries they can access 'as is'.</p> <p>The consultation includes asking how communities or other services could work with the library service to extend opening hours and improve access and convenience across all age groups. This directly links to feedback received in engagement.</p> <p>If it is possible to provide other public services alongside libraries this would mean that more services, staff and members of the community would be nearby to provide help to people if needed.</p> <p>Furthermore, increased partnership working improves the offer for all people, and community led models could help increase social value.</p> <p>The strategy also proposes to increase digital literacy – this could have a positive impact on disabled groups</p>	<p>Should working with the community or other services during the life of this strategy mean that a library moves location, there is a risk that some people may have to travel slightly further to their local library. There could be an impact on disabled people who are unable to travel further. Cost to travel could also be prohibitive for certain groups. We know from a travel survey conducted in our libraries in October/November 2016 that the most popular mode of travel to libraries is walking, followed by car. If libraries move then there is a risk that people may have to travel further which would be prohibitive. However it is unlikely that any move of a library during the strategy period would be a significant distance, and the aim of moving a library would be to improve accessibility not reduce it (e.g. proposals for Bilston).</p> <p>There is risk that as opening hours are not being extended, people with a disability are not able to access the library when they would like or is convenient.</p> <p>There is a risk that if events and activities are held in locations that are difficult to access or have limited facilities such as</p>	<p>Opening hours – we will be consulting on when people want libraries to be open in each location, and analyse this by equality strand. Working with community and other services to see how we can extend opening hours will also help to extend library access hours for all.</p> <p>Ensure that libraries are located in places where there are good public transport links and car parking facilities, including disabled car parking, nearby.</p> <p>Ensure Home Library Service referrals for those people who are unable to travel further and meet the criteria for the Home Library Service.</p> <p>Ensure how library users can access additional support is clearly promoted in self service only periods – such as a free phone accessible telephone which enables contact to professional library staff.</p>

	<p>who may be more likely to need to access support from public services which are increasingly using 'digital by design' approaches.</p> <p>The proposal to stop investing in old technology and invest in quality book stock including audio and large print could have a positive impact on disabled people.</p> <p>Improving the quality of physical library spaces could have a positive impact on disabled people, to ensure buildings are welcoming and feel safe and are fully accessible.</p> <p>Increasing the amount of events and activities could have a positive impact on the lives of disabled people.</p> <p>Increasing the amount of volunteering opportunities may have a positive impact on disabled groups.</p> <p>The draft Libraries Strategy also proposes a commitment to delivering the Society for Chief Librarian's six steps promise for blind and partially sighted library users, which demonstrates best library practice for this disability group.</p>	<p>no hearing loop, that disabled people are disadvantaged.</p> <p>Fees and charges – consultation will take place on how much people are prepared to pay, if anything for certain library services. Books will remain free – but PC hire for example may have a charge. This could have a negative impact on certain disabled groups that rely on using library PCs to access services. Analysis of consultation findings will be done by equality strand to understand the impact before any decisions are made on fees and charges.</p>	
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<p><b>Gender</b> (men and women)</p>	<p>The proposed libraries strategy includes maintaining library provision in all of the 16 locations. This provides assurance to communities that there are a number of libraries they can access 'as is'.</p> <p>The consultation includes asking how communities or other services could work with the library service to extend opening hours and improve access and convenience across all age groups. This directly links to feedback received in engagement.</p> <p>If it is possible to provide other public services alongside libraries this would mean that more services, staff and members of the community would be nearby to provide help to people if needed.</p> <p>Furthermore, increased partnership working improves the offer for all people, and community led models could help increase social value.</p> <p>The proposal to stop investing in old technology and invest in quality book stock including audio and large print could have a positive impact on all genders.</p> <p>Improving the quality of physical library spaces could have a particular positive</p>	<p>Should working with the community or other services during the life of this strategy mean that a library moves location, there is a risk that some people may have to travel slightly further to their local library. There could be an impact on women who are more likely to bring children to the library, and are unable to travel further. Cost to travel could also be prohibitive for certain groups. We know from a travel survey conducted in our libraries in October/November 2016 that the most popular mode of travel to libraries is walking, followed by car. If libraries move then there is a risk that people may have to travel further which would be prohibitive. However it is unlikely that any move of a library during the strategy period would be a significant distance, and the aim of moving a library would be to improve accessibility not reduce it (e.g. proposals for Bilston).</p>	
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	<p>impact on women, so that all library buildings are welcoming and feel safe.</p> <p>Increasing the amount of events and activities could have a positive impact on both genders. Events for younger children are particularly well attended by women, and so increasing these could have a positive effect on women.</p> <p>Increasing the amount of volunteering opportunities may have a positive impact on all people.</p>		
<p><b>Race</b> (including Gypsies &amp; Travellers and Asylum Seekers)</p> <p>Page 55</p>	<p>The proposed libraries strategy includes maintaining library provision in all of the 16 locations. This provides assurance to communities that there are a number of libraries they can access 'as is'.</p> <p>The consultation includes asking how communities or other services could work with the library service to extend opening hours and improve access and convenience across all age groups. This directly links to feedback received in engagement.</p> <p>If it is possible to provide other public services alongside libraries this would mean that more services, staff and members of the community would be nearby to provide help to people if needed.</p>	<p>Should working with the community or other services during the life of this strategy mean that a library moves location, there is a risk that some people may have to travel slightly further to their local library. There could be an impact on some communities, who feel unable to travel to a different locale. We know from a travel survey conducted in our libraries in October/November 2016 that the most popular mode of travel to libraries is walking, followed by car. If libraries move then there is a risk that people may have to walk further which would be prohibitive. However it is unlikely that any move of a library during the strategy period would be a significant distance, and the aim of moving a library would be to improve accessibility not reduce it (e.g. proposals for Bilston).</p>	<p>Opening hours – we will be consulting on when people want libraries to be open in each location, and analyse this by equality strand. Working with community and other services to see how we can extend opening hours will also help to extend library access hours for all.</p> <p>Ensure that libraries are located in places where there are good public transport links and car parking facilities nearby.</p> <p>Ensure Home Library Service referrals for those people who are unable to travel further and meet the criteria for the Home Library Service.</p>



	<p>Furthermore, increased partnership working improves the offer for all people, and community led models could help increase social value.</p> <p>The proposal to stop investing in old technology and invest in quality book stock could have a positive impact on race, as the stock carried by libraries will be more diverse, including different languages, to reflect different communities in the city.</p> <p>Improving the quality of physical library spaces could have a positive impact on all races, to ensure buildings are welcoming and feel safe.</p> <p>Increasing the amount of events and activities could have a positive impact on the lives of all people, and have the potential to promote community cohesion. Fostering good relations could be evidenced by support for Black History Month in libraries.</p>		
<b>Religion or belief</b> (including people of no religion or belief)	<p>The proposed libraries strategy includes maintaining library provision in all of the 16 locations. This provides assurance to communities that there are a number of libraries they can access 'as is'.</p> <p>The consultation includes asking how</p>	<p>Depending on location, there may be an issue with some people feeling comfortable with accessing services, for example, should a library be co-located within a religious building. There is no such proposal for Wolverhampton libraries.</p>	<p>Opening hours – we will be consulting on when people want libraries to be open in each location, and analyse this by equality strand. Working with community and other services to see how we can extend opening hours will also help to extend library access hours for all.</p>

<p>Page 57</p>	<p>communities or other services could work with the library service to extend opening hours and improve access and convenience across all age groups. This directly links to feedback received in engagement.</p> <p>If it is possible to provide other public services alongside libraries this would mean that more services, staff and members of the community would be nearby to provide help to people if needed.</p> <p>Furthermore, increased partnership working improves the offer for all people, and community led models could help increase social value.</p> <p>Improving the quality of physical library spaces could have a positive impact on all, to ensure buildings are welcoming and feel safe.</p>		
<p><b>Gender Re-assignment</b> (those that are going through transition: male to female or female to male)</p>	<p>The proposed libraries strategy includes maintaining library provision in all of the 16 locations. This provides assurance to communities that there are a number of libraries they can access 'as is'.</p> <p>The consultation includes asking how communities or other services could work with the library service to extend opening hours and improve access and convenience across all age</p>	<p>Should working with the community or other services during the life of this strategy mean that a library moves location, there is a risk that some people may have to travel slightly further to their local library. There could be an impact on some communities, who feel unable to travel to a different locale. We know from a travel survey conducted in our libraries in October/November 2016 that the most popular mode of travel to libraries is walking, followed by car. If libraries move</p>	<p>Opening hours – we will be consulting on when people want libraries to be open in each location, and analyse this by equality strand. Working with community and other services to see how we can extend opening hours will also help to extend library access hours for all.</p> <p>Ensure Home Library Service referalls for those people who are unable to travel further and meet the</p>

<p>Page 58</p>	<p>groups. This directly links to feedback received in engagement.</p> <p>If it is possible to provide other public services alongside libraries this would mean that more services, staff and members of the community would be nearby to provide help to people if needed.</p> <p>Furthermore, increased partnership working improves the offer for all people, and community led models could help increase social value.</p> <p>Improving the quality of physical library spaces could have a positive impact on all, to ensure buildings are welcoming and feel safe.</p>	<p>then there is a risk that people may have to walk further which would be prohibitive. However it is unlikely that any move of a library during the strategy period would be a significant distance, and the aim of moving a library would be to improve accessibility not reduce it (e.g. proposals for Bilston).</p>	<p>criteria for the Home Library Service.</p>
<p><b>Pregnancy and Maternity</b></p>	<p>The proposed libraries strategy includes maintaining library provision in all of the 16 locations. This provides assurance to communities that there are a number of libraries they can access 'as is'.</p> <p>The consultation includes asking how communities or other services could work with the library service to extend opening hours and improve access and convenience across all age groups. This directly links to feedback received in engagement.</p>	<p>Should working with the community or other services during the life of this strategy mean that a library moves location, there is a risk that some people may have to travel slightly further to their local library. There could be an impact on some communities, who feel unable to travel to a different locale. We know from a travel survey conducted in our libraries in October/November 2016 that the most popular mode of travel to libraries is walking, followed by car. If libraries move then there is a risk that people may have to walk further which would be prohibitive. However it is unlikely that any move of a</p>	<p>Opening hours – we will be consulting on when people want libraries to be open in each location, and analyse this by equality strand. Working with community and other services to see how we can extend opening hours will also help to extend library access hours for all.</p> <p>Ensure Home Library Service referalls for those people who are unable to travel further and meet the criteria for the Home Library Service.</p>

	<p>If it is possible to provide other public services alongside libraries this would mean that more services, staff and members of the community would be nearby to provide help to people if needed.</p> <p>Furthermore, increased partnership working improves the offer for all people, and community led models could help increase social value.</p> <p>Improving the quality of physical library spaces could have a positive impact on all, to ensure buildings are welcoming and feel safe.</p>	<p>library during the strategy period would be a significant distance, and the aim of moving a library would be to improve accessibility not reduce it (e.g. proposals for Bilston).</p>	
<p><b>Sexual Orientation</b> (including gay, lesbian, bisexual and heterosexual)</p>	<p>The proposed libraries strategy includes maintaining library provision in all of the 16 locations. This provides assurance to communities that there are a number of libraries they can access 'as is'.</p> <p>The consultation includes asking how communities or other services could work with the library service to extend opening hours and improve access and convenience across all age groups. This directly links to feedback received in engagement.</p> <p>If it is possible to provide other public services alongside libraries this would mean that more services, staff and</p>	<p>Should working with the community or other services during the life of this strategy mean that a library moves location, there is a risk that some people may have to travel slightly further to their local library. There could be an impact on some communities, who feel unable to travel to a different locale. We know from a travel survey conducted in our libraries in October/November 2016 that the most popular mode of travel to libraries is walking, followed by car. If libraries move then there is a risk that people may have to walk further which would be prohibitive. However it is unlikely that any move of a library during the strategy period would be a significant distance, and the aim of moving a library would be to improve</p>	<p>Opening hours – we will be consulting on when people want libraries to be open in each location, and analyse this by equality strand. Working with community and other services to see how we can extend opening hours will also help to extend library access hours for all.</p> <p>Ensure Home Library Service referalls for those people who are unable to travel further and meet the criteria for the Home Library Service.</p>

<p>Page 6</p>	<p>members of the community would be nearby to provide help to people if needed.</p> <p>Furthermore, increased partnership working improves the offer for all people, and community led models could help increase social value.</p> <p>Improving the quality of physical library spaces could have a positive impact on all, to ensure buildings are welcoming and feel safe.</p> <p>Increasing the amount of events and activities could have a positive impact on LGBT communities where there are activities supporting things such as LGBT History month (February) and Pride.</p>	<p>accessibility not reduce it (e.g. proposals for Bilston).</p>	
<p><b>Marriage and Civil Partnership</b></p>	<p>The proposed libraries strategy includes maintaining library provision in all of the 16 locations. This provides assurance to communities that there are a number of libraries they can access 'as is'.</p> <p>The consultation includes asking how communities or other services could work with the library service to extend opening hours and improve access and convenience across all age groups. This directly links to feedback received in engagement.</p>	<p>Should working with the community or other services during the life of this strategy mean that a library moves location, there is a risk that some people may have to travel slightly further to their local library. There could be an impact on some communities, who feel unable to travel to a different locale. We know from a travel survey conducted in our libraries in October/November 2016 that the most popular mode of travel to libraries is walking, followed by car. If libraries move then there is a risk that people may have to walk further which would be prohibitive. However it is unlikely that any move of a</p>	<p>Opening hours – we will be consulting on when people want libraries to be open in each location, and analyse this by equality strand. Working with community and other services to see how we can extend opening hours will also help to extend library access hours for all.</p> <p>Ensure Home Library Service referalls for those people who are unable to travel further and meet the criteria for the Home Library Service.</p>

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<p><b>Human Rights</b></p> <p>Page 61</p>	<p>Increased partnership working improves the offer for all people, and community led models could help increase social value.</p>	<p>Should working with the community or other services during the life of this strategy mean that a library moves location, there is a risk that some people may have to travel slightly further to their local library. There could be an impact on some communities, who feel unable to travel to a different locale. We know from a travel survey conducted in our libraries in October/November 2016 that the most popular mode of travel to libraries is walking, followed by car. If libraries move then there is a risk that people may have to walk further which would be prohibitive. However it is unlikely that any move of a library during the strategy period would be a significant distance, and the aim of moving a library would be to improve</p>	<p>Opening hours – we will be consulting on when people want libraries to be open in each location, and analyse this by equality strand. Working with community and other services to see how we can extend opening hours will also help to extend library access hours for all.</p> <p>Ensure Home Library Service referalls for those people who are unable to travel further and meet the criteria for the Home Library Service.</p>

		accessibility not reduce it (e.g. proposals for Bilston).	
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## Step 4 – Changes or mitigating actions proposed or adopted

**Having undertaken the assessment are there any changes necessary to the existing service, policy, function or procedure? What changes or mitigating actions are proposed?**

This is a draft equalities analysis on a draft strategy, which is subject to consultation and will continue to be updated in response to feedback.

However it is important to note that:

- The strategy is built on the proposal that all 16 libraries in the city are maintained. Whilst some are stand alone and only open for a limited amount of time, the strategy proposes how we can work in new ways to extend provision. This is in addition to current staffed library provision where it is in place.
- Improving the offer in all remaining libraries – the libraries transformation strategy has been developed so that the service that all people receive is a better one, with a wider and better offer for all protected characteristics.

## Step 5 – Monitoring

**How are you going to monitor the existing service, function, policy or procedure ?**

Formal consultation on the draft libraries strategy will be taking place February – May 2017, and then ongoing monitoring will take place through data on the Library Management System.



## Part C - Action Plan

Barrier/s or improvement/s identified	Action Required	Lead Officer	Timescale
Consultation – representation across all protected characteristics	Ensure that consultation is promoted via groups which represent all protected characteristics and ongoing monitoring takes place, with remedial action to target certain groups which may be underrepresented as consultation takes place. From engagement, we know LGBT, BME and Disability groups were underrepresented and so these should be a particular focus.	Charlotte Johns	February – May 2017
Consultation analysis	Ensure that analysis of consultation findings includes a breakdown by protected characteristic.	Charlotte Johns	February – May 2017
Update equalities analysis	Update equalities analysis with information gained as part of consultation	Charlotte Johns	February – July 2017
Update Library Offer	Amend library offer as a result of additional equality data and analysis	Charlotte Johns	February – July 2017
Following any decisions	Monitor take up of service via relevant protected characteristics to check actual equality outcomes are similar to those expected.	Charlotte Johns	Autumn 2017
Update equalities analysis	Update equalities analysis with equality	Charlotte Johns	Autumn/Winter 2017

	monitoring information gained after any re-configuration of service.		
Update Library Offer	Amend Library offer as a result of additional equality data and analysis	Charlotte Johns	Winter 2017/Spring 2018

### Equality Analysis approved by:

Head of Service:	Date:
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**Please send an electronic copy of the Equality Analysis to the Equality & Diversity Team:**

#### Notes and methodology

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- Travel survey - A paper based travel survey was handed out by library staff at all 16 library locations, including self-serve/volunteer run libraries from Monday 31 October until Sunday 6 November 2016. Caution should be taken due to a small sample size, but the survey provides some intelligence in relation to equalities and transport data.
- Travel times were calculated using Google Maps on 14 December 2016.

#### Appendix 1 - Equality Analysis by Library

As part of the consultation, further work will be done gathering all available equality data by library site, including travel data wherever possible.

## City of Wolverhampton Libraries – Needs Assessment

Library	Hours per week	Items Borrowed 2015 - 16	Items Borrowed P/W	Items Borrowed P/H open	Visits 2015 - 16	Visits p/w	Visits p/h	Active Members as at 31 March 2016	% usage of PC's	Total Borrowers with Loans 2015-16	Cost 2015-16	Cost per item borrowed	Cost per visit	IMD Decile (2015) Average for England is 5. 1 is most deprived 10 is least deprived	IMD (2015) component 4. Educational attainment Decile.	Proportion aged 0-17 in each catchment area (2011 Census)	Proportion aged over 60 in each catchment Area (2011 Census)	Building condition
Ashmore Park	24	23393	449.87	18.74	37875	728.37	30.35	3678	40.7	1151	£32,397	£1.38	£0.86	3	2	18.8	30.2	B
Bilston	35	31503	605.83	17.31	38525	740.87	21.17	7084	70.9	2098	£62,936	£2.00	£1.63	1	1	25	20.1	C
Blakenhall	56	1284	24.69	0.44	2225	42.79	0.76	1398	19.4	226	£600	£0.47	£0.27	2	3	21.7	20.3	B
Central	47	174258	3351.12	71.30	348026	6692.81	142.40	40602	62.8	15018	£517,796	£2.97	£1.49	1	1	22.7	10.6	C
Collingwood	15	2959	56.90	3.79	875	16.83	1.12	768	20.8	205	£3,064	£1.04	£3.50	2	3	20.3	25.4	B
East Park	15	12558	241.50	16.10	10100	194.23	12.95	2518	15.3	885	£36,408	£2.90	£3.60	1	1	23.3	21.9	B
Finchfield	30	52797	1015.33	33.84	21625	415.87	13.86	2892	30.8	2043	£41,740	£0.79	£1.93	6	7	16.8	33.9	B
Long Knowle	15	10960	210.77	14.05	6600	126.92	8.46	2091	34.8	596	£23,569	£2.15	£3.57	2	2	25	20.3	B
Low Hill	15	13336	256.46	17.10	8350	160.58	10.71	3971	27.5	790	£30,272	£2.27	£3.63	1	1	29.9	14.9	C
Pendeford	24	25829	496.71	20.70	21850	420.19	17.51	4183	33	1524	£34,222	£1.32	£1.57	2	3	25.1	17.6	B
Penn	24	31784	611.23	25.47	21925	421.63	17.57	3484	26.7	1698	£41,593	£1.31	£1.90	7	8	20.4	26.2	B
Spring Vale	15	11464	220.46	14.70	15475	297.60	19.84	2493	43.9	732	£30,815	£2.69	£1.99	2	2	22.6	24.4	B
Tettenhall	30	69281	1332.33	44.41	28700	551.92	18.40	4510	32.3	2470	£54,745	£0.79	£1.91	6	7	16.8	33.9	C
Warstones	35	43122	829.27	23.69	37725	725.48	20.73	4889	34.9	2399	£55,609	£1.29	£1.47	4	5	21.8	25.3	B
Wednesfield	35	47477	913.02	26.09	58800	1130.77	32.31	9810	44.1	3169	£75,777	£1.60	£1.29	2	2	21.4	24	A
Whitmore Reans	15	9245	177.79	11.85	18125	348.56	23.24	5068	46.3	1083	£32,392	£3.50	£1.79	1	1	22.7	10.6	C

### Source data:

- 2015-16 performance data is taken from the City of Wolverhampton Library CIPFAstats updated return for 2015-16.
- 'Items borrowed per hour open' and 'visits per hour open' have been calculated by taking total figure for 2015-16, dividing that by 50 weeks (as per CIPFA methodology) and then by the number of hours open per week.
- Cost data is taken from actual costs recorded in the Council's financial management system Agresso, and include costs for staff (excluding agency and management costs), building costs and income.
- Demographic data is taken from the Indices of Multiple Deprivation (IMD 2015) and 2011 Census data. Both data sets are the latest available.
- Asset data is taken from the Council's assessments on building condition. Condition scores are from A to D, with A being best.

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# Stronger City Economy Scrutiny Panel

21st March 2017

Agenda Item No: 6

<b>Report title</b>	Smart City	
<b>Cabinet member with lead responsibility</b>	Councillor John Reynolds City Economy	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Keren Jones, City Economy	
<b>Originating service</b>	City Economy	
<b>Accountable employee(s)</b>	Keren Jones Tel Email	Service Director City Economy 01902 554739 <a href="mailto:keren.jones@wolverhampton.gov.uk">keren.jones@wolverhampton.gov.uk</a>
<b>Report to be/has been considered by</b>	Cabinet Member for City Economy Place Leadership Team Strategic Executive Board	

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## Recommendation(s) for action or decision:

- The Scrutiny Panel consider the proposals and progress for the development of a Smart City Strategy and agree the role of the Scrutiny Panel in the development process.

## **1.0 Purpose**

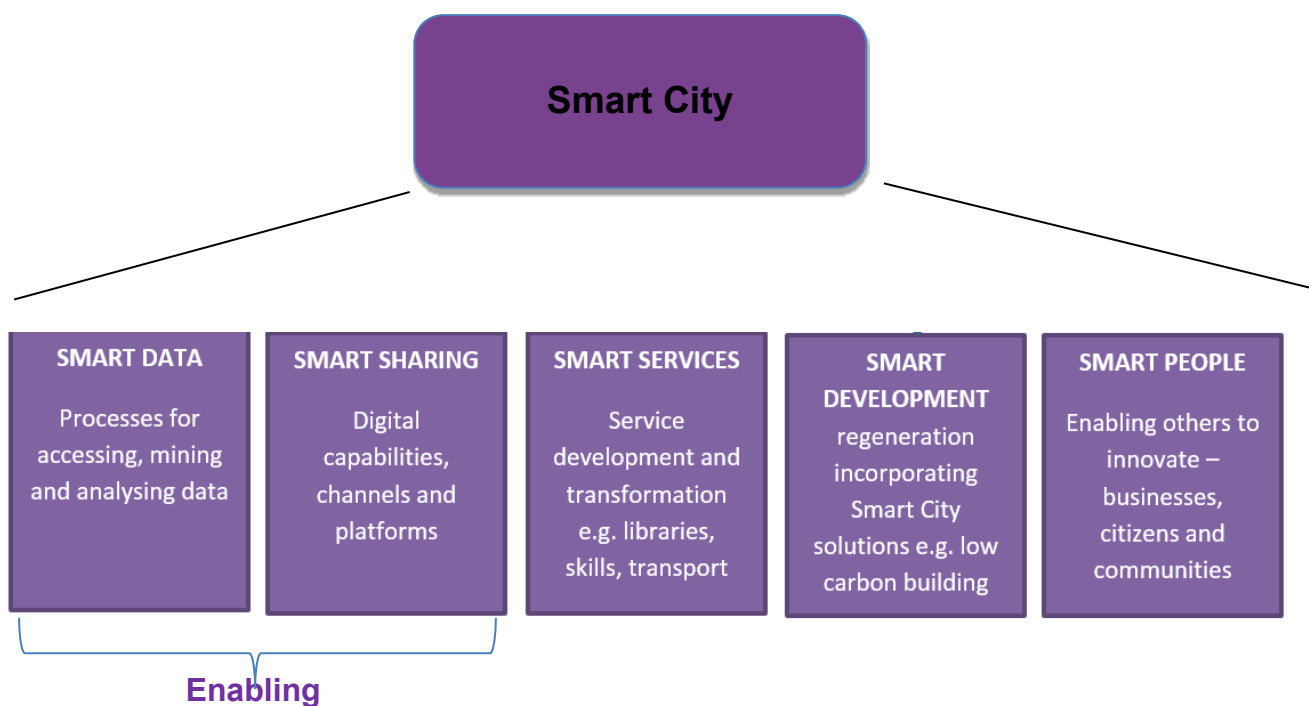
- 1.1 The purpose of this report is to update Stronger City Economy Scrutiny Panel on the proposals to develop a Smart City Strategy.

## **2.0 Background**

- 2.1 “Smart City” is a term to describe ICT led urban innovation, new modes of governance and urban citizenship. A Smart City is one that is open to exploring everything from robotics, cloud computing, analytics, visualisation and personalisation. At its core a Smart City utilises digital technologies to manage data in a way that helps support, inform and manage decision-making and operational tasks as well as providing new business opportunities and empowering citizens.
- 2.2 The City Economy Service has been the lead Black Country Local Authority providing support to the Black Country Local Enterprise Partnership (LEP) Green Growth Board. This has included the production of a Black Country Smart City Strategy which provides a strategic framework for projects and for funding proposals (see appendix 1). There is also a Project Pipeline of emerging Black Country Smart City projects (see appendix 2). These were approved by the LEP Board on 24 October 2016. Projects are developed around a set of themes based on the European Smart Cities Framework.
- 2.3 Alongside the development and delivery of Smart City projects, a Black Country Smart City Network is being established to enable networking, the sharing of projects and ideas and identification of partners and of opportunities for collaboration. This Network is being supported by the City of Wolverhampton Council, the Black Country LEP and University of Wolverhampton and has already established links with other initiatives within the West Midlands Combined Authority such as Digital Birmingham and the Birmingham Smart City Alliance.
- 2.4 At the city level, the City of Wolverhampton Council is pro-actively transforming its operations through the Digital Transformation Programme. This is being enhanced by specific initiatives with local partner organisations, like the Wolverhampton Work Box, that embraces Smart City thinking.

## **3.0 Smart City Strategy**

- 3.1 The smartness of a city is not about the latest technology it has adopted, it is about how well technology is being used in an integrated way to help the city function more effectively. A Smart City uses information and communication technologies (ICT) to enhance quality, performance and interactivity of urban services, to reduce costs and resource consumption and to improve contact between citizens and government. Below is a diagram that sets out the main themes for a SMART City Development Framework for the City of Wolverhampton. It is based on good practice and research into the approaches being taken by the leading UK Cities for Smart City technology, as well as good practice identified by NESTA and the British Standards Institute.



3.2 The full list of activities identified are set out in appendix 2. Priorities identified as a result of this exercise are:

<b>Smart Data</b> <b>Smart Sharing</b>	<ol style="list-style-type: none"> <li>1. <b>Digital transformation and Channel Shift:</b> including customer engagement platform and 'my account' single sign in for residents</li> <li>2. <b>Hackathon events:</b> seeking to solve challenges utilising technology to program an application</li> <li>3. <b>Smart Citizens:</b> enabling residents and businesses to access data held by public bodies through open data share transparency</li> <li>4. <b>City App Platform</b> for the City offering a single place making life better for local people</li> <li>5. <b>Wi-fi:</b> in public buildings and public spaces</li> </ol>
<b>Smart Services</b>	<ol style="list-style-type: none"> <li>1. <b>Smart Education and Skills:</b> use of technology to engage learners at all levels including encouraging take-up of STEM subjects incorporating initiatives in primary schools, secondary schools to vocational learning</li> <li>2. <b>Wolves@work:</b> interactive website improving access to information and support around skills and employment</li> <li>3. <b>E health:</b> Prevention and managing of long term health conditions including diabetes and monitor blood pressure including self-management tools and monitoring apps which trigger alerts if readings outside of the norms</li> <li>4. <b>Independent living:</b> through telecare and digital personal assistants</li> </ol>
<b>Smart</b>	<ol style="list-style-type: none"> <li>1. <b>Superfast broadband:</b> across all parts of the city</li> </ol>



<b>Development</b>	<ol style="list-style-type: none"> <li>2. <b>Smart transport:</b> including traffic management via Urban Traffic Control (UTC), smart parking and LED street lighting</li> <li>3. <b>Reducing Greenhouse Gases:</b> including alternative energy sources, solar power, electric cars and charging and energy efficient housing</li> <li>4. <b>Smart public realm:</b> including Heath Town Lighting Demonstration project, low carbon lighting and PV paving slabs</li> <li>5. <b>Smart City Housing Demonstrators:</b> in key areas of the city</li> <li>6. <b>Smart City Learning Quarter:</b> including use of technology to enhance learning and shared management of spaces</li> </ol>
<b>Smart People</b>	<ol style="list-style-type: none"> <li>1. <b>Digital inclusion:</b> getting residents online to benefit from Smart services</li> <li>2. <b>Community driven digital spaces:</b> and fab lab activities (BC Make) with roll out to libraries (Maker Spaces)</li> <li>3. <b>Smart Learning opportunities:</b> University of Wolverhampton's SMART activities including Visualisation Centre, Grand Post House and Prototype Centre's FabLab where businesses can access modern prototyping resources with support from specialists</li> <li>4. <b>Business support:</b> enabling the take-up of technology to increase economic growth including University initiatives above.</li> </ol>

**3.3 Proposed way forward:** there is a risk that this work will not gain any traction if it is not simple, understandable and the benefits clearly articulated. Being a smarter city could bring financial benefits to the Council, and better outcomes for local people. We are proposing to take forward the agenda as follows:

- **Co-ordination of the Smart Cities Framework:** The audit has demonstrated that there are a lot of initiatives underway, or being developed, that contribute to Wolverhampton being a smarter city. However, they are often in silos, wider links and lessons learnt are not shared across the council and city and the benefits not captured. Effective project management of the Smart Cities work, linking with the Black Country LEP and wider Combined Authority is required. This should include analysis of potential Smart City initiatives and projects, and effectively signposting projects to appropriate funding streams for bids (such as ERDF). To ensure that this is truly a cross organisational response, a proposal for a dedicated project management resource is being developed. It is anticipated the cashable benefits associated with successful Smart City initiatives would fully justify this outlay in terms of a financial return on investment, with the social and environmental returns also likely to be considerable.
- **Wider ownership and engagement:** It is also proposed that an expert facilitator is appointed to facilitate a workshop with a wider group of stakeholders across the organisation, and partners such as the University and the Health sector. This will enable us to tighten up our evidence base, understand how we will measure impact and help shape our plans in line with best practice.

- **Smart City innovation and business case development fund:** We will also explore the feasibility of setting up a Smart City project development fund for Council service and teams to bid into to enable:
  - **Priority projects** to be developed into a full business case, including the accessing of technical expertise
  - **Innovative ideas** to be tested. These would need to be co-ordinated, benefits tracked across the city and links made to other funding opportunities – such as the Black Country LEP’s pipeline of projects.

#### **4.0 Financial implications**

- 4.1 Development work to date has been met within existing resources. Current proposals relating to developing the Smart City Strategy recommends appointment of a project manager and an innovation and business case development fund subject to a budget being identified. [ES/09032017/U].

#### **5.0 Legal implications**

- 5.1 There are no legal implications to this report. [Legal Code: TS/08032017/W]

#### **6.0 Equalities implications**

- 6.1 Smart technology can have positive equalities implications, for example, use of Smart technology can help people control their health conditions or enable older people to stay at home longer.

#### **7.0 Environmental implications**

- 7.1 Smart technology can have positive environmental implications and are strongly linked to the low carbon agenda.

#### **8.0 Human resources implications**

- 8.1 If approved, funding for a Smart City Project Manager will be identified.

#### **9.0 Corporate landlord implications**

- 9.1 Smart technology can have positive implications in terms of making the corporate landlord estate more efficient.

#### **10.0 Schedule of background papers**

- 10.1 Black Country Smart City Strategy December 2016  
Smart City Strategy project pipeline

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## Stronger City Economy Scrutiny Panel

21st March 2017

<b>Report title</b>	Developing a new Strategic Economic Plan	
<b>Cabinet member with lead responsibility</b>	Councillor John Reynolds City Economy	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Keren Jones, City Economy	
<b>Originating service</b>	City Economy	
<b>Accountable employee(s)</b>	Keren Jones Tel Email	Service Director City Economy 01902 554739 <a href="mailto:keren.jones@wolverhampton.gov.uk">keren.jones@wolverhampton.gov.uk</a>
<b>Report to be/has been considered by</b>	Cabinet Member for City Economy Place Leadership Team Strategic Executive Board	

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### Recommendation(s) for action or decision:

- The Scrutiny Panel consider the proposals and progress for the development of a revised City Strategic Economic Plan, and agree the role of the Scrutiny Panel in the development process.

## 1.0 Purpose

- 1.1 The purpose of this report is to update Stronger City Economy Scrutiny Panel on the proposals to refresh the City Strategy, and re-name it as the City Strategic Economic Plan. The refresh will also ensure there is a better alignment between the City Economic Plan, the Black Country Strategic Economic Plan (SEP) and the West Midlands Combined Authority Super-SEP.

## 2.0 Background

- 2.1 The City Strategy, Prosperity for All, was published in 2011 and still provides the overarching Economic Strategic Framework for the City. It was ratified by full Council, and developed in collaboration with a wide range of partners across the city. It's priority is inclusive growth, and its high level targets are:
- **Increase in jobs:** By 2026 the number of jobs per head of population will have grown from 0.77 to 0.85 (on track to deliver)
  - **High employment rate:** By 2026 we will have an employment rate of at least 70% from a baseline of 61.3% in 2010 (This is a challenging target, but is on track to deliver, partly because of the UK economy being in a stronger position than it was in 2010)
  - **Longer, healthier lives:** By 2026 life expectancy at birth will be 80 years for men, and 83 years for women, from a baseline of 76.3 for men and 80.10 (This remains a challenging target, albeit with some improvement in relation to the baseline. The most recent figures over the period 2012/14 shows men at 77.6 and women at 81.8).
  - **Reduction in child poverty:** By 2026 we will have no more than 10% of our families living in poverty (The latest government published child poverty data at local level is 2011 shows 29.2% of families living in poverty. This is down from the 2006 figure of 29.6%, which reached a peak at 31.5% in 2009. However this remains a challenging target).
- 2.2 The City Strategy has formed the basis of much of the City of Wolverhampton Council's Corporate Plan, particularly in helping to shape the City of Wolverhampton Council's own economic policies, priorities and actions.
- 2.3 The City Board was established in 2014 to foster cross sector and organisational collaborations that would contribute to the delivery of the City Strategy, primarily through:
- The City Economic Growth Board (led by business)
  - The Inclusion Board (led by the voluntary sector)
  - The Health and Wellbeing Board (led by the City of Wolverhampton Council)
  - A City Conference Programme, to celebrate and showcase success

### 3.0 Why the need for a refresh of the City Strategy?

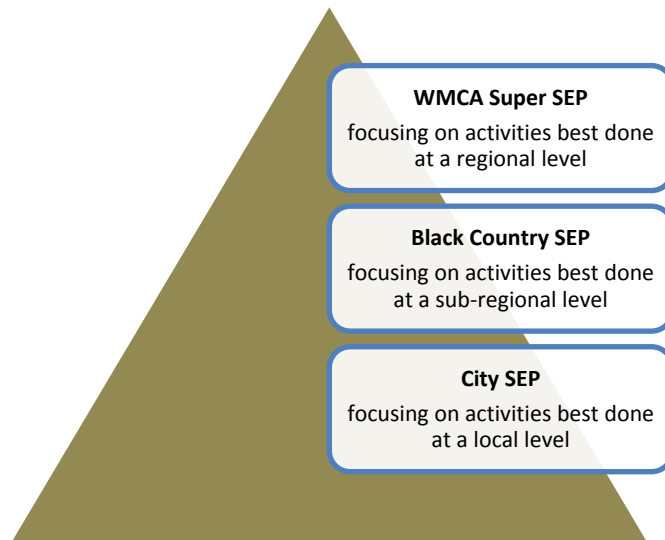
3.1 Since the City Strategy was produced and approved, there have been many significant changes to the context in which the City operates:

- **A significantly changed political context**, including the creation of the West Midlands Combined Authority, the West Midlands Devolution Deal and the result of EU Referendum in May 2016
- **Radical changes in local government finance**, and importance of the city being able to grow its local tax base (business rates and council tax) by having an improved offer to businesses and residents
- **Growing confidence in Wolverhampton** as a place to invest, develop and do business amongst the business, investor and developer communities.
- **The new overarching City Vision 2030**, published in early 2016, with input from many partners and organisations across the city
- **A strong project pipeline** and the significant progression of a number of key projects e.g. i54, Interchange, City Centre Westside, City centre learning Quarter, the city Cultural Venues Improvement Programme, Bilston Urban Village and Town Centre Regeneration
- **Significant improvements in support services** that help businesses to grow and local people to get the right skills, get and retain a job. This includes the leaderships role the city of Wolverhampton Council is playing in cross boundary business support, as accountable body for the Black Country Growth Hub
- **CWC's corporate objective to create a joint Financial Plan for the city**, together with its key partners, following the recent peer review

### 3.0 Proposed process for the refresh

3.1 On 13<sup>th</sup> December 2017, SEB discussed and supported the proposed framework for the new City Strategic Economic Plan, as set out in appendix 1.

3.2 The refreshed City SEP will sit within a hierarchy of plans to deliver inclusive economic growth. The suite of plans will adhere to the principle of subsidiarity i.e. that issues should be dealt with at the most immediate (or local) level that is consistent with their resolution:



- 3.3 The refresh will also support the development of a City-Wide Financial Strategy and plan which will enable Councillors, officers and other stakeholders to understand the scale of the economic challenge faced by the city. It will also help the Council to strategically plan with partners, to reduce the forecast deficit between public income and public expenditure to enable the City of Wolverhampton's economy to be more sustainable in the long term. This was discussed and supported at a recent meeting of the City Board.
- 3.4 Since December 2017, a procurement exercise has been undertaken to appoint economic consultants that will compile a comprehensive evidence base. The research institute City-REDI, based at the University of Birmingham, has been appointed. They have a wealth of relevant experience, including working on the WMCA Strategic Economic Plan, Evaluation Framework and performance monitoring and working with Cabinet Office providing academic support and evidence into the industrial strategy writing group.
- 3.5 By mid-April, City-REDI will have collated the key evidence base for the city and complete a strategic analysis of all reports and data, and will work closely with the council and partners to ensure there is a sustainable way of maintaining the evidence base and analysis going forward. This will include a website/portal to provide a 'digital library' to maintain an evidence based approach to our work and to continue to support the delivery of the key performance boards within the Council.
- 3.6 The evidence base will be used to inform the refreshed City SEP, the timeline and key milestones for which are as follows:

What	How	When (by)	Who
<b>Corporate endorsement</b>	Proposal presented at PLT, SEB and Portfolio briefing.	<b>02/12/16 Complete</b>	Service Director City Economy



<b>Complete refresh of economic evidence base</b>	Complete procurement process for specialist economic consultant to support process	<b>28/02/17 Complete</b>	Head of Strategic Programmes
	Commence evidence collation, data capture and strategic analysis	<b>01/03/17 Complete</b>	City-REDI Head of Strategic Programmes Corporate Business Intelligence Manager
	Set up a digital library to provide a shared site for evidence and strategy development	<b>31/03/17</b>	Head of Strategic Programmes Corporate Business Intelligence Manager Customer Services City-REDI
	Complete and publish refresh of evidence base and analysis	<b>20/04/17</b>	Service Director City Economy Head of Strategic Programmes City-REDI
	Knowledge transfer to ensure on-going maintenance of economic evidence base	<b>20/04/17</b>	Head of Strategic Programmes Corporate Business Intelligence Manager
<b>Linking vision and strategy, using our economic evidence base</b>	HoS to review priorities, actions, activities and timescales for delivery using new evidence base	<b>19/05/17</b>	All relevant HoS
	Workshops with key stakeholders (including representatives from the Council, City Board and sub-Boards) to review economic evidence base, make links to the City vision and identify specific and tangible contributions to delivery.	<b>19/05/17</b>	Service Director City Economy All HoS – City Economy Service Director City Environment Black Country Consortium People Directorate – TBC Corporate Directorate - TBC
<b>Developing the City SEP</b>	Draft City SEP using economic evidence base	<b>8/06/17</b>	Service Director City Economy

	and outputs from workshops, ensuring incorporation of priorities in City Vision, super SEP and SEP.		Head of Strategic Programmes
	First draft City SEP signed off by PLT	<b>12/06/17</b>	Service Director City Economy
	First draft City SEP signed off by SEB	<b>20/06/17</b>	Service Director City Economy
	First draft City SEP signed off by Portfolio Holder	<b>27/06/17</b>	Service Director City Economy
<b>Engagement and Consultation</b>	Eight week consultation internally and externally through City Board structure, and sub-structures, on first draft	<b>03/07/17 – 27/08/17</b>	Service Director City Economy City Board Other partnership boards as necessary
<b>Finalising the City SEP</b>	Draft SEP updated with feedback received in consultation	<b>14/09/17</b>	Service Director City Economy
	Final draft City SEP signed off by PLT	<b>18/09/17</b>	Service Director City Economy
	Final draft City SEP signed off by SEB	<b>26/09/17</b>	Service Director City Economy
	Final draft City SEP signed off by Portfolio Holder	<b>28/09/17</b>	Service Director City Economy
	Cabinet meeting (papers by 4 October 2017)	<b>18/10/17</b>	Service Director City Economy
	Council (papers by 25 October 2017)	<b>8/11/17</b>	Service Director City Economy
	City Board	<b>TBC</b>	Service Director City Economy

#### 4.0 Financial implications

- 4.1 It is anticipated that all costs associated with the preparation of the City SEP will be met through existing City Economy revenue resources. This includes procurement of an economic consultant to review our evidence base. [ES/13032017/P]

## **5.0 Legal implications**

5.1 There are no legal implications to this report. [Legal Code: TS/03032017/G]

## **6.0 Equalities implications**

6.1 Equalities considerations will be included as part of the economic evidence base, and an equality analysis will be conducted on the draft city SEP.

## **7.0 Environmental implications**

7.1 There are no environmental implications.

## **8.0 Human resources implications**

8.1 There are no human resource implications.

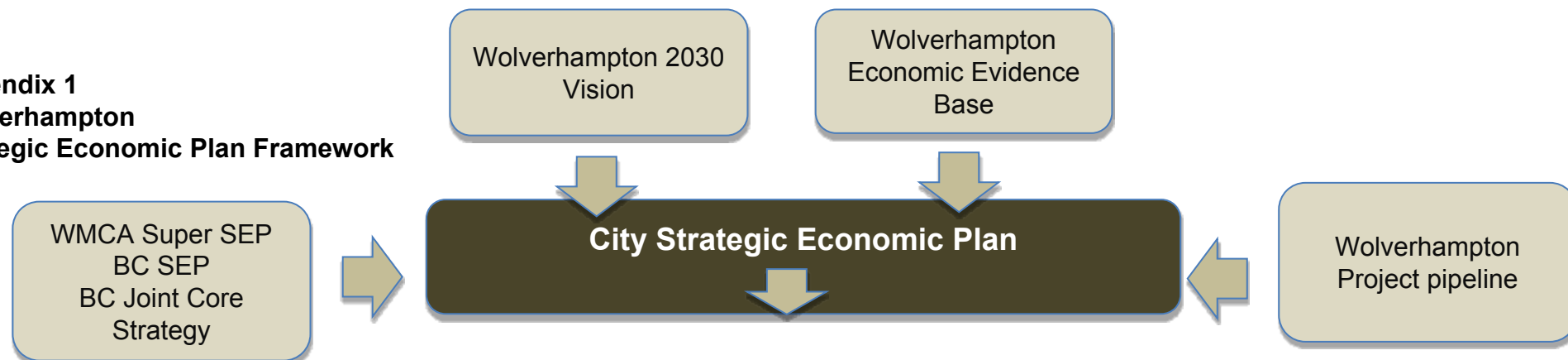
## **9.0 Corporate landlord implications**

9.1 There are no corporate landlord implications to this report.

## **10.0 Schedule of background papers**

10.1 There are no background papers.

**Appendix 1**  
**Wolverhampton**  
**Strategic Economic Plan Framework**



Supporting the creators of growth (business, innovators, entrepreneurs and the workforce)		Creating the conditions for growth (infrastructure, investors, visitors and marketing the offer)	
An enterprising city	A working and inclusive city	A vibrant city	Future City
Business support Priority sectors Enabling sectors e.g. health and social care Innovation International trade Inward investment Local procurement and spend Corporate social responsibility	Education Skills Employment Volunteering Digital Inclusion Financial Inclusion Adult Learning Learning city	City centre development District centre development Industrial growth corridors  Supported by Infrastructure: Transport Housing Environmental services Cultural, sport, leisure, visitor economy	Strategic planning City planning Sustainability Smart city
Wider dependencies			
Place marketing	Place marketing, Health and wellbeing, Early years, Families in Focus	Place marketing, One Public Estate	Place marketing, Digital transformation

Number of jobs per head of population	% of the working age population that are economically active	£s million invested in the city	Number of visitors to the city	tbc
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# UNEMPLOYMENT - WHAT'S THE PROBLEM?

## EMPLOYMENT AND SKILLS STATISTICS

**65.2%**



Wolverhampton's employment rate is on an upward trend - **61.3% in 2010** (target 70% by 2026)

**6,430**



150  
decrease  
from Nov 16

**16-64's unemployed** (in receipt of JSA or UC, Dec 2016)

**4.1%**

**Claimant Count** (as a % of working age population)  
**More than double the national rate (Jan 2017)**

**6th**

**highest unemployment** in 16-64's in England and Wales (Jan 2017)



**14,060**

16-64's in receipt of **health related benefits** (May 2016)

## BARRIERS TO EMPLOYMENT

**19.1%** (30,200)



Compared to

**13%**



West Midlands

**8%**



Great Britain

of Wolverhampton's residents (16-64) **have no qualifications** (Jan 2015- Dec 2015)

However the proportion of residents with no qualifications is reducing (closing the gap between **Black County, West Midlands** and England average)

**24%**



2004

**20%**



2010

**19%**



2016

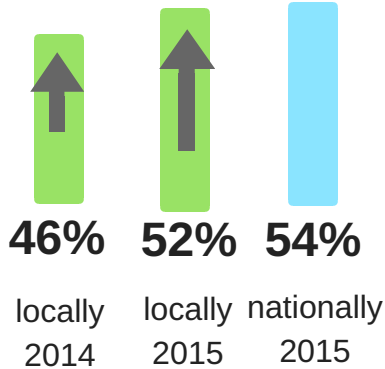
Agenda Item N8



# YOUTH UNEMPLOYMENT - WHAT'S THE PROBLEM?

## LOW ASPIRATIONS

Educational attainment (5, A\*-C GCSE's)



However despite performing relatively well, this is not translating into youth employment

Higher proportion of young people engaged in education and training

86.5%

## STIMULATING LABOUR DEMAND

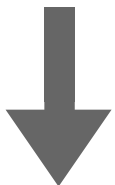


£992 million planned creating thousands of jobs

However



High rates of in commuting due to low Wolverhampton skills levels.



Number of Apprenticeships is low compared to regional and England

## PREPARING YOUNG PEOPLE FOR WORK

1395

18-25s unemployed (in receipt of JSA, or UC, Jan 2017)

5.89%

unemployed, more than double the national rate

9th ↓ down from 7th (Jan 17)

highest unemployment in 18-24s in the UK

1030

18-24s in receipt of health related benefits: 62% due to mental or behavioural disorders (compared to 46% of all claimants) rising to 80% for females (May 2016)



## BARRIERS TO EMPLOYMENT



- Work readiness
- English and Maths
- Lack of exposure to the workplace



- Drug and alcohol
- Mental Health
- Multi-generational worklessness
- Lack of peer models



### Employers feedback:

Poor quality CV's, lack of understanding of roles, work placement requirements and contractual responsibilities resulting in lack of retention in the workforce.