



## YPRL Opening Hours Review

Written by

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## 1. Executive Summary and Recommendations

### 1.1. Introduction

The Brief for the project read as follows:

*... to assess the impact of our opening hours to ensure that our opening hours are in line with community need at point of delivery and usage trends, and to ensure that our current staffing mix is maximised for the best opening hours possible for our communities.*

The methodology developed by Libraries Alive! analysed labour cost, loans and visits figures for a typical week (March 25-31, 2019) in order to determine the time of day when demand for service occurred, and the costs of staffing to meet that demand. Detailed findings which support the recommendations are included in 24 charts attached as Appendix 1.

The methodology itself, which records labour costs, loans and visits, then derives a cost per transaction, is embodied in the spreadsheet referred to in Appendix 3. YPRL staff will be able to use this spreadsheet to analyse the costs of their services beyond the completion of this project.

In this section we present our findings in the form of general recommendations applying to the service as a whole, and then specific recommendations relating to individual branches. Libraries Alive! is of the view that the following changes to opening hours will align them more closely with actual customer behaviour and thereby increase activity rates and address the key issue of low overall membership.

### 1.2 General recommendations

R1. Open earlier

R2. Close earlier

R3. Designate one main branch in each LGA: (new) Ivanhoe, Eltham and (refurbished) Mill Park as a 'destination library' with extended opening hours

R4. Adjust weekend opening hours to provide a small improvement in access to provide a fine balance between labour cost penalty rates and customers' changing work/life patterns

R5. Consider a Summer/Winter timetable, possibly aligned with Daylight Saving, staying open for one additional hour in Summer and closing an hour earlier in Winter

R6. Extend opening hours into the evening in the October – November exam period

R7. With nine separate rostering systems, save many staff hours by implementing a single rostering system across the whole library service

R8. Vigorously promote then trial the suggested changes to opening hours for a period of 12 months (four full seasons), monitoring membership, loans and visits and fine-tuning if the need is obvious.

### 1.3. Specific recommendations

Following on from the meeting with Branch Managers we have aimed for a predictable pattern in opening hours. The 'destination libraries' are open until at least 7pm or 8pm during the week; all libraries are open from 10am on Saturdays and six libraries are open from 12 noon on Sundays.

There are small labour cost implications in extending weekend opening hours from the current 79 hrs/wk to the proposed 90 hrs/wk.

Across the whole service we are suggesting a modest 5.24% increase in opening hours.

**BANYULE before: 176 hrs/wk. BANYULE after: 185 hrs/wk. DIFFERENCE: + 9 hrs/wk**

**IVANHOE – currently 60 hrs/wk; proposed 66 hrs/wk**

1. Open at 9am and close at 8pm Monday to Thursday; open at 9am and close at 7pm on Friday (Council may have a funded preference for 9am to 9pm Monday to Friday)
2. Open at 10am and close at 5pm on Saturday; open at 12 noon and close at 5pm on Sunday

**ROSANNA – currently 56 hrs/wk; proposed 57 hrs/wk**

1. Open at 9am and close at 7pm Monday to Friday
2. Open at 10am and close at 5pm on Saturday; close Sunday

**WATSONIA - currently 60 hrs/wk; proposed 62 hrs/wk**

1. Open at 9am and close at 7pm Monday to Friday
2. Open at 10am and close at 5pm on Saturday; open at 12 noon and close at 5pm on Sunday

**NILLUMBIK before: 111 hrs/wk. NILLUMBIK after: 118 hrs/wk DIFFERENCE: +7 hrs/wk**

**DIAMOND VALLEY – currently 51 hrs/wk; proposed 52 hrs/wk**

1. Open at 9am and close at 5pm Monday to Friday
2. Open at 10am and close at 5pm Saturday; open at 12 noon and close at 5pm on Sunday

**ELTHAM – currently 60 hrs/wk; proposed 66 hrs/wk**

1. Open at 9am and close at 8pm Monday to Thursday; open at 9am and close at 7pm on Friday
2. Open at 10am and close at 5pm on Saturday; open at 12 noon and close at 5pm on Sunday

**WHITTLESEA before: 218.5 hrs/wk. WHITTLESEA after: 229 hrs/wk DIFFERENCE: +10.5 hrs/wk**

**LALOR – currently 60 hrs/wk; proposed 62 hrs/wk**

1. Open at 9am and close at 7pm Monday to Thursday; open at 9am and close at 5pm on Friday

2. Open at 10am and close at 5pm on Saturday; open at 12 noon and close at 5pm on Sunday

**MILL PARK – currently 60 hrs/wk; proposed 68 hrs/wk**

1. Open at 9am and close at 8pm Monday to Wednesday; open at 9am and close at 10pm on Thursday (late night funding now secured); open at 9am and close at 7pm on Friday
2. Open at 10am and close at 5pm on Saturday; open at 12 noon and close at 5pm on Sunday

**THOMASTOWN – currently 52 hrs/wk; proposed 55 hrs/wk**

1. Open at 9am and close at 7pm Monday to Thursday; open at 9am and close at 5pm on Friday
2. Open at 10am and close at 5pm on Saturday; close Sunday

**WHITTLESEA – currently 46.5 hrs/wk; proposed 44 hrs/wk**

1. Open at 9am and close at 5pm Monday to Friday
2. Open at 10am and close at 2pm on Saturday; close Sunday

**ACROSS THE WHOLE SERVICE**

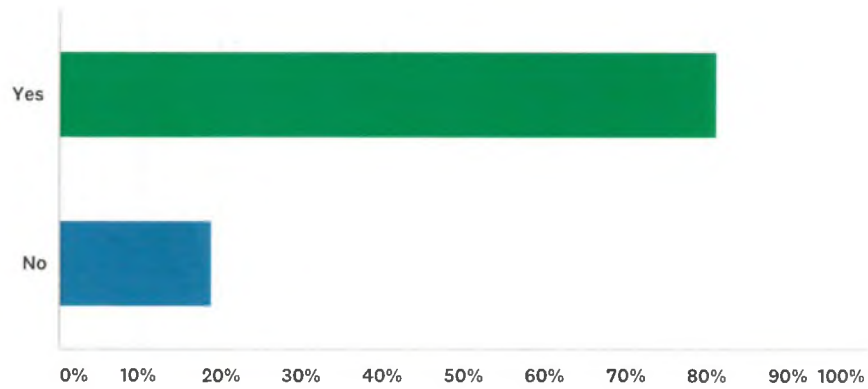
Current hours/week	505.5
Proposed hours/week	532
Difference	26.5 hrs/wk

Appendix 2 shows the proposed opening hours in the form of a table, just like the current opening hours card (which came into effect in May 2017).

**Attachment 7b - Combined Customer and Staff Opening Hours Review Survey Results**  
YPRL Customer Survey - Opening Hours Review 2019

**Q1 Would it be beneficial to have some branches open longer hours during warmer months (October to March)?**

Answered: 913 Skipped: 9

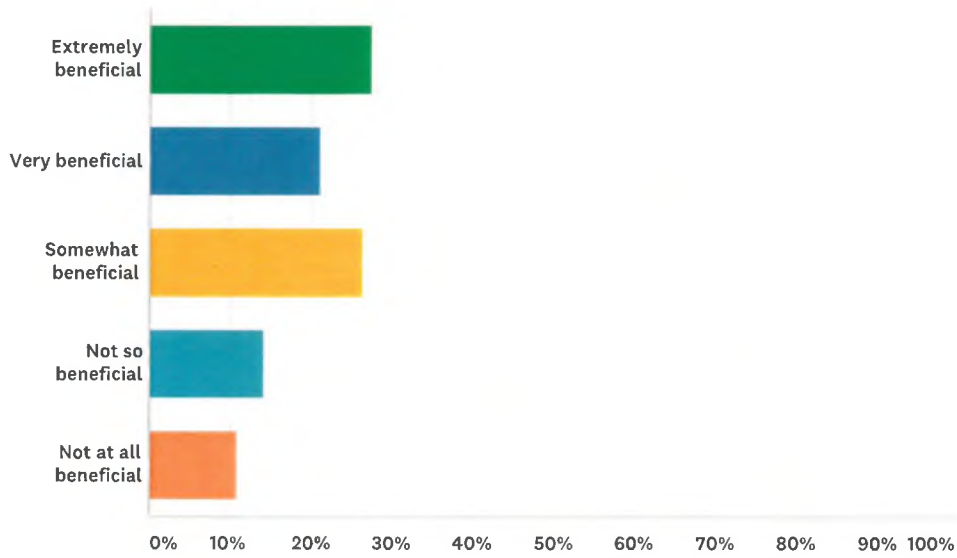


ANSWER CHOICES	RESPONSES	
Yes	81.27%	742
No	18.73%	171
TOTAL		913

YPRL Customer Survey - Opening Hours Review 2019

Q2 How beneficial would it be to have all branches open an hour earlier, at 9.00am, Monday to Friday?

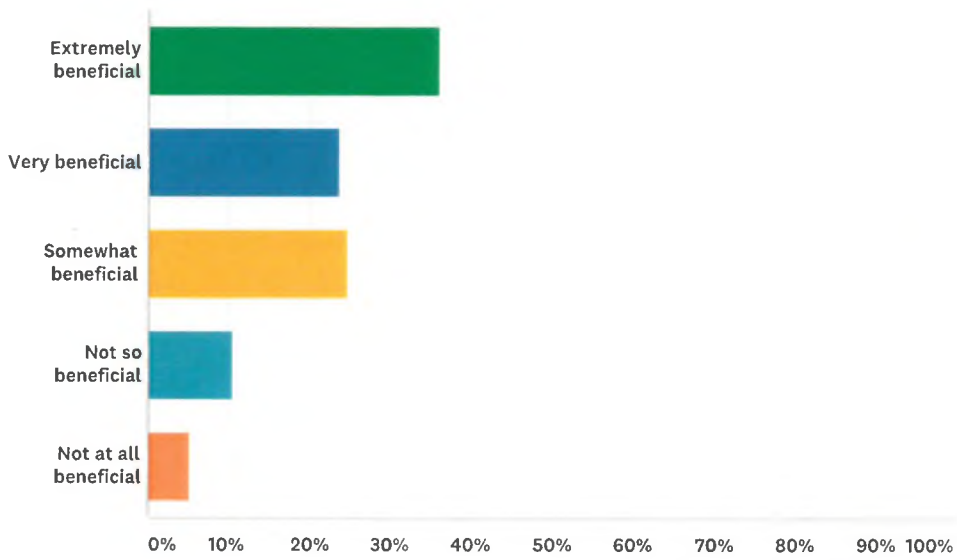
Answered: 916 Skipped: 6



ANSWER CHOICES	RESPONSES	
Extremely beneficial	27.40%	251
Very beneficial	21.07%	193
Somewhat beneficial	26.31%	241
Not so beneficial	14.30%	131
Not at all beneficial	10.92%	100
TOTAL		916

### Q3 How beneficial would it be to have branches that open on Sundays open one hour earlier, at 12.00noon?

Answered: 914 Skipped: 8



ANSWER CHOICES	RESPONSES	
Extremely beneficial	36.00%	329
Very beneficial	23.74%	217
Somewhat beneficial	24.62%	225
Not so beneficial	10.39%	95
Not at all beneficial	5.25%	48
TOTAL		914

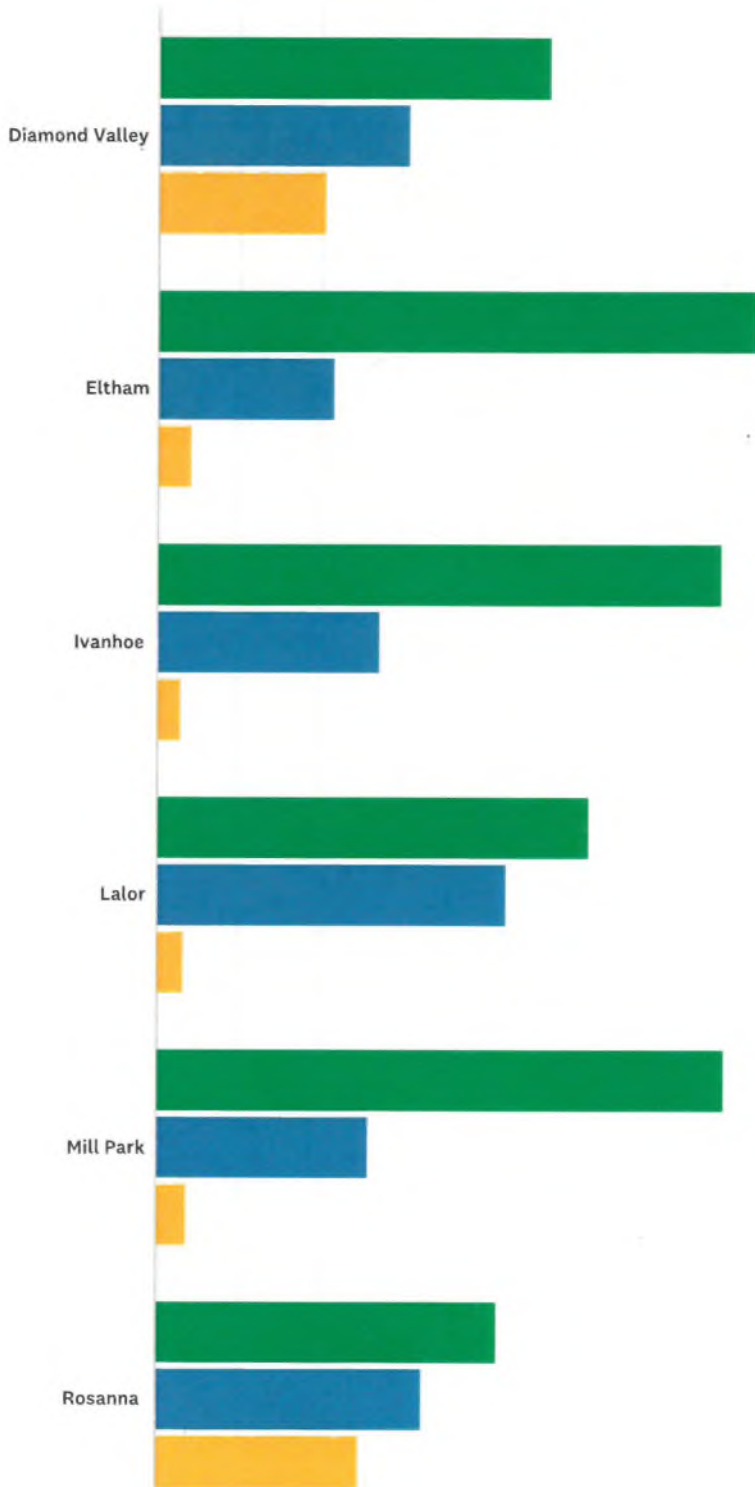


## Q4 Any other comments

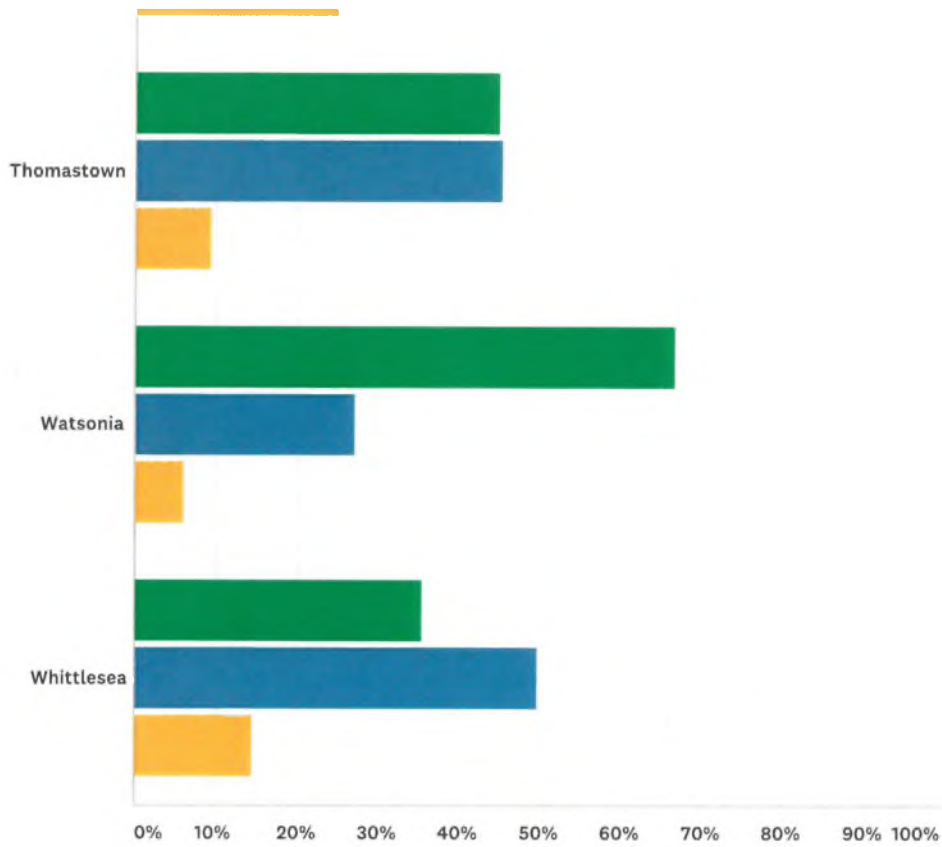
Answered: 261 Skipped: 661

Q5 What do you think of the proposed opening hours shown above? Do you visit multiple branches? Please share your thoughts about the proposed hours for all of the branches you visit.

Answered: 801 Skipped: 121



### YPRL Customer Survey - Opening Hours Review 2019



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 ■ sad.png

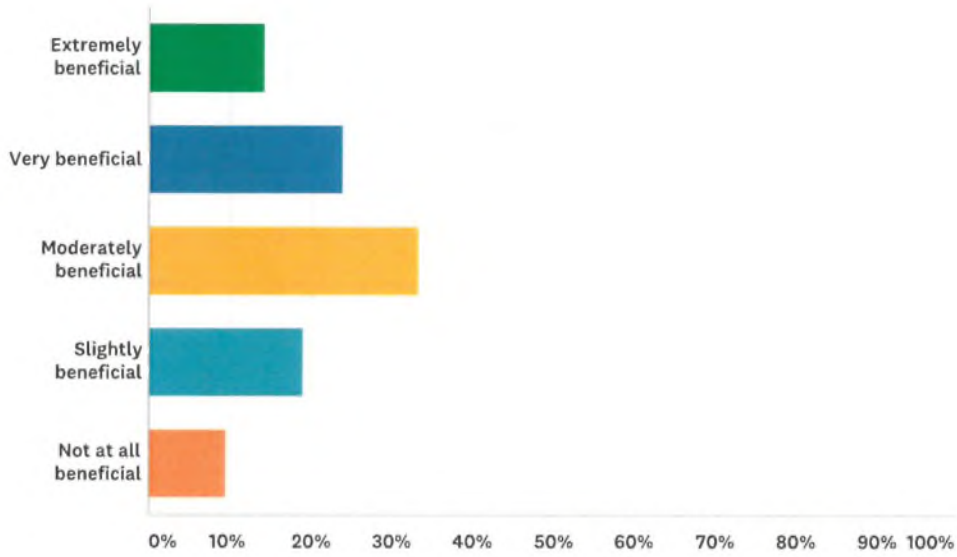


				TOTAL
Diamond Valley	48.40% 166	30.90% 106	20.70% 71	343
Eltham	74.00% 296	21.75% 87	4.25% 17	400
Ivanhoe	69.77% 240	27.33% 94	2.91% 10	344
Lalor	53.45% 124	43.10% 100	3.45% 8	232
Mill Park	70.06% 227	26.23% 85	3.70% 12	324
Rosanna	42.01% 142	32.84% 111	25.15% 85	338
Thomastown	45.06% 105	45.49% 106	9.44% 22	233
Watsonia	66.76% 239	27.09% 97	6.15% 22	358
Whittlesea	35.55% 75	49.76% 105	14.69% 31	211

YPRL Staff Survey - Opening Hours Review

Q1 Based on the proposed opening hours described above, how beneficial do you think the proposed hours would be for the community?

Answered: 42 Skipped: 0

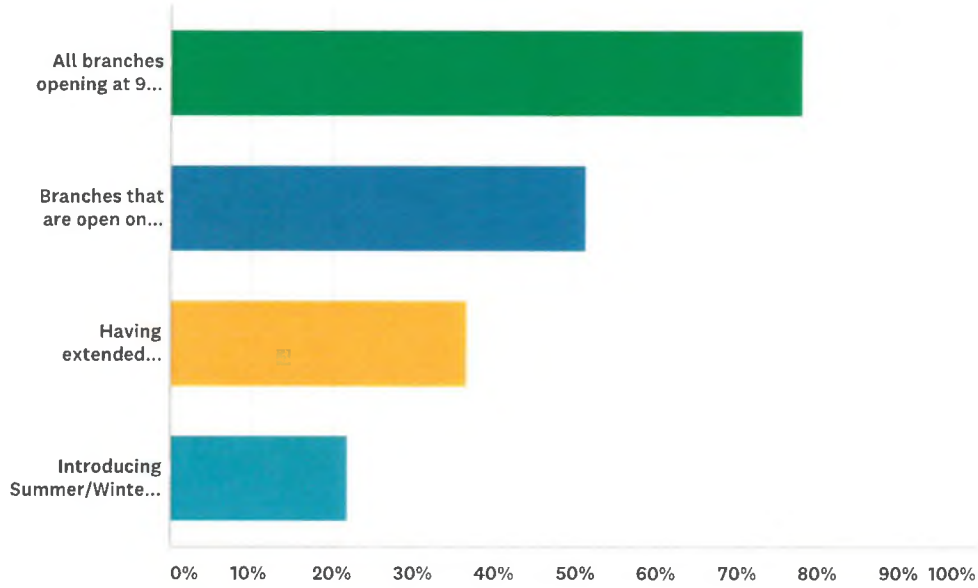


ANSWER CHOICES	RESPONSES	
Extremely beneficial	14.29%	6
Very beneficial	23.81%	10
Moderately beneficial	33.33%	14
Slightly beneficial	19.05%	8
Not at all beneficial	9.52%	4
TOTAL		42

YPRL Staff Survey - Opening Hours Review

Q2 Which changes to opening hours would deliver improved outcomes for the community? (select all that apply)

Answered: 41 Skipped: 1



ANSWER CHOICES

All branches opening at 9am Monday - Friday

Branches that are open on Sundays opening one hour earlier at 12pm

Having extended opening hours at three destination libraries (Ivanhoe, Eltham and Mill Park)

Introducing Summer/Winter hours, with earlier closing times for some branches during Winter hours

Total Respondents: 41

RESPONSES

78.05% 32

51.22% 21

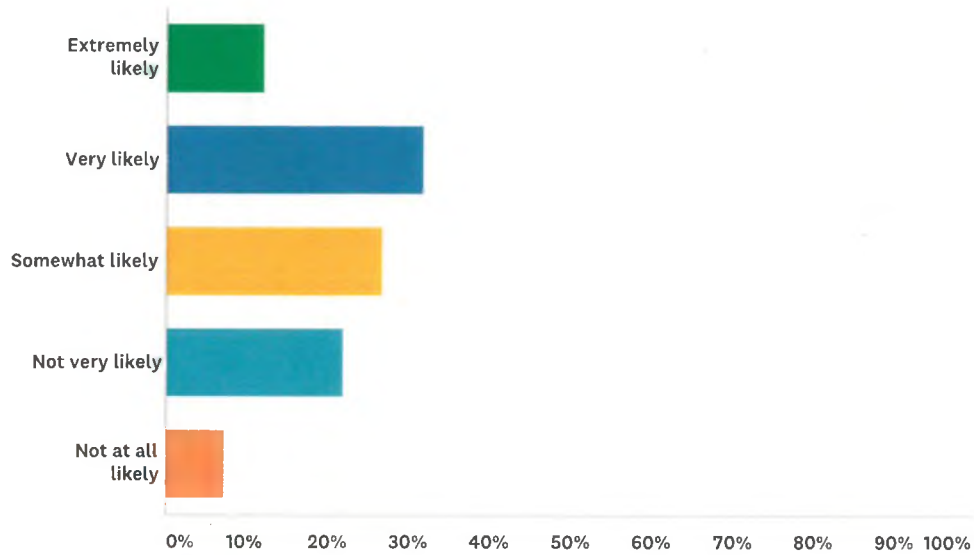
36.59% 15

21.95% 9

YPRL Staff Survey - Opening Hours Review

Q3 How likely is it that the proposed opening hours will create new opportunities for the community to engage with YPRL?

Answered: 41 Skipped: 1

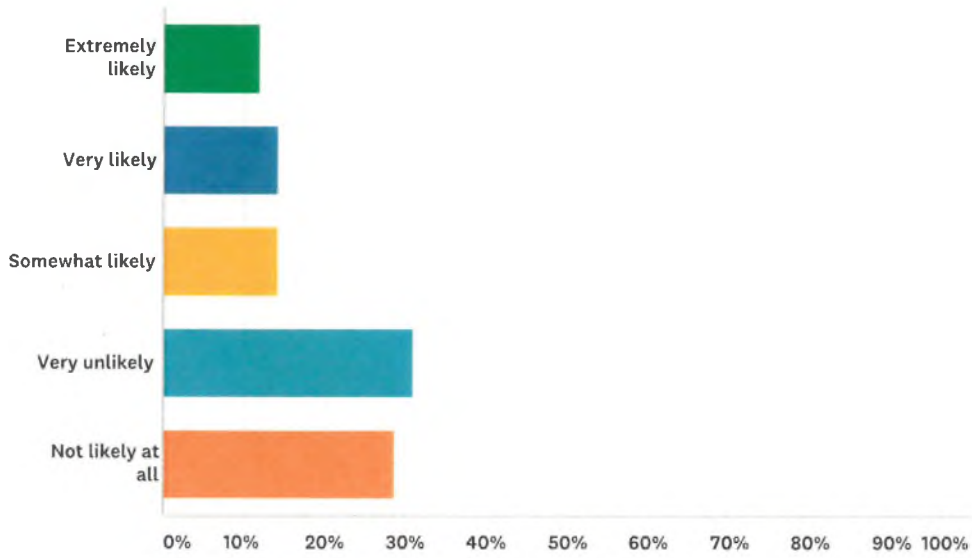


ANSWER CHOICES	RESPONSES	
Extremely likely	12.20%	5
Very likely	31.71%	13
Somewhat likely	26.83%	11
Not very likely	21.95%	9
Not at all likely	7.32%	3
TOTAL		41

YPRL Staff Survey - Opening Hours Review

Q4 How likely is it that the proposed opening hours will eliminate opportunities for the community to engage with YPRL?

Answered: 42 Skipped: 0



ANSWER CHOICES	RESPONSES	
Extremely likely	11.90%	5
Very likely	14.29%	6
Somewhat likely	14.29%	6
Very unlikely	30.95%	13
Not likely at all	28.57%	12
TOTAL		42

YPRL Staff Survey - Opening Hours Review

**Q5 Do you have any other comments or feedback about the proposed opening hours?**

Answered: 31 Skipped: 11