



## OFFICER REPORT TO GUILDFORD LOCAL COMMITTEE

### LIBRARY STAFFING REVIEW PROPOSALS TO INCREASE LIBRARY OPENING HOURS

27 SEPTEMBER 2007

#### KEY ISSUE

The Library Service is currently undertaking a fundamental staffing and structural review.

#### SUMMARY

The Review has demonstrated that genuine efficiency gains result from enhanced automation and the introduction of self-service technology for library users. The benefit for library users is a measurable improvement in hours of access in Surrey County Council libraries. These proposals will have a positive effect on Library opening hours in each Borough/District. This report itemises in Section 9 the changes for Guildford.

#### OFFICER RECOMMENDATIONS

The Guildford Local Committee is asked to agree that:

- (i) It supports the approach of seeking improvements to opening hours and services through efficiency gains from Self-service new technology.
- (ii) It supports the proposed new Group structure – three Groups of libraries, A ('Town' centre), B ('District' Centre) and C ('Local' Centre), with a geographic / strategic approach.
- (iii) It approves the resulting improvements in opening hours at the three Libraries in Guildford – Ash, Guildford and Horsley.

# LIBRARIES STAFFING REVIEW 2007

(Phase 1)

## Libraries in Guildford

### Sponsor

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### Project Manager/Delivery Manager

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### Project Working Group

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## GLOSSARY

ALM	Assistant Library Manager
FTE	Full time equivalent
LM	Library Manager
LSDT	Library Service Development Team
PCT	Primary Care Trust
PID	Project Initiation Document
RAG	Red, amber, green
RAW	Read and Write Better
SLM	Senior Library Manager

### Library codes (with current bandings) Where band 1 are the largest libraries

<a href="#">Addlestone library (5)</a>	AD	<a href="#">Haslemere library (3)</a>	HA
<a href="#">Ash library (4)</a>	AS	<a href="#">Hersham library (4)</a>	HE
<a href="#">Ashford Library (2)</a>	AF	<a href="#">Horley library (2)</a>	HR
<a href="#">Ashtead library (3)</a>	AT	<a href="#">Horsley library (5)</a>	HY
<a href="#">Bagshot library (5)</a>	BG	<a href="#">Knaphill library (5)</a>	KN
<a href="#">Banstead library (2)</a>	BA	<a href="#">Leatherhead library (3)</a>	LE
<a href="#">Bookham library(3)</a>	BO	<a href="#">Lightwater library (5)</a>	LW
<a href="#">Bramley library (5)</a>	BR	<a href="#">Lingfield library (5)</a>	LI
<a href="#">Byfleet library (5)</a>	BY	<a href="#">Merstham library (5)</a>	ME
<a href="#">Camberley library (1)</a>	CA	<a href="#">Molesey library (3)</a>	MO
<a href="#">Caterham Hill library (3)</a>	CT	<a href="#">New Haw library (5)</a>	NH
<a href="#">Caterham Valley library(3)</a>	CV	<a href="#">Oxted library (2)</a>	OX
<a href="#">Chertsey library (4)</a>	CH	<a href="#">Redhill library (1)</a>	RD
<a href="#">Cobham library (4)</a>	CO	<a href="#">Reigate library (3)</a>	RG

<a href="#">Cranleigh library (3)</a>	CR		<a href="#">Shepperton library (4)</a>	SH
<a href="#">Dittons library (3)</a>	DI		<a href="#">Staines library (2)</a>	SN
<a href="#">Dorking library (2)</a>	DO		<a href="#">Stanwell library (5)</a>	SW
<a href="#">Egham library (3)</a>	EG		<a href="#">Stoneleigh library (5)</a>	ST
<a href="#">Epsom library (1)</a>	EP		<a href="#">Sunbury library (3)</a>	SU
<a href="#">Esher library (3)</a>	ES		<a href="#">Tattenhams library (4)</a>	TA
<a href="#">Ewell Court library (5)</a>	EC		<a href="#">Virginia Water library (5)</a>	VW
<a href="#">Ewell library (2)</a>	EW		<a href="#">Walton library (3)</a>	WA
<a href="#">Farnham library (2)</a>	FA		<a href="#">Warlingham library (5)</a>	WR
<a href="#">Frimley Green library (4)</a>	FG		<a href="#">West Byfleet library (4)</a>	WB
<a href="#">Godalming library (2)</a>	GO		<a href="#">Weybridge library (2)</a>	WE
<a href="#">Guildford library (1)</a>	GU		<a href="#">Woking library (1)</a>	WO

## 1. INTRODUCTION AND BACKGROUND

### 1. 1. Management summary

The Library Service is currently undertaking a fundamental staffing & structural review. There have been many factors that have converged to provide this timely opportunity: –

- trends in use – decline of visitor numbers and changes in patterns of visits
- introduction of self-service technology
- increased automation for users – more information available on-line
- Successful transfer of calls to Contact Centre
- User and non-user feedback re opening hours

Due to the scope of the review we are taking a phased approach

**Phase 1** has focused on the frontline service, and provides options for

1. Structuring the library network – grouping libraries of similar size and scope
2. Standardising and improving opening hours and deployment of frontline staff
3. Developing a consistent service offer across and within the Groups

The brief of the project team was to work within existing staff resources to achieve the most effective outcome. Standardised opening hours could be achieved, with some libraries gaining from increased hours to match the libraries in their Group, but also a reduction in late night opening, reflecting the progressive fall-off in visitor numbers in libraries between 5pm and 8pm.

However, with effectively planning for the use of the £250k additional revenue allocated by the Leader of the Council in the 07/08 budget, it will be possible to **enhance** opening hours. (See Section 4)

This will include

- additional hours at the new Walton library development.
- Designation of the Surrey History Centre as an additional library - providing improved customer service and a welcome boost to our CPA Performance Indicator scores for opening hours & visitor numbers. Surrey History Centre will have a lending collection pertaining to its subject areas.

- A pilot of Sunday opening for Walton new Library.

If agreed these proposals will achieve the following benefits:

- a) Subject to validation and costing, 12% increase in opening hours across 24 libraries
- b) Improved access to the service
- c) Exploit the benefits of self-service technology to achieve more effective use of staff by releasing staff from routine duties to help readers more and give better customer care
- d) create the potential for reaching a new and wider membership including younger people
- e) fulfil the public's expectations of larger service points
- f) provide a clearer definition of the core Service offer which will help marketing
- g) focus service delivery on performance measures
- h) improve geographic spread of Service Offer activities
- i) improved staff deployment via development of model timetables

The Review has demonstrated that genuine efficiency gains result from enhanced automation and the introduction of self-service technology for library users. The benefit for library users is a measurable improvement in hours of access in Surrey County Council libraries. This research exercise has enabled the service to plan opening hours that are consistent and easy to understand, and that meet the preference of current and potential users.

**These proposals will have a positive effect on Library opening hours in each Borough/District. This report itemises in Section 9 the changes for Guildford, which are summarised below:**

**Guildford Library:** designated as a Group A 'Town' library, will gain 9 hours per week. The library will open at 9am every day, closing at 6pm on Monday, Wednesday and Friday, 7pm on Tuesday and Thursday, and 5pm on Saturday

**Ash Library:** will gain 3 hours per week. The library will open at lunchtime on Tuesday, Thursday, Friday and Saturday, and until 7pm on Friday.

**Horsley Library:** will gain 4 hours per week, opening at lunchtime on Tuesday, Wednesday, Friday and Saturday.

**Overall, libraries in Guildford gain 16 hours per week.**

## **2. ANALYSIS**

### **2.1. Background to the Libraries Staffing Review project**

A project team of library practitioners has been seconded for one day per week since December 2006 to work on Phase 1 of a comprehensive review of Libraries. The project has started with a review of frontline service delivery, and has worked on proposals for

- Structuring the Library Network (grouping libraries together by size and scope)
- Improving opening hours
- Defining a core Service Offer to be delivered in all libraries.

Factors driving this review are:

- Falling book issues / visitor numbers over the past 10 yrs
- Introduction of self service technology / added value from IT contract extension (14 libraries in current phase)
- Transfer of library phone calls to the Contact Centre
- Introduction of other automation for users: online catalogue checking and reserving books; online booking of public terminals
- Feedback on users' needs and expectations: longer (in some cases), more convenient and more easily understood/ consistent opening hour patterns.
- Surveys in 2005 recorded opening hours as the aspect of the service with which users were least satisfied.
- The Lapsed User survey recorded Opening Hours as a major factor in ceasing use of libraries.

The Project team collected a considerable body of evidence of use levels and staff activity. Its recommendations are firmly rooted in the data collected from all Library Managers and from the Library Service Development Teams.

The team presented a report to the Libraries Management Group on 17<sup>th</sup> April 2007, with options and recommendations on the Phase 1 priorities of Library Network, Opening Hours Staffing Levels, and the core Service Offer. Their recommendations were presented to and supported by the Safer & Stronger Communities Select Committee on 23<sup>rd</sup> May 2007.

## 2.2. Impact of Self-Service

Whilst self-service technology had been tested in Ash and Godalming Libraries, Redhill Library was the first to offer full circulation. Lessons learned from these pilots informed later planning for Ashford Library's self service implementation in March 2006.

The current planned programme includes:

2007

### Completed

Horley	March
Knaphill	March
Staines	March
Godalming	April
Ewell	May
Oxted	June
Dorking	July

### Planned

Farnham	September
Banstead	October
Guildford	November

2007/8	
Weybridge	tba
Woking	tba
Epsom	tba
Camberley	tba

It is too soon to see the benefits from Horley, Knaphill and Staines as it takes a while for the usage to settle down, especially following a closure. Surrey Libraries are unique in that although a lot of other authorities are turning to self-service, they are offering self-service issue or return only. Surrey is offering both, which makes it unique and a forerunner.

A summary of the dividends of self-service by the Library Manager of Ashford Library highlights the benefits both for the user and the staff (see Appendix 1). Currently 95% of Ashford's circulation is by self-service.

Extra hours were achieved At Redhill and Ashford. Redhill Library opened an extra six hours per week. Similarly, Ashford, in anticipation of self-service, increased their opening times by four hours per week.

### 2.3. Grouping Libraries

Overall, the proposal is to **simplify the current structure of 5 Library Bands into 3 Library Groups.**

**Officer recommendation: a Strategic approach to Grouping Libraries:** Strategic / geographic grouping by 'Town Centre', 'District Centre' and 'Local Centre' designation, in line with the sustainable development plan framework for Surrey.

<b>Groupings</b>					
'Town'	<b>Group A - 10 libraries</b>				
	<b>Location</b>	<b>Area</b>	<b>Borough</b>	<b>Current Band</b>	<b>Total Issues</b>
	<b>Woking</b>	<b>NW</b>	<b>Woking</b>	<b>1</b>	<b>486,993</b>
	<b>Guildford</b>	<b>SW</b>	<b>Guildford</b>	<b>1</b>	<b>331,293</b>
	<b>Camberley</b>	<b>NW</b>	<b>Surrey Heath</b>	<b>1</b>	<b>287,286</b>
	<b>Epsom</b>	<b>MID</b>	<b>Epsom &amp; Ewell</b>	<b>1</b>	<b>276,609</b>
	<b>Redhill</b>	<b>E</b>	<b>Reigate &amp; Banstead</b>	<b>1</b>	<b>258,995</b>
	<b>Farnham</b>	<b>SW</b>	<b>Waverley</b>	<b>2</b>	<b>223,330</b>
	<b>Godalming</b>	<b>SW</b>	<b>Waverley</b>	<b>2</b>	<b>206,418</b>
	<b>Dorking</b>	<b>MID</b>	<b>Mole Valley</b>	<b>2</b>	<b>197,464</b>
	<b>Staines</b>	<b>NW</b>	<b>Spelthorne</b>	<b>2</b>	<b>169,183</b>
	<b>Walton</b>	<b>MID</b>	<b>Elmbridge</b>	<b>3</b>	<b>85,956</b>

'District'	Group B - 14 libraries				
	<b>Ewell</b>	<b>MID</b>	<b>Epsom &amp; Ewell</b>	<b>2</b>	<b>213,589</b>
	<b>Banstead</b>	<b>E</b>	<b>Reigate &amp; Banstead</b>	<b>2</b>	<b>173,445</b>
	<b>Horley</b>	<b>E</b>	<b>Reigate &amp; Banstead</b>	<b>2</b>	<b>163,057</b>
	<b>Ashford</b>	<b>NW</b>	<b>Spelthorne</b>	<b>2</b>	<b>153,655</b>
	<b>Dittons</b>	<b>MID</b>	<b>Elmbridge</b>	<b>3</b>	<b>145,932</b>
	<b>Weybridge</b>	<b>MID</b>	<b>Elmbridge</b>	<b>2</b>	<b>139,554</b>
	<b>Oxted</b>	<b>E</b>	<b>Tandridge</b>	<b>2</b>	<b>136,473</b>
	<b>Cranleigh</b>	<b>SW</b>	<b>Waverley</b>	<b>3</b>	<b>111,155</b>
	<b>Egham</b>	<b>NW</b>	<b>Runnymede</b>	<b>3</b>	<b>107,886</b>
	<b>Haslemere</b>	<b>SW</b>	<b>Waverley</b>	<b>3</b>	<b>106,830</b>
	<b>Leatherhead</b>	<b>MID</b>	<b>Mole Valley</b>	<b>3</b>	<b>106,610</b>
	<b>Caterham Valley</b>	<b>E</b>	<b>Tandridge</b>	<b>3</b>	<b>99,208</b>
	<b>Esher</b>	<b>MID</b>	<b>Elmbridge</b>	<b>3</b>	<b>91,744</b>
	<b>Molesey</b>	<b>MID</b>	<b>Elmbridge</b>	<b>3</b>	<b>91,230</b>

'Local'	Group C - 28 libraries				
	<b>Ashtead</b>	<b>MID</b>	<b>Mole Valley</b>	<b>3</b>	<b>120,274</b>
	<b>Bookham</b>	<b>MID</b>	<b>Mole Valley</b>	<b>3</b>	<b>114,409</b>
	<b>Ash</b>	<b>SW</b>	<b>Guildford</b>	<b>4</b>	<b>82,223</b>
	<b>Frimley Green</b>	<b>NW</b>	<b>Surrey Heath</b>	<b>4</b>	<b>81,067</b>
	<b>Reigate</b>	<b>E</b>	<b>Reigate &amp; Banstead</b>	<b>3</b>	<b>80,389</b>
	<b>Hersham</b>	<b>MID</b>	<b>Elmbridge</b>	<b>4</b>	<b>79,932</b>
	<b>Sunbury</b>	<b>NW</b>	<b>Spelthorne</b>	<b>3</b>	<b>79,042</b>
	<b>Cobham</b>	<b>MID</b>	<b>Elmbridge</b>	<b>4</b>	<b>77,877</b>
	<b>Horsley</b>	<b>SW</b>	<b>Guildford</b>	<b>5</b>	<b>70,188</b>
	<b>West Byfleet</b>	<b>NW</b>	<b>Woking</b>	<b>4</b>	<b>64,705</b>
	<b>Chertsey</b>	<b>NW</b>	<b>Runnymede</b>	<b>4</b>	<b>61,183</b>
	<b>Shepperton</b>	<b>NW</b>	<b>Spelthorne</b>	<b>4</b>	<b>56,897</b>
	<b>Tattenhams</b>	<b>E</b>	<b>Reigate &amp; Banstead</b>	<b>4</b>	<b>54,297</b>
	<b>Caterham Hill</b>	<b>E</b>	<b>Tandridge</b>	<b>5</b>	<b>47,630</b>
	<b>Ewell Court</b>	<b>MID</b>	<b>Epsom &amp; Ewell</b>	<b>5</b>	<b>42,130</b>
	<b>Addlestone</b>	<b>NW</b>	<b>Runnymede</b>	<b>5</b>	<b>40,724</b>
	<b>New Haw</b>	<b>NW</b>	<b>Runnymede</b>	<b>5</b>	<b>40,514</b>
	<b>Stoneleigh</b>	<b>MID</b>	<b>Epsom &amp; Ewell</b>	<b>5</b>	<b>40,086</b>
	<b>Byfleet</b>	<b>NW</b>	<b>Woking</b>	<b>5</b>	<b>36,288</b>
	<b>Knaphill</b>	<b>NW</b>	<b>Woking</b>	<b>5</b>	<b>34,538</b>
	<b>Bramley</b>	<b>SW</b>	<b>Waverley</b>	<b>5</b>	<b>32,711</b>
	<b>Lightwater</b>	<b>NW</b>	<b>Surrey Heath</b>	<b>5</b>	<b>32,183</b>
	<b>Warlingham</b>	<b>E</b>	<b>Tandridge</b>	<b>5</b>	<b>29,747</b>
	<b>Merstham</b>	<b>E</b>	<b>Reigate &amp; Banstead</b>	<b>5</b>	<b>24,757</b>
	<b>Virginia Water</b>	<b>NW</b>	<b>Runnymede</b>	<b>5</b>	<b>20,669</b>
	<b>Bagshot</b>	<b>NW</b>	<b>Surrey Heath</b>	<b>5</b>	<b>17,065</b>
	<b>Lingfield</b>	<b>E</b>	<b>Tandridge</b>	<b>5</b>	<b>16,337</b>
	<b>Stanwell</b>	<b>NW</b>	<b>Spelthorne</b>	<b>5</b>	<b>13,442</b>

**Advantages of this approach:**

- It is affordable, and yields a group of 10 Group A libraries with extended opening hours and a full range of services, instead of the current 5 (6 including Walton new library). Just under half of Surrey's libraries would have standard, consistent, easy to understand opening hours, in many cases longer than the present hours.
- It is better attuned to modern lifestyles, with library opening hours more in harmony with retail and business hours.
- It provides long-term stability, and a logical basis for developing a property strategy relevant to Surrey's strategic planning framework.
- The designation of the three Groups as 'Town', 'District' and 'Local' libraries is a 'working title', and not ideal. Members' views are welcomed on suitable names for the three Groups.

**3. OPTIONS****3. 1. Opening Hours**

The Review project concentrated on optimising opening hours in Group A and Group B libraries. This creates a larger group of almost half the libraries in Surrey offering consistent, standard opening hours. These opening hours are designed to be easier to understand, and to offer improved access. Some, but not all libraries will see their opening hours extended. Subject to validation, **the gain in opening hours could be at least 128 additional opening hours per week across Surrey County Council.**

The principles behind the opening hours options are

- Standardisation of opening hours in Groups A (town) and B (district) to meet users' expectations of consistency, long days, and some synergy with retail and commercial opening hours.
- Recommendations are based on the premise that hours will change in Groups A and B to achieve standardisation.
- Locally determined opening hours in Group C (local centres), to maximise use of & respond to the unique local mix of services and activities.
- The current mix of locally determined hours in Group C has not been reviewed in detail at this stage.
- On the recommendation of the Safer and Stronger Communities Select Committee on 23<sup>rd</sup> May 2007, 7pm will become the standard for late night closure in all libraries, which will have an impact on some libraries in Group C. The Project Review Team proposes balancing improvements to daytime opening, including opening libraries at lunchtime where they currently close. Each library that loses an hour by closing at 7pm instead of 8pm will gain at least the same, and in some cases more, daytime opening at popular times

**Officer recommendation (1): standardised hours in Groups A and B with late night opening to 7pm.**

Improvements:

- 9am opening in all 24 libraries
- Saturdays open until 5pm in all 24 libraries
- Wednesday afternoon opening in all 24 libraries
- 10 libraries open 6 days per week instead of the current 5
- Consistent pattern of hours that can be easily promoted by the service and understood by the public



	Group A 'Town centre' (10)		Group B 'District centre' (14)	
<b>Monday</b>	9.00am	6.00pm	Closed	
<b>Tuesday</b>	9.00am	7.00pm	9.00am	7.00pm
<b>Wednesday</b>	9.00am	6.00pm	9.00am	5.00pm
<b>Thursday</b>	9.00am	7.00pm	9.00am	5.00pm
<b>Friday</b>	9.00am	6.00pm	9.00am	5.00pm
<b>Saturday</b>	9.00am	5.00pm	9.00am	5.00pm

### **Officer recommendation (2): Interim alterations to Group C Library opening hours:**

- Alter 8pm to 7pm as the standard for late night opening, where relevant
- Seek to open libraries at lunchtime where they currently close.

### **3.2. Development Activities in Libraries & the Service Offer**

The project report recommends a core service offer, scaled to each library Group. Currently there are variations in emphasis in the service offer with a focus on some but not always all activities. It will cover:

- resources; library stocks - physical and on-line
- activities for children and young people;
- learning;
- reading development;
- information provision.

It will be designed to deliver the priorities of the CC / Service Plan. It will standardise / define the core functions you can expect from a Surrey Library but it will not inhibit innovation & will still encourage added value activities. (This work links with a project also underway within the Library & Culture Service looking at the ' use of volunteers')

### **The Basic Service Offer in all Libraries**

Current provision is listed here, and this will remain in place:

Access to stock for loan and reference:

- Books and audio-visual material in all media for all ages
- Books in 40+ languages
- Special collections e.g. reminiscence, official publications, local and family history
- Newspapers
- Reading Group sets
- Quick Choice/Express areas (all refurbished)
- Request Service
- Self Service (2007/08)

Access to information:

- County and District/Borough information
- Leaflets and posters
- Prospectuses
- Enquiries Direct via email, phone, library

Access to online resources of information:

- 500+ Public Network Terminals
- 11 subscription websites at library
- 9 subscription websites remotely
- Libraries webpage including Information, Kidstuff, Learning, Support for Reading

Access to internet computer terminals with MS Office software and print/scan facilities:

- Bookable
- Quick Use (some libraries)

Access for special needs users:

- Assistive computer technology (15 libraries)
- 'Books on Wheels' housebound service
- Hearing Loops
- Widgit 'Writing with Symbols 2000' software (5 libraries)

Access to services:

- Fax service
- Self service photocopying

**Proposed Service Offer Activities Aligned to New Groups**

	Group A 10 Libraries	Group B 15 Libraries* inc. Addlestone	Group C 27 Libraries
<b>For Children &amp; Young People</b>	<b>Minimum Frequency</b>		
Rhymetime sessions facilitating distribution of Baby Bookstart (Babies 8 months), Bookstart Plus (2 year olds) & My Bookstart Treasure Chest packs (3 year olds)	Each week	Each week	Each week
Storytime sessions (facilitating distribution of Bookstart packs as above)	Each week	Each week	3 per annum
Combined Storytime & Rhymetime sessions (facilitating distribution of Bookstart packs as above)	N/A	N/A	Each week
Class visits to/from library	9 per annum	6 per annum	3 per annum
Local group visits to/from library e.g. playgroup, cubs	On demand	On demand	On demand
Annual summer reading scheme	July-Aug each year	July-Aug each year	July-Aug each year
<b>For Adults</b>	<b>Minimum Frequency</b>		
Support and advice on setting up new Reading Groups*	On demand	On demand	On demand
Reading Group hosted in library*	tba	tba	tba
Reading & Author events hosted in library	1 event per annum	N/A	N/A
Reading and stock (national & internal) promotions	3 per annum	3 per annum	3 per annum
IT taster learning events hosted (Computer Tutor, First Time Online, Family History for Beginners**)	1 per month	1 per quarter	N/A

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Skills for Life Workshops	1 per annum	N/A	N/A
Family Learning events in conjunction with partner providers	As required	As required	As required
Promotion of National Learning Campaigns e.g. Breathing Places, Adult Learners' Week	As required	As required	As required

\*Revised Reading Group guidelines and survey in progress as current level of activity not available from Resources Team

\*\*Charged IT events only at libraries with bank of 8-10 workstations to recoup tutor fees

Elements of the service offer currently being researched:

a) **A revised stock offer** based on our new 3 banding groups; this is an essential component.

b) **Infrequent/limited activities hosted by libraries:**

Examples of these activities include:

BBC RaW (Read more write better) storytelling workshops

Bookstart events

Family/Local History talks and events

c) **Activities in development and their potential for integration into the offer**

Books on Prescription offered in partnership with Surrey PCT (Primary Health Care Trust)

Beating the Blues CBT (Cognitive Behavioural Therapy) program offered in partnership with Surrey PCT

Looked after children initiatives

d) **Provision of local history centres in libraries** run by volunteers and supported by staff in libraries. Currently there is not an even geographic spread. Located as follows:

**Group A**

Redhill

**Group B**

Banstead

Caterham Valley

Cranleigh

Ewell

Horley

**Group C**

Lingfield

e) **Ad hoc activities facilitated by Friends Groups where they exist**

**Proposed Offer of Activities:**

**The benefits of the proposed offer of activities aligned to the three Groups of libraries are outlined below:**

a) Explicitly states the service that a user can expect - who does what, where. This in turn is more easily branded and marketed.

b) Ensures limited resources are being used more effectively and not spread too thin.

- c) Facilitate easier planning, target setting and focus delivery against BVPIs, CPA PIs and National Standards and Impact Measures.
- d) Performance monitoring is improved where a standard menu of activities provides for a degree of consistency and comparability across libraries operating at a similar level.
- e) The Self service dividend is extended hours and release of staff time to support and deliver the service offer.
- f) Improved geographic spread of service activities providing ease of access for users and cross-marketing opportunities where staff confidently refer to other libraries – ‘we don’t offer but this library nearby does’.

#### **4. CONSULTATION**

4.1 Customer feedback is obtained from a variety of sources.

- Feedback on users’ needs and expectations: longer (in some cases), more convenient and more easily understood/ consistent opening hour patterns.
- Public Library User Surveys in 2005 and 2006 recorded opening hours as the aspect of the service with which users were least satisfied.
- The Lapsed User survey in 2004 recorded Opening Hours as a major factor in ceasing use of libraries.

#### **5. FINANCIAL AND VALUE FOR MONEY IMPLICATIONS**

5.1. The Project Group and the Service Accountant have costed the recommendations and officers are confident that they are affordable within the current Service Budget and the £250,000 additional revenue allocated by the Leader of the Council in the 2007/08 budget. They exploit the benefits of self-service technology to achieve more effective use of staff by releasing staff from routine duties to help readers more and give better customer care.

#### **6. EQUALITIES AND DIVERSITY IMPLICATIONS**

6.1. Members are asked to take note of the contribution of Libraries in Guildford to equalities and diversity:

- Libraries are open to all, free at point of use and neutral.
- Provision for minority ethnic communities is available through all libraries.
- Children are entitled to library membership from birth, and the recent introduction of an under-5s library card, featuring the much loved children’s story character Maisy, enables them to borrow books free of library fines.
- Services are available in different formats for those who require them, and mobile library and Books on Wheels services meet the needs of isolated communities and the housebound.

The recommendations will enable Libraries in Guildford to sustain and develop services that contribute to equalities and diversity.

## **7. CRIME AND DISORDER IMPLICATIONS**

7.1. There are no crime and disorder implications to consider.

## **8. CONCLUSION AND RECOMMENDATIONS**

The Committee is asked to:

1. Support the approach of seeking improvements to opening hours and services through efficiency gains from Self-service new technology:
2. Support the proposed new Group structure – three Groups of libraries, A ('Town' centre), B ('District' Centre) and C ('Local' Centre), with a geographic / strategic approach
3. Approve the resulting improvements in opening hours at the three Libraries in Guildford – Ash, Guildford and Horsley.

<b>GUILDFORD BOROUGH</b>			
<b>THREE LIBRARIES</b>			
<b>LIBRARY</b>	<b>DAY</b>	<b>CURRENT HOURS OF OPENING</b>	<b>NEW HOURS OF OPENING</b>
<b><u>GROUP A</u></b>			
<b>GUILDFORD</b>  <b><u>Increase of 9 hrs. per week</u></b>	Monday	09.30 AM - 08.00 PM	09.00 AM - 06.00 PM
	Tuesday	09.30 AM - 05.00 PM	09.00 AM - 07.00 PM
	Wednesday	09.30 AM - 01.00 PM	09.00 AM - 06.00 PM
	Thursday	09.30 AM - 05.00 PM	09.00 AM - 07.00 PM
	Friday	09.30 AM - 08.00 PM	09.00 AM - 06.00 PM
	Saturday	09.30 AM - 04.00 PM	09.00 AM - 05.00 PM
	<b><u>Total</u></b>		<b>46 hrs. 00 mins.</b>
<b><u>GROUP C</u></b>			
<b>ASH</b>  <b><u>Increase of 3 hrs. per week</u></b>	Monday	Closed	Closed
	Tuesday	10.00 AM - 01.00 PM 02.00 PM - 05.00 PM	10.00 AM - 05.00 PM
	Wednesday	Closed	Closed
	Thursday	10.00 AM - 01.00 PM 02.00 PM - 05.00 PM	10.00 AM - 05.00 PM
	Friday	10.00 AM - 01.00 PM 02.00 PM - 08.00 PM	10.00 AM - 07.00 PM
	Saturday	09.30 AM - 01.00 PM 02.00 PM - 04.00 PM	09.30 AM - 04.00 PM
	<b><u>Total</u></b>		<b>26 hrs. 30 mins.</b>
<b>HORSLEY</b>  <b><u>Increase of 4 hrs. per week</u></b>	Monday	Closed	Closed
	Tuesday	10.00 AM - 01.00 PM 02.00 PM - 05.00 PM	10.00 AM - 05.00 PM
	Wednesday	10.00 AM - 01.00 PM 02.00 PM - 05.00 PM	10.00 AM - 05.00 PM
	Thursday	Closed	Closed
	Friday	10.00 AM - 01.00 PM 02.00 PM - 07.00 PM	10.00 AM - 07.00 PM
	Saturday	09.30 AM - 01.00 PM 02.00 PM - 04.00 PM	09.30 AM - 04.00 PM
	<b><u>Total</u></b>		<b>25 hrs. 30 mins.</b>
<b><u>16 hrs. Increase in Opening Hours per Week Across the Borough</u></b>			

## 9. REASONS FOR RECOMMENDATIONS

The Review has demonstrated that genuine efficiency gains result from enhanced automation and the introduction of self-service technology for library users. The benefit for library users is a measurable improvement in hours of access in Surrey County Council libraries. This research exercise has enabled the service to plan opening hours that are consistent and easy to understand, and that meet the preference of current and potential users and encourage more people to visit a library.

## 10. WHAT HAPPENS NEXT

Phase 1:

- Member agreement of options and detail of Phase 1 model of library network, opening hours and service offer
- Begin internal processes to implement recommendations – detailed discussions with HR.
- Work with Communications staff of Surrey County Council to promote the service improvements to customers

Phase 2 of the Review consists of:

- Review the deployment of qualified and specialist library staff to support the delivery of the service offer
- Develop the management structure required for the re-designed Libraries service.

A comprehensive research exercise for Phase 2 has already started.

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<b>BACKGROUND PAPERS:</b>	Safer and Stronger Communities Select Committee Report "Libraries Staffing Review 2007 Phase 1" 23 May 2007 and Powerpoint presentation at that committee

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## Appendix 1

### The Benefits of Self Service

#### For readers

Faster service - readers seldom have to queue to borrow or return their books – self-service is very user-friendly and quick. Readers in a hurry who just want to return and/or borrow, never have to wait behind a reader wanting to reserve a book/ talk about the book they have just borrowed/ query their fines/ book on a computer/ change their address (and that of their four children).....etc.

Enquirers and new borrowers are seen much more quickly, as all issue/return takes place through self-service.

Better experience for new members - staff have more time to spend with a new user, and can explain all the many services we offer, and make the new member feel more valued.

More privacy for borrowers- borrowers may be embarrassed to be taking books on sensitive topics e.g. divorce, bankruptcy, mental or physical ailments or even light romances – no staff to notice or judge.

Old-style counters act as a barrier. With self-service, staff members are more evident in the body of the library, this promotes a more relaxed feel to the library, and staff appear more approachable. Readers feel more comfortable approaching a member of staff on the floor with minor enquiries – where are the books on?/ where will I find Joanna Trollope?/can you show me how to...minor enquiries that would not have warranted queuing-up for.

Staff have more time to help with enquirers, and can give more time without the competing demands of issuing and returning books. Enquiries can be handled with more privacy, as most readers use self service terminals rather than the counter.

Readers can at any time check the books they have on loan, and/or renew their loans without the need to queue at the counter. They are given a printed list of all their loans with the due dates to take home.

Readers are given a receipt for all returns and a printed list of everything they borrow, making it easy to keep track of their families loans.

Children love to borrow and return their own books. Self-service lets them feel involved in the whole library experience. Parents are proud to see their children using self-service.

#### For staff

Much more engagement with library users. As they spend less time behind counters scanning and stamping books, they are free to help readers with all levels of enquiries. Staff can be more proactive in approaching readers.

Greater opportunities for reader development.  
Staff have more opportunities to work on projects or undertake stock work.

Staff find their new roles more satisfying, as they are better able to help their readers/enquirers.

With a more flexible way of working, there becomes more variety in their working day, and they are able to react to changing service demands throughout the day.



Counter staff feel less pressured. As much of the routine issue/discharge is taken off the counter, the queues become much shorter and more manageable.

**Benefits for the service**

Libraries are seen to be moving with the times, more modern, less formal, barriers removed. Libraries appeal to wider audience than previously.

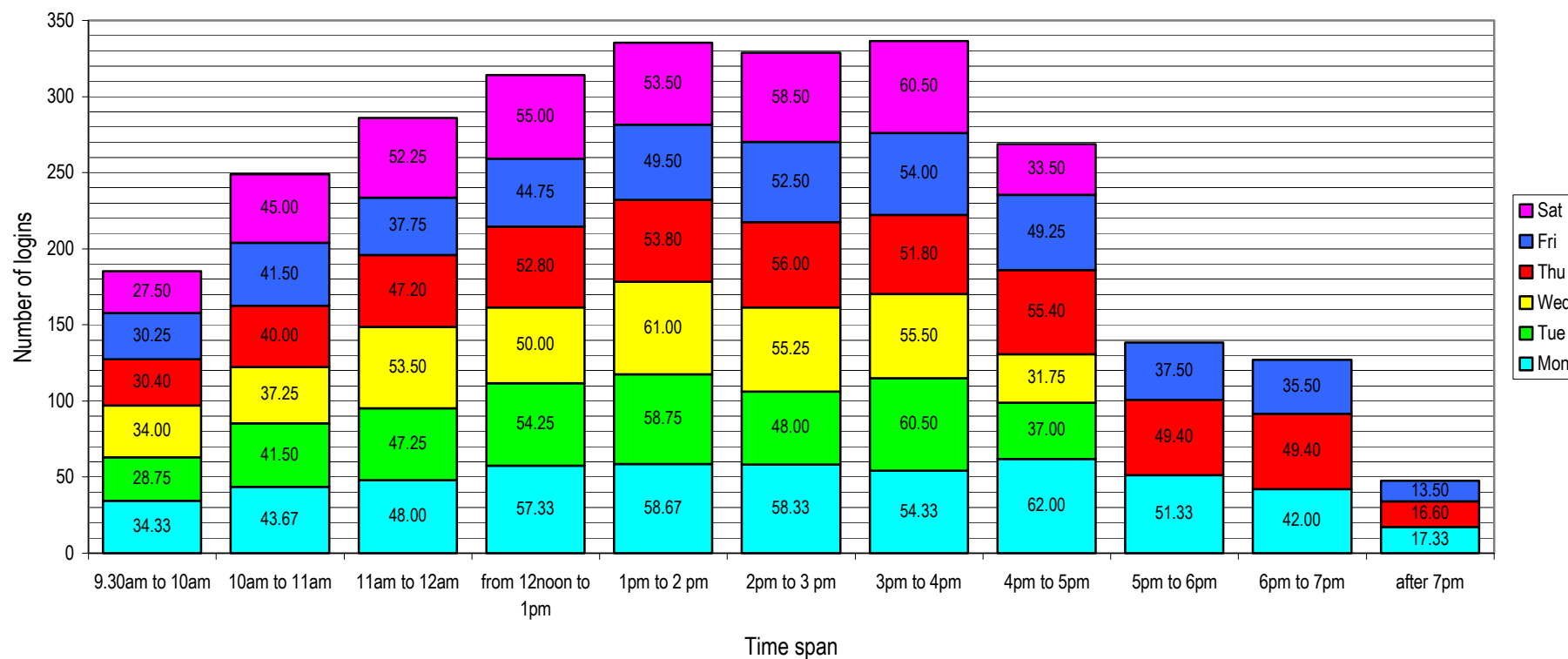
Consumer satisfaction (evidenced in PLUS surveys) decreased waiting times, increased perception of staff helpfulness & knowledge.

Service can remain open in emergency with lower levels of staffing than required on conventional counter service.

Possibility of increasing opening hours.

Christine Ganderton  
Library Manager / Ashford  
March 2007

**APPENDIX 2:  
Computer Usage at Woking Library  
Average number of logins - during November 2006  
(40 PCs available)**



**Appendix 3: Summary of Visitor Counts in 15 sample libraries between 5pm and 8pm.**

An hourly record of visitor numbers was conducted in 16 libraries during January 2007, as part of the data gathering exercise for the Libraries Staffing Review. 15 of these libraries opened until 8pm on at least one evening per week.

A full report is available to members.

Only one library of the 15 included in the sample visitor count recorded its busiest evening hour between 7 and 8pm.

<b>Busiest Hour</b>	<b>Number of Evening Openings</b>	<b>Percent</b>
Pre 7.00 PM	14	93.3
7.00 PM-8.00 PM	1	6.7
<b>Total</b>	15	100.0

<b>Busiest Hour</b>	<b>Number of Evening Openings</b>	<b>Percent</b>
5.00 PM - 6.00 PM	13	86.7
6.00 PM - 7.00 PM	1	6.7
7.00 PM - 8.00 PM	1	6.7
<b>Total</b>	15	100.0