
24/7 CAMPUS: WORKING GROUP REPORT

1. Purpose of Paper

This report is a summary of the main findings and recommendations from the 24/7 Campus Working Group.

2. Background

2.1 During the process of evaluating the Service Development Plans (SDPs), the issue of extended opening hours for services and facilities on campus and the notion of a '24/7 Campus' emerged as a major cross cutting theme.

2.2 At its meeting held on the 11 March, APRC took the decision to convene a working Group to consider the issue and report back to the Committee at its meeting scheduled for the 17 June. (APRC Minute 87)

2.3 Although the issue of the 24/7 Campus is a new development for the School to consider, there have been previous discussions on extended opening hours for the Library and a sustained campaign from the Students' Union on this issue. However, the purpose of this group was to consider all the issues associated with extended opening hours and the 24/7 Campus, including, but in no particular order:

- The strategic drivers for extended opening hours, particularly the business need for 24/7 Campus against actual/predicted market demand ;
- Benefits to current students;
- The need for a clear strategic conception of a what a 24/7 Campus is and what purpose it serves;
- The need for School wide consultation on extended hours and the 24/7 Campus;
- The feasibility of a 24/7 Campus given current buildings and infrastructure;
- Alternatives to 24/7 Campus, e.g. 18/6 Campus, increased provision of electronic learning resources;
- Duty of care towards students/staff and users of 24/7 Campus;
- Impact on facilities, buildings and infrastructure;
- Increased costs of extended operations;
- Impact on staff;
- Impact on other activities under taken by the School;
- Market benefits of increased opening hours.

2.4 The Group met on four occasions and consulted widely within the School on the issues and implications of extended opening hours from a variety of interested parties. The Group benefited from written submissions and discussions with representatives from ARD, Conferences and Events, Residences, Human Resources, Catering, Trades Unions, Estates and Security, the Library and ITS. In addition, invitations were sent to a wide cross section of student body offering them the chance to inform the Group of their views. Although, the achieved sample was disappointingly small, a total of 6 students either met with members of the Group or supplied written comments, the issues raised were given serious consideration by the Group and it was felt that a further consultation should be held during the next stage of the deliberation process.

2.5 The Library was due to report to APRC in May 2008 on the current usage during extended opening hours in Michaelmas and Lent Terms. It was considered more appropriate to take these figures as part of the deliberations of the 24/7 Campus Group. The Library's full report is thus appended to this report.

3. Main Findings

- 3.1 The Group is convinced that there is no persuasive evidence for the School to implement a general extension of opening hours or move towards a fully operational 24/7 Campus at this stage. It should be noted that many areas of the School already operate beyond what are perceived to be 'normal' working hours, including Residences, Conferences and Events, the Library and IT Services. Also, many activities of the Students' Union take place outside of normal working hours.
- 3.2 The Group notes the concerns of IT Services that they are not able to offer end-to-end user support outside of the School's core hours to many of the services identified in 3.1 and especially Residential Services. IT Services are aware of the demands for this support and are planning to investigate and address this issue through its SDP. The timescale for this process is likely to be at least two years and meeting the requirements for end-to-end user support may carry substantial cost implications for the School. The Group expresses its strong support for IT Services and notes their concerns with regards to any further extension of opening hours. The Group is fully aware of the need to balance extended opening hours and the level of IT Support needed, with the concerns of IT Services to provide that support.
- 3.3 However, the Group have been able to identify certain areas of activity within the School where an extension of opening hours and activities should be considered, either as part of a wider strategic initiative designed to benefit the wider reputation of the School, or to provide enhanced learning opportunities for its students.
- 3.4 Any move to extend opening hours will need careful liaison, co-operation and possible consultation between HR, the Unions on campus and those staff affected by any such moves. The School should also research the examples of best practice in the sector in relation of the duty of care it owes to its staff and students who maybe working on campus, particularly late at night or early in the morning.
- 3.5 The School needs to be aware that opening up extra study facilities etc, will have an impact on the buildings and infrastructure concerned, including the IT technical infrastructure, as these have not been designed with extended use let alone 24/7 use in mind. In addition, there is likely to be additional costs associated with these activities, such as heating areas of the School's buildings to support individual rooms and facilities. There will also increased burdens in relation to the services necessary to support these areas, for example security, cleaning and maintenance activities.
- 3.6 **Supporting Conferences and Events:**
- 3.6.1 Many events take place in the School in evenings during term-time, including high-profile and well-attended public lectures. The Group thought it unfortunate that, at the end of these events, there was no provision for those attending to socialise, or to take refreshments, except for receptions on the 5th floor of the Old Building.
- 3.6.2 The Group felt that the geographical position of the Garrick presents the School with an excellent opportunity to enhance the quality of its provision, and thereby its reputation. Extending the opening hours of the Garrick, on evenings when conferences, events and public lectures take place, would enable the School to offer a complete package of high-level events, balanced by the opportunity to relax and socialise afterwards. The Group therefore felt that consideration should be given to extending the opening hours of the Garrick, and inviting all those attending events to visit there afterwards. Therefore, both Catering services and Conferences and Events should be encouraged to work closely together to maximise the opportunities on offer to enhance the reputation of the School.
- 3.6.3 Any decision to open the Garrick should be undertaken on a trial basis of 6 months during the forthcoming academic year. As the Group judges this to be a strategic issue for the School, aimed at boosting the reputation and profile of the School, increased levels of support and resources will be necessary to support these aspirations.
- 3.6.4 Furthermore, given its location, consideration should be given to increasing the use of the Garrick to hold receptions and departmental events.
- 3.7 **Social Study Space Provision:**

- 3.7.1 The Group is concerned that the School is short of study-spaces at all times during the day. There is also demand for some spaces to be operational at least until midnight. The impression is that the provision of dedicated study rooms has decreased over recent years while the number of students has increased. Students have expressed a wish for a variety of study spaces. These range from dedicated quiet rooms; rooms with IT facilities; spaces that enable a mix of study and social learning with facilities for catering and music and spaces suitable for group learning. In part, the Group believed that these requests reflect an increasing variety of work-patterns amongst students. In responding to these demands, the Group feels that it is desirable, not least on security grounds, to meet this need by encouraging the use of a few reasonably large spaces, rather than creating a number of smaller spaces dispersed throughout the School.
- 3.7.2 Therefore, during the course of its deliberations, the Group has become convinced that the most pressing need is to increase the provision of quiet and comfortable workspaces available throughout the day, that would also allow students the option to work in a way that suits them. On the basis of the consultations held so far, there appears to be an element of doubt as to whether extending the opening hours of the library would be an effective means to satisfy these particular needs. Views were expressed to the group by students on the need for social/ study spaces in addition to the library.
- 3.7.3 These spaces should be available throughout the day and open throughout the academic year up to 12.00pm at night. Two possible solutions present themselves. In the short term, using the facilities provided by the re-developed 'Brunch Bowl' as social/relaxation area in conjunction with the hours that the library opens remains an option. A medium term option would be to develop the Atrium in the Main Building as a combined social/learning space.
- 3.7.4 As a longer term solution, serious consideration should be given to creating a social/ study space that is integral to the library and would endow the library with a flexible learning space that would satisfy the needs of future students. However, the Group recognises that the library's status means that it is used by a wide range of users, as well as students of the School, and any proposals for an integrated learning/café space would need to be well balanced and thought through. In addition, any such proposals would need to be thoroughly integrated into the existing estates strategy.
- 3.7.5 Any provision of extra study spaces, particularly, outside of normal hours will mean that the School will need to work with the Students Union and the Teaching and Learning Centre to actively promote sensible working patterns and encourage students to maintain a work life balance.
- 3.7.6 The School should also be aware that in these circumstances, the expectations of users as to the level of service they would receive may be unrealistic and needs to take steps to make them aware that the level of service available outside of core hours will inevitably be at a reduced level to that provided during normal hours, especially for IT Services and the Library.

3.8 Library

- 3.8.1 The Group notes that the Students' Union remains convinced that opening the Library on a 24/7 basis is a solution to the needs of students; a view reiterated throughout the group's deliberations by the General Secretary of the Students' Union who was a full member of the Group. It notes that the Students' Union campaign garnered over 1,300 signatures to its petition and that it will continue to campaign on this basis.
- 3.8.2 The Group also notes that opening the library on 24/7 basis throughout the academic is feasible from an operational perspective. A number of issues and scenarios have been considered including the option of extending the opening hours of the library with restricted access to the ground floor only. However, after consideration, it was felt that this option would cause additional potential pressure points on the building infrastructure, and would create additional security concerns. Therefore, any decision

to extend the opening hours of the library should be on the basis that the whole library would be open.

- 3.8.3 However, the view of all members of the Group other than the General Secretary of the Students' Union is that they remain unconvinced of the arguments to extend the opening hours of the Library to a 24/7 basis throughout the entire academic year, and therefore do not intend to recommend this course of action to APRC. Crucially, the Group felt that by focusing on the issue of 24/7 opening hours for the Library the real issue to emerge from this process, of providing more high quality and diverse study space on campus, was obscured. Further more, it was felt that the usage of the Library during its current extended periods did not justify any move to full 24/7 opening throughout the academic year and the situation should remain as it currently stands.

4. Recommendations

- 4.1 There is a clear need to provide a relaxation and catering facility independent of the library building. Therefore, once the current redevelopment of the Brunch Bowl and Beaver's Retreat is completed, this facility should be opened from 8.00am to 12.00pm during the Michaelmas and Lent Terms to provide a social/ study space to complement the opening hours of the Library. Crucially, catering facilities either in the form of a café service or through vending machines should be integral to this. During the extended opening hours of the Library during the summer term, the Brunch Bowl should be open on a 24/7 basis. This proposal should be implemented for the 2008/09 academic year.
- 4.2 As a medium term solution, consideration should be given to redeveloping the Atrium as a learning space. This proposal, if accepted, should be fully integrated into the Estates Strategy with a view to implement by 2009/10.
- 4.3 That during the academic year 2008/09, the Garrick should extend its opening hours into the evening from Monday to Thursdays for a trial period of 6 months, not least in order to provide the School with a unique opportunity to enhance its reputation by offering a complete package of high level lectures and events, balanced by opportunities to relax and socialise afterwards.

REPORT ON LIBRARY USAGE DURING EXTENDED OPENING, MICHAELMAS AND LENT TERMS 2007/8

1. Introduction

In 2006/7 as part of its APRC Review the Library requested additional resources to allow the 24-hour opening pilot in Michaelmas and Lent terms in 2006/7 to be made recurrent from 2007/8 onwards. The APRC Review Group decided not to agree to the request, finding that “the gross costs of a 24/7 opening of the Library in MT and LT significantly outweighed the benefits that the Review Group could identify”. The Group did, however, recommend that APRC make additional resources available recurrently (£36k) to allow for extended opening until midnight in MT and LT, as well as some limited extra 24-hour opening during identifiably busy weeks and weekends in MT and LT. At its meeting on 29 April 2007 APRC approved the recommendations and called for a review to be undertaken in May 2008. As part of this review the Librarian was asked to report on the usage levels of the extended hours and to include comparisons with the opening hours of other universities. It was subsequently decided that the report in question should go not to APRC but to the new group set up in Spring 2008 by APRC to take forward 24/7 campus issues thrown up by the SDP exercise. This is that report. The usage analysis is below, and a chart showing the experience of some academic libraries which open during MT and LT, as opposed to Summer Term which is the norm in a much larger number of libraries, is attached.

2. Background

In Michaelmas and Lent terms 2007/8 the Library opened from 8 am to midnight seven days a week during MT and LT. This represented an increase of an additional hour on weekdays, between 11 pm and midnight, and five extra hours each on Saturdays and Sundays, where hitherto the hours had been 10 am to 9 pm. The additional resources allocated by APRC allowed for just one additional week of 24-hour opening, and in consultation with the Students Union it was decided to add that one week to the start of the pre-exam time ST opening, so that the Library is now open for 12 rather than 11 weeks up to the end of exams. This report summarises usage of the Library in the extended opening times *in the evening*, based on regular headcounts, and compares usage with previous years.

3. Headcount data

Library security staff carry out an hourly headcount during extended opening hours, and also at hourly intervals during periods of 24-hour opening. Summary data is below:

| Session | Term | Average headcount at 10 pm | Average headcount at 11 pm |
|---------|------------|----------------------------|----------------------------|
| 2005/6 | Michaelmas | 681 | N/A |
| | Lent | 313 | N/A |
| 2006/7 | Michaelmas | 233 | 180 |
| | Lent | 276 | 212 |
| 2007/8 | Michaelmas | 273 | 136 |
| | Lent | 243 | 169 |

Table 1. Average headcounts at 10 pm and 11 pm

Note:

2005/6 – the Library closed at 11 pm. No 11 pm count was taken

2006/7 – the Library was open 24-hours on a pilot basis

2007/8 – the Library was open until midnight

4. Analysis

Table 1 shows that the 10 pm headcounts in 2007/8 hold up reasonably well against the headcounts for 2006/7, when 24-hour opening was in operation. It should also be noted that there is an overall

decline in headcounts between 2005/6 and 2006/7. This is most likely due to 24-hour opening spreading the load more evenly across the whole 24-hour period.

There are difficulties in comparing 2007/8 hour-on-hour with the previous session, 2006/7, because patterns of usage over 24 hours are very different from those when the Library is approaching its closure time. In order to gauge usage in the final hours approaching closing time, we have compared 10 pm attendance in 2007/8 with the session two years before, 2005/6:

| | 2005/6 | 2007/8 | Percent change |
|-------------------|--------|--------|----------------|
| Michaelmas | 681 | 273 | -60% |
| Lent | 313 | 243 | -22% |
| Overall | 497 | 258 | -48% |

Table 2. Comparison of headcounts at 10 pm

This shows a marked reduction. In 2005/6 10 pm was one hour before closing, and in 2007/8 10 pm was two hours before closing. Usage behaviour tends to be different as the closing time approaches: students either leave during the last hour, or leave their study desks in order to check out books. Allowing for the “last hour” effect, the comparison of last hours gives:

| | 2005/6, 10 pm | 2007/8, 11 pm | Percent change |
|-------------------|---------------|---------------|----------------|
| Michaelmas | 681 | 136 | -80% |
| Lent | 313 | 169 | -46% |
| Overall | 497 | 152 | -69% |

Table 3. Headcounts during last hour of opening

The above tables show a marked overall decline in average headcounts from 2005/6 to 2007/8, and also a marked decrease in usage both at 10 pm, and in the last hour of opening. However, in comparison with 2006/7 when 24-hour opening was in operation, the 2007/8 figures hold up reasonably well (see Table 1), showing a small increase in Michaelmas and a small decrease in Lent, for these times of the evening.

When trying to assess the uptake of extended opening in 2007/8, the overall decline in headcounts between 2005/6 and 2007/8 skews the picture. The following table therefore shows the headcounts in the final hours as a proportion of average daytime headcounts. This should represent a measure of how likely students are to attend in the final hour, if they visit the Library at all that day:

| | 2005/6, 10 pm | 2005/6 daytime average | Percent in last hour | 2007/8 11 pm | 2007/8 daytime average | Percent in last hour |
|-------------------|---------------|------------------------|----------------------|--------------|------------------------|----------------------|
| Michaelmas | 681 | 1642 | 41% | 136 | 988 | 14% |
| Lent | 313 | 911 | 34% | 169 | 759 | 22% |

Table 4. Final hour average headcount as proportion of daily average headcount

In Michaelmas 2007/8 attendance in the final hour was 14% of the daytime average, a marked decline over 2005/6 when final hour attendance was 41% of the daytime average. The Lent figures show a less marked reduction in attendance between the two sessions, from 34% to 22%.

5. Conclusions

Opening to midnight in 2007/8 does not appear to have been taken up readily by users. Although more users visited the Library at 11 pm in Michaelmas 2007/8 than did the previous year, the overall proportion of users attending in the final hours, compared with daytime attendance, is low compared with two years ago.

The reasons for the overall decline in headcounts between 2005/6 and 2006/7 are not clear, although one hypothesis is that 24-hour opening in 2006/7 altered students' attendance patterns.

What does seem likely is that:

- (a) there is not yet a long enough time series of 24-hour library opening in MT and LT to give reliable trend information

- (b) the use of the Library during the extended evening hours is not necessarily a predictor of usage during full overnight opening

The attached chart showing responses from a number of academic libraries which have introduced MT and LT 24-hour opening gives some interesting information. The replies show both a rather unclear usage picture, much like our own figures, and also some interesting insights into the institutional motives for introducing MT and LT 24-hour opening, which are by no means always linked to cost or usage levels. Reputation, the student experience, and other things happening on campus appear to be reasons for some of the 24-hour library opening experiences, and these may be of interest to the recipients of this report, ie members of LSE's own group looking at the 24/7 campus in the round.

Jean Sykes
28 April 2008

Question to SCONUL members re 24 hour library opening during Michaelmas and Lent terms (29 January 2008)

| University | Comments |
|----------------------|--|
| University of Bath | <ul style="list-style-type: none"> • From October 2006 until May 2007 just under 12,000 students registered at the University • Spreadsheet of turnstile statistics from October 2006 until May 2007 shows rough averages as follows: 10pm 1,000; 11pm 500; 12 midnight 100; 1am 50; 2am 45; 3am 35; 4am 25; 5am 15; 6am 15; 7am 50; 8am 1,000. |
| University of Exeter | <ul style="list-style-type: none"> • Providing 24/7 Main Library provision officially as a pilot year running from late September 2007 to early July 2008. • Decision what to do from July has a number of impacts, e.g. on building logistics, staffing, service implications. • Decision whether or not to carry on will be balanced between operating costs, usage patterns, politics (once you start can you stop?), university ambitions (it is a useful selling point) • No special funding received to carry out pilot • Although students pressing hard for 24/7 opening, they then made an accusation of lack of environmental concern for leaving the lights on • No regular means of counting occupancy at set times – just regular gate readings • Constituency of around 11,000 students who regard the Main Library building as their home library. <p>Occupancy varies considerably:</p> <ul style="list-style-type: none"> ➤ Average entry figures between 3am and 8.30am during this period are just over 100 per day ➤ 5am, anecdotally, the quietest time, builds up quickly after 7am ➤ Recently did a full head count at midnight as part of a sustainability survey – 85 people working in the Main Library at that time ➤ More than 700 entrances between 3am and 8.30am on a Friday falling in the end of semester exam season. |
| Kingston University | <ul style="list-style-type: none"> • 19,981 students in total (as of 1 December 2007) • Open 24 hours from November to June on two campuses (breaks for Christmas and Easter) • Only open Sunday to Thursday • Sunday is busiest night • Usage varies between the two campus LRCs involved which operate on very different seasonal patterns. • Although figures go up and down, at busy times, never went below 250 all night on one site • Have own in-house staff specially recruited, usually 8 staff per night across two campuses • All staff are now permanent, working one, two or three shifts per week. <p>Night opening November 2007 – March 2008 Nightingale Centre Generally peak is between 50 and 130, but some Sundays are much busier. 9 December and 13 January were noticeably busier, but the busiest night</p> |

| University | Comments |
|--------------------------|---|
| | <p>by far has been Sunday 9 March with a maximum of 363 students at 9.30pm, dropping to 208 at 5.30am.</p> <p>Penrhyn Road Penrhyn Road has shown a more gradual increase through each Semester, resulting in a maximum of 276 students and numbers not dropping below 50 at the end of Semester 1. Semester 2 started quietly, but numbers are now starting to increase.</p> |
| Northumbria University | <ul style="list-style-type: none"> • “24x7 will prove simpler logistically for lots of reasons” (Professor Jane K Core, Director of Library and Learning Services). • “At this campus we had 17,324 students (fewer FTEs) in 2006/7” • Normally open until midnight and have seen a huge increase in students leaving in the last hour. i.e. might stay longer if they could, but whether 2am opening would satisfy, or they need 24x7 not sure. • A rough look at the raw data suggests that as many are now leaving at midnight as at 7pm, whereas before leavers tailed off in a nice curve, suggesting now need longer opening. • Just tried January exam opening for the first time • Access control data for January 2008 24x7 opening: <ul style="list-style-type: none"> ➤ Difficult to compare overall numbers as the periods were very different and the April/May period was more prolonged and included assignment weeks as well as exams. ➤ Overall 3,033 people entered City Campus Library in January 2008 (13 days), compared with 7,400 in April/May 2007 (6.5 weeks but including one vacation week) |
| University of Nottingham | <ul style="list-style-type: none"> • Came to conclusion that 24 hour opening was something of a talisman issue for students and that efforts should be made to give them what they want without setting tough targets about immediate uptake. • Now open largest library (Hallward Library) all of term time throughout the year from November onwards. • Usage OK, but other major benefits, not least PR benefits with existing and prospective students. |
| Swansea University | <ul style="list-style-type: none"> • Student population 11,500 • Piloting 24 hour opening during their two exam periods this academic year (January and May/June 2008) • 24 hour opening pilot during the January 2008 examinations fortnight (13 to 25 January 2008) <ul style="list-style-type: none"> ➤ Opening hours were: Sunday to Thursday: 24 hour opening, Friday and Saturday 8am to 8pm ➤ It was not practicable to count students throughout the building, so to gauge demand for 24 hour opening attendants were asked to make an hourly occupancy count in the main Study Hall where most students concentrate during the evenings. The total occupancy level in the building is therefore estimated (occupancy count for the Study Hall inflated by 50%) ➤ Average occupancy level from 22:30 to 07:30: 38 ➤ Occupancy rates varied significantly from day to day |

| University | Comments |
|-----------------------------------|--|
| | <ul style="list-style-type: none"> ➤ First week of trial period was busier than the second. This was almost certainly related to the number of exams the next day. |
| University of the West of England | <ul style="list-style-type: none"> • Frenchay campus library (the largest of UWE's 5 libraries) is open on a 24 hour basis from September to May. Now into the fourth year of this arrangement. • About 17,000 of the university's 27,000 students are based on the Frenchay campus • Overnight occupancy figures during autumn and spring terms fluctuate around 100 at midnight and 50 by 2am – after that numbers fall away to very little and then start to rise from 7am. These are snapshot figures from the Library's Sentry access control system. • Friday and Saturday night occupancy levels are generally lower. • Figures represent a very small percentage of total potential student users at the Frenchay campus • 24 hour opening of the Library was part of the development of a wider concept of a '24 hour hub' at the centre of the campus (where the Library is located) in tandem with the construction of major new student accommodation on campus (a 'student village' accommodating 2,000). |