

Report for: ACTION
Item Number:



<b>Contains Confidential or Exempt Information</b>	NO – Part I
<b>Title</b>	<b>Sunday Opening of Libraries</b>
<b>Responsible Officer(s)</b>	Mark Taylor, Head of Libraries Arts & Heritage
<b>Contact officer, job title and phone number</b>	Angela Gallacher, Service Manager: Libraries 01628 685641
<b>Member reporting</b>	Cllr Eileen Quick, Lead Member for Leisure & Libraries
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	21 August 2014
<b>Implementation Date if Not Called In</b>	1 September 2014
<b>Affected Wards</b>	All
<b>Keywords/Index</b>	Libraries, Opening Hours, Sunday

<p><b>Report</b></p> <ol style="list-style-type: none"> <li>1. This report reviews the Library Sunday Opening Pilot at eleven library locations. Eton opening was piloted on Saturdays.</li> <li>2. It recommends that Members agree to extend the pilot for 6 months to March 2015.</li> <li>3. These recommendations are being made because they offer additional opportunities for residents in the Borough to make use of the libraries. They support the Council's commitment to enhance the Borough's library service.</li> <li>4. If adopted, the key financial implication for the Council is to commit £28.3K additional revenue spend in the current financial year to allow the pilot to continue for a further six months.</li> <li>5. This report also asks for agreement from Cabinet to review the performance of libraries on Sunday (and Eton on Saturday) in January 2015.</li> </ol>
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<b>If recommendations are adopted, how will residents benefit?</b>	
Benefits to residents and reasons why they will benefit	Dates by which they can expect to notice a difference
Up to 36 additional hours of weekend access remains at Borough libraries	October 2014

## 1. Details of Recommendations

### That Cabinet agrees:

- a) That the Sunday opening pilot at eleven libraries (Maidenhead, Windsor, Sunningdale Container, Cox Green, Ascot, Cookham, Datchet, Dedworth, Eton Wick, Old Windsor & Sunninghill) and the Saturday opening pilot at

Eton Library is extended for a further six months supported by additional revenue budget of £28.3K in the current financial year.

- b) That authority is delegated to the Head of Libraries, Arts & Heritage, in consultation with the Lead Member for Leisure & Libraries, to adjust the Sunday opening hours if necessary for the remaining pilot period after a survey of current and potential users has been carried out.
- c) That a report containing an analysis of performance of the extended pilot is prepared for Cabinet in January 2015 for a decision on whether or not to make the extended opening hours permanent from April 2015.

## 2 Reason for Decision and Options Considered

2.1 On 30 January 2014 Cabinet endorsed the extension of the pilot of Sunday opening at four libraries (Maidenhead, Windsor, Cox Green & the Sunningdale Container Library site), for a further six months until 30 September 2014. On 27 February 2014 Cabinet agreed to widen the pilot to include 7 community libraries: Ascot, Cookham, Datchet, Dedworth, Eton Wick, Old Windsor & Sunninghill. As Eton was not already open on a Saturday like the other community libraries it was agreed to provide that option to residents.

2.2 It is recommended that the pilot of the extended weekend hours continues until March 2015. The 4 libraries that piloted Sunday opening from April 2013 are well-used (see Appendix 1). This is because Sunday opening is now embedded in the local communities and residents expect access to their local library on a Sunday. It will be possible to more accurately gauge resident interest and demand at the other locations by March 2015. There is evidence that business levels at Boyn Grove and Cookham is already high on Sunday when compared to Saturdays. Boyn Grove Library, however, is not part of the Sunday opening pilot as the new library was always intended to be open over seven days.

2.3 The extended opening hours have generally been appreciated by the residents using the Service. Sample verbal and written comments made during the extended pilot are given in section 14. The anticipated outcomes from the Cabinet Report dated 27 February 2014 can be viewed in the table below:

Defined Outcomes (Set in Feb 2014)	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered
Average of 17.5hpw volunteer commitment on Sundays	Volunteer commitment unreliable or not forthcoming and 17.5hpw average is not achieved	17.5hpw volunteer commitment on Sundays sourced and retained	20hpw volunteer commitment on Sundays achieved	23hpw volunteer commitment on Sundays achieved	From April 2014
All sites open on Sundays to	80% levels of Saturday business not	80% levels of business achieved on	85% levels of business achieved	Sunday hourly business levels equal to	By end of September 2014

<b>Defined Outcomes (Set in Feb 2014)</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date they should be delivered</b>
achieve 80% business levels of Saturday	achieved on Sundays	Sundays when compared to Saturdays		Saturday levels of business.	
Overall increase in business levels by 1,000 loans per annum	Less than 1000 loans per annum increase	Achieve 1,000 loans per annum increase compared to pre-extended opening hours levels	Achieve 1,250 more issues pa	Achieve 1,500 more issues pa	By end of September 2014

The outcomes so far are as follows:

#### Volunteer hours:

Volunteer commitment has proved more difficult to secure on Sunday than on other days. An average of 13hpw has been secured on Sunday and 18hpw on Saturday. Employees have been moved from Saturday working to Sunday working to enable all locations to stay open over weekends. Volunteers on Saturday have therefore made it possible for libraries to open on Sunday. An average of 31hpw volunteer commitment per weekend has been achieved.

#### Business levels on Sunday when compared to Saturday:

Sunday hourly rates of business exceeded Saturday at the Boyn Grove (not part of the pilot), Cookham, Maidenhead, Container and Windsor libraries. Sunday rates of business at Cox Green are 75% of those on Saturday. Rates of business at the other locations are less than 50% of Saturday levels. This report recommends that these locations are given more time to embed Sunday opening into the communities. (See Appendix 2)

#### Overall levels of business:

This target has not been achieved, so far, in the current year.

- 2.4 An option that has been considered would be to extend Sunday opening only to the community libraries with higher levels of business on Sunday. The table in Appendix A outlines levels of business during all the extended weekend opening hours. The library with the lowest levels of business is Old Windsor, which is substantially lower than all the other locations. Ascot, Sunninghill and Datchet also performed at a lower level than the other Community Libraries, however, with more time their performance is expected to improve. Nevertheless, if this option is to be adopted, it would continue with the Sunday opening pilot at Cookham, Dedworth and Eton Wick, Maidenhead, Windsor, Cox Green and the Container Library at Sunningdale until March 2015. Opening Eton Library on a Saturday would continue to be piloted for the same period.

- 2.5 A survey of existing and potential users is recommended to assess whether the current opening times of 11am to 2pm are the most appropriate. This is recommended to take place during October so that any changes that it suggests could be implemented before the final phase of the pilot concludes.
- 2.6 A final option would be not to extend the pilot. However, this would be contrary to the Council's commitment to enhance library services and would reduce the current level of access for residents.
- 2.7 The success of the current pilot has been reliant on volunteer support. A considerable amount of staff time has been involved in recruiting and training volunteers to assist with additional opening hours on a Sunday, which includes covering gaps created during the week by moving paid staff onto Sunday shifts. This resource would need to be maintained if the pilot continues.

	<b>Option</b>	<b>Comments</b>
1	To extend the Sunday opening pilot at Cox Green, Maidenhead, Windsor, Sunningdale Container, Ascot, Cookham, Datchet, Dedworth, Eton Wick, Old Windsor & Sunninghill, and Eton on Saturday until 31 March 2015, providing, altogether, 36 hpw of weekend access. <b>RECOMENDED OPTION</b>	This allows increased access to the Borough library service to be maintained through all locations. The cost would be a £28.3K further investment for the current financial year.
2	To extend the Sunday opening pilot at Cox Green, Maidenhead, Windsor, Sunningdale Container, Cookham, Dedworth & Eton Wick, and Eton Library on Saturday, providing 24 hpw additional access	This allows increased access to the Borough library service through locations that are already proving more popular. The cost would be £16.9K further investment for the current financial year.
3	Not to continue with Sunday Opening at any RBWM library	This would not assist in meeting the Council's commitment to enhance the Borough's library service. However, there would not be a requirement for additional revenue funding.

### 3. Key Implications

<b>Defined Outcomes</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date they should be delivered</b>
Average number of library volunteer hours committed on weekends	Below 25hpw	25hpw	26-30hpw	Above 30hpw	31 March 2015

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered
Business levels of all sites open on Sundays when compared to Saturdays	Below 80%	80-84%	85-89%	Above 90%	31 March 2015
Overall increase in the number of loans per annum when compared to pre-extended opening hours levels	Below 1000	1,000 - 1249	1,250 - 1,499	Above 1,500	31 March 2015

#### 4. Financial Details

The approved revenue budget contains £1.64m in 2014/15 for employees in Libraries.

The financial implication of extending the pilot for a further 6 months is £28.3K additional revenue budget to be made available in 2014/15. £28.3k has already been allocated for the pilots for first 6 months of the year, and this report requests a further £28.3k for the second 6 months, thus the full annual cost of the pilot will be £56.6k.

	Year1 (2014/15)	Year2 (2015/16)	Year3 (2016/17)
	Revenue £000	Revenue £000	Revenue £000
<b>Addition</b>	28.3K		
<b>Reduction</b>	0	0	0

#### 5. Legal

The Council has a statutory duty, under the *Public Libraries and Museums Act, 1964*, to provide a comprehensive and efficient library service to everyone that lives, works or studies in the Borough.

#### 6. Value For Money

Volunteer support alongside the additional paid staffing has enabled the Service to deliver the extra opening hours on Sundays (Saturdays at Eton) at a reduced cost and will continue to be necessary to continue to deliver additional opening hours at weekends.

#### 7. Sustainability Impact Appraisal

Relatively small impact through increased use of utilities. Continuous recruitment, training and management of volunteers will need to be supported by the Council. This is currently undertaken by an 18.5hpw Volunteer Officer and Library Supervisors.

## 8. Risk Management

Risks	Uncontrolled Risk	Controls	Controlled Risk
Lack of volunteer support therefore unable to continue with additional opening hours	MEDIUM	Volunteer Officer to focus recruitment activity on volunteers with the required skill set and ability to commit to scheduled hours.	LOW
Further reductions made to LAHS revenue budget	MEDIUM	Impact on sustainability of Sunday opening outlined to Cabinet	LOW
Risk of service loss (partial or full closures during advertised hours) due to unplanned staff & volunteer absence	HIGH	Volunteer Officer to focus recruitment activity on increased volunteers with the required skill set and ability to commit to scheduled hours. Increased flexibility required from paid staff.	MEDIUM

## 9. Links to Strategic Objectives

This proposal supports the Strategic Objectives in the following way:

### Residents First

- Support Children and Young People
- Encourage Healthy People and Lifestyles
- Improve the Environment, Economy and Transport
- Work for safer and stronger communities

### Value for Money

- Deliver Economic Services

### Delivering Together

- Enhanced Customer Services
- Deliver Effective Services
- Strengthen Partnerships

### Equipping Ourselves for the Future

- Developing Our systems and Structures
- Changing Our Culture

## 10. Equalities, Human Rights and Community Cohesion

An EQIA has already been completed for the extended opening hours as part of the work for the pilot. Staff were consulted about the new rotas and where possible requests were accommodated.

## 11. Staffing/Workforce and Accommodation implications:

Staff are timetabled to work one Sunday in four. They are currently expected to cover locations other than their home location on a regular basis and move between locations while on duty to ensure all opening hours are covered. Volunteers will continue to work alongside staff to enable the additional hours to be delivered.

## **12. Property and Assets**

Increased use of the Council's buildings to deliver extended library services for the benefit of local communities.

## **13. Any other implications:**

During the extended pilot a review of the need for 'out-of- hours' ICT support to customers and staff was carried out. As a result of this review it is recommended that the LAHS Information and Digital Delivery Team is granted access to both of the Netloan servers. This software controls access to the public PC network in libraries. The ability for remote re-booting of the server by trained library staff would enable those on duty to resolve problems that required such a solution and would minimise potential downtime.

## **14. Consultation**

- An update of views from the Leisure, Culture and Libraries Overview and Scrutiny Panel will be made available to Cabinet.
- A full public consultation on opening hours was carried out prior to the start of the current pilot and its results were outlined in a report to Cabinet in October 2012
- This report recommends a specific survey about the actual opening times on Sundays is conducted to inform the proposed further extension of the pilot.
- Comments since April include:
  - "Delighted about Sunday opening"
  - "This is brilliant"
  - "We only came to find books on castles, but this was a really lovely surprise"
  - "It's lovely now you're open on a Sunday"
  - "It's a very good thing that you're open on Sundays as I live just around the corner and can pop in"
  - "Really pleased that the library is open on Sunday as it suits me much better than Saturdays"
  - "it's good to have somewhere to revise on Sundays"
  - "Why on earth are you open on a Sunday, what a waste of time"

## **15. Timetable for Implementation**

Start date: Extended opening continues, as at present, but 1 October 2014 will be the start of the extended pilot period

End date of pilot extension: 31 March 2015

Review prepared for Cabinet: January 2015

## **16. Appendices**

### **Appendix 1**

Additional Library Opening Hours compared to before the pilots began.

### **Appendix 2**

Business Levels at RBWM Libraries (Visits and Item Loans)

Average rates of business per 3 hour session

Comparison between Saturday and Sunday hourly rates of business

Overall business levels (loans plus visits) at library locations in descending order

New software has been introduced at a number of library locations so that hourly visitor levels can be assessed in order to inform decisions on the best times to be open. Where these are available, hourly rates of business have been provided.

## 17. Background Information

Cabinet, 24 October 2012 - Libraries Opening Hours Consultation – Results and Recommendations

Cabinet, 30 January 2014 - Library Extended Opening Hours Review and Recommendations

Cabinet, 27 February 2014 – Sunday Opening of Libraries

### Consultation

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Cllr Burbage	Leader of the Council	24/07/2014	29/07/2014	
Cllr Quick	Lead Member	18 & 23/07/2014	19 & 23/07/2014	Details of recommendations, financial details
Christabel Shawcross	Director: A&CS	16/07/2014	17/07/2014	Details of recommendation, defined outcomes, financial details, EQIA
Maria Lucas & Jane Davidson	Head of Legal Services & SLS	17/07/2014	21/07/2014	2.6, 10 and 11
Michelle Dear	HR Partner	17/07/2014	21/07/2014	Details of recommendation, staff implications
Alan Abrahamson	Finance partner	16/07/2014	17 & 25/07/2014	Details of recommendations and finance section

### Report History

Decision type:	Urgency item?
Key decision	No

Full name of report author	Job title	Full contact no:
Angela Gallacher	Service Manager: Libraries	01628 68 5641



# Appendix 1

## Additional RBWM Library Opening Hours

Number of hours open per library per week

	Mar-13	Sep-14	Additional hours
Maidenhead	52	61	9
Windsor	43.5	49.5	6
Cox Green	23	29.5	6.5
Container: Sunningdale	11	17	6
Container: Holyport	8	8	0
Container: Furze Platt	6	6	0
Container: Woodlands Park	6	6	0
Container: Wraysbury	8	8	0
Cookham	23	26	3
Boyn Grove	0	30	30
Ascot	35	38	3
Datchet	23	26	3
Dedworth	30.5	33.5	3
Eton	14	17	3
Eton Wick	23	26	3
Old Windsor	17	20	3
Sunninghill	18	21	3
<b>Total</b>	<b>41675</b>	<b>42305.5</b>	<b>81.5</b>

# Appendix 2

## RBWM Libraries – Levels of Business

### Visits and Loans of Items (hourly rates where available)

	Windsor		Maidenhead		Boyn Grove		Cox Green		Dedworth	
Date	Visitors	Loans	Visitors	Loans	Visitors	Loans	Visitors	Loans	Visitors	Loans
06/04/14	114	192	273	441	N/A	N/A	27	46	11	31
13/04/14	68	52	184	186	N/A	N/A	16	24	28	11
20/04/14	Easter									
27/04/14	117	126	246	355	65	50	32	78	14	13
04/05/14	107	233	132	236	71	78	31	37	13	11
11/05/14	111	153	152	409	54	56	28	45	14	27
18/05/14	106	112	201	297	42	36	44	70	44	70
25/05/14	Visitors	Loans	Visitors	Loans	Visitors	Loans	Visitors	Loans	Visitors	Loans
11:00 - 12:00	63	43	94	100	24	15	14	13	3	3
12:00 - 13:00	32	22	63	89	13	7	11	25	1	3
13:00 - 14:00	26	49	70	106	23	34	0	0	1	3
Total	121	114	227	295	60	56	25	38	5	9
01/06/14	Visitors	Loans	Visitors	Loans	Visitors	Loans	Visitors	Loans	Visitors	Loans
11:00 - 12:00	62	19	105	92	19	5	15	7	4	12
12:00 - 13:00	24	15	66	148	11	13	4	7	0	0
13:00 - 14:00	25	19	52	79	7	13	0	0	12	4
Total	111	53	223	319	37	31	19	14	16	16
08/06/14	Visitors	Loans	Visitors	Loans	Visitors	Loans	Visitors	Loans	Visitors	Loans
11:00 - 12:00	51	29	77	65	22	11	14	28	13	6
12:00 - 13:00	36	24	80	71	18	18	4	7	9	25
13:00 - 14:00	14	12	50	100	17	13	2	9	6	1
Total	101	65	207	236	57	42	20	44	28	32
15/06/14	Visitors	Loans	Visitors	Loans	Visitors	Loans	Visitors	Loans	Visitors	Loans
11:00 - 12:00	47	42	56	110	22	25	20	23	3	9
12:00 - 13:00	31	26	58	185	9	2	7	13	8	5
13:00 - 14:00	30	48	17	67	12	25	5	23	12	35
Total	108	116	131	362	43	52	32	59	23	49
22/06/14	Visitors	Loans	Visitors	Loans	Visitors	Loans	Visitors	Loans	Visitors	Loans
11:00 - 12:00	37	33	77	128	9	14	14	25	22	36
12:00 - 13:00	27	58	59	139	3	13	2	13	3	0
13:00 - 14:00	24	54	29	70	8	12	6	31	8	6
Total	88	145	165	337	20	39	22	69	33	42
29/06/14	Visitors	Loans	Visitors	Loans	Visitors	Loans	Visitors	Loans	Visitors	Loans
11:00 - 12:00	61	47	92	70	9	4	15	20	10	24
12:00 - 13:00	26	58	52	63	18	25	9	3	1	5
13:00 - 14:00	45	54	44	91	11	12	4	0	5	1
Total	132	159	188	224	38	41	28	23	16	30
06/07/14	Visitors	Loans	Visitors	Loans	Visitors	Loans	Visitors	Loans	Visitors	Loans
11:00 - 12:00	39	25	82	141	32	38	23	28	5	2
12:00 - 13:00	57	32	76	119	9	10	6	30	12	60
13:00 - 14:00	44	59	47	81	13		1	5	5	31
Total	140	116	205	341	62 54	48	30	63	22	93

	Ascot		Container		Cookham		Datchet		Eton Wick	
Date	Visitors	Loans	Visitors	Loans	Visitors	Loans	Visitors	Loans	Visitors	Loans
06/04/14	12	21	28	7	45	7	11	11	22	0
13/04/14	6	3	22	5	21	5	15	4	20	2
20/04/14	Easter									
27/04/14	49	14	14	19	44	19	29	13	52	2
04/05/14	10	4	17	34	42	34	29	16	30	0
11/05/14	14	5	8	1	28	1	14	0	42	4
18/05/14	8	13	16	36	23	36	12	13	39	4
25/05/14	8	9	15	15	26	15	34	17	43	3
01/06/14	24	10	8	39	40	39	23	6	27	9
08/06/14	26	5	12	49	35	49	28	9	12	8
15/06/14	31	5	15	63	44	63	9	15	52	10
22/06/14	14	21	27	43	43	43	21	3	44	11
29/06/14	48	21	29	12	31	12	23	6	TBC	19
06/07/14	18	5	TBC		TBC	28	15	9	TBC	4

	Old Windsor		Sunninghill	
Date	Visitors	Loans	Visitors	Loans
06/04/14	0	0	8	6
13/04/14	0	0	4	8
20/04/14	Easter			
27/04/14	0	0	24	7
04/05/14	4	8	8	24
11/05/14	4	14	10	4
18/05/14	3	1	12	16
25/05/14	18	0	15	8
01/06/14	4	3	38	35
08/06/14	2	4	10	18
15/06/14	2	3	34	25
22/06/14	4	11	8	18
29/06/14	0	5	20	17
06/07/14	TBC	4	14	12

	Eton	
(Saturdays)	Visitors	Loans
Date	Visitors	Loans
05/04/14	13	0
12/04/14	18	1
19/04/14	4	0
26/04/14	19	3
03/05/14	20	0
10/05/14	36	2
17/05/14	4	0
24/05/14	19	9
31/05/14	35	0
05/06/14	22	4
12/06/14	38	1
19/06/14	33	0
26/06/14	TBC	12
02/07/14	TBC	7

### Average Rates of Business (Visits and Loans) per Session per Location

	Windsor		Maidenhead		Boyn Grove		Cox Green		Dedworth	
Average	Visitors	Loans	Visitors	Loans	Visitors	Loans	Visitors	Loans	Visitors	Loans
	110	126	195	310	49	48	27	47	21	33

  

	Ascot		Container		Cookham		Datchet		Eton Wick	
Average	Visitors	Loans	Visitors	Loans	Visitors	Loans	Visitors	Loans	Visitors	Loans
	21	10	18	30	35	27	20	9	35	6

	Old Windsor		Sunninghill	
	Visitors	Loans	Visitors	Loans
Average	3	4	16	15

	Eton	
(Saturdays)	Visitors	Loans
Average	22	3

**Ranked Percentage Comparison Table  
(Hourly Sunday rates of business as a % of Saturday's rates of business))**

Rank		Sunday (% of Sat)	Percentage Compared to Saturday (%)
1	Cookham	234.78	134% higher than Saturday
2	Boyn Grove	148.14	48.14% higher than Saturday
3	Maidenhead	127.33	27.33% higher than Saturday
4	Container	119.04	19.04% higher than Saturday
5	Windsor	108.75	8.75% higher than Saturday
6	Cox Green	76.09	23.91% less than Saturday
7	Sunninghill	45.04	54.96% less than Saturday
8	Dedworth	39.71	60.29% less than Saturday
9	Eton Wick	28.57	71.43% less than Saturday
10	Datchet	21.48	79.52% less than Saturday
11	Ascot	17.36	82.64% less than Saturday
12	Old Windsor	9.55	90.45% less than Saturday
<b>N/A</b>	Eton	N/A	N/A

**Comparative Levels of Business**

	Average Issues plus Average Visits
Maidenhead	505
Windsor	236
Boyn Grove	97
Cox Green	74
Cookham	62
Dedworth	54
Container	48
Eton Wick	41
Ascot	31
Sunninghill	31
Datchet	29
Eton	25
Old Windsor	7