YKN

2011 2016

Council for Public Libraries
Strategy 2011-2016

Library
– where people and ideas meet

The library is inspiring

The library is surprising

The library is empowering

> The goal of public libraries and information services is to promote equal opportunities among the population for education, literature and art, the continual development of knowledge and civic skills, and for internationalization and life-long learning. The goal of library operations is also to promote the development of virtual and interactive online services and their educational content.
>
> *Library Act (904/1998, unofficial translation)*

Council for Public Libraries
Strategy **2011–2016**

The values of public libraries

Equality

Transparency

Reliability

Sense of community

Open–mindedness

Free access to information

> The categories of wisdom are: "remote wisdom" [...]. What does this mean? This means that matters are considered in advance and that an event is imagined vividly, so that once it happens, the choices are clear. This skill is by no means common. For those who have it, let's consider it a good thing! However, this skill has two serious deficiencies; it may not happen for reasons unknown, or it may transpire in a different way. The one who knows to take these into consideration has the world at his feet...
>
> Source: Huovinen, Veikko 1952. Havukka-Ahon ajattelija. WSOY: Helsinki. Chapter 6, page 83. (Unofficial translation)

Council for Public Libraries Strategy 2011–2016

O Introduction

Council for Public Libraries - Strategy 2011-2016

The Council for Public Libraries (YKN) gives a unified voice to its public libraries and strives to achieve the goals, which all of the libraries have together stated to be important.

Modern times emphasizes efficiency and influence. The actors who manage the best have a clear concept of their own role in society now and in the future. For this reason, the YKN established a team to outline a strategy for the Council until 2016. The goal was to generate a shared view based on broad discussion about the types of future desired by public libraries.

The strategy team included library directors Tuula Haavisto from Tampere (chairperson), Hilkka Kotilainen from Kuo-pio, Virpi Launonen, initially from Punkaharju and later from Mikkeli, Pirkko Lindberg from Oulu and Johanna Vesterinen from Jyväskylä and the secretary of the Council for Public Libraries, Erkki Lounasvuori, from the Helsinki City Library - Central Library for Public Libraries. With assistance from the Ministry of Education and Culture, consultant Marja-Leena Johansson, from Talent Partners Public Consulting Oy, was hired to support the strategy work. As the work progressed, strategy options were considered many times within the Council for Public Libraries, during a meeting in the Central Library, at regional library meetings and on other occasions. KirjastoWiki provided the opportunity to make comments.
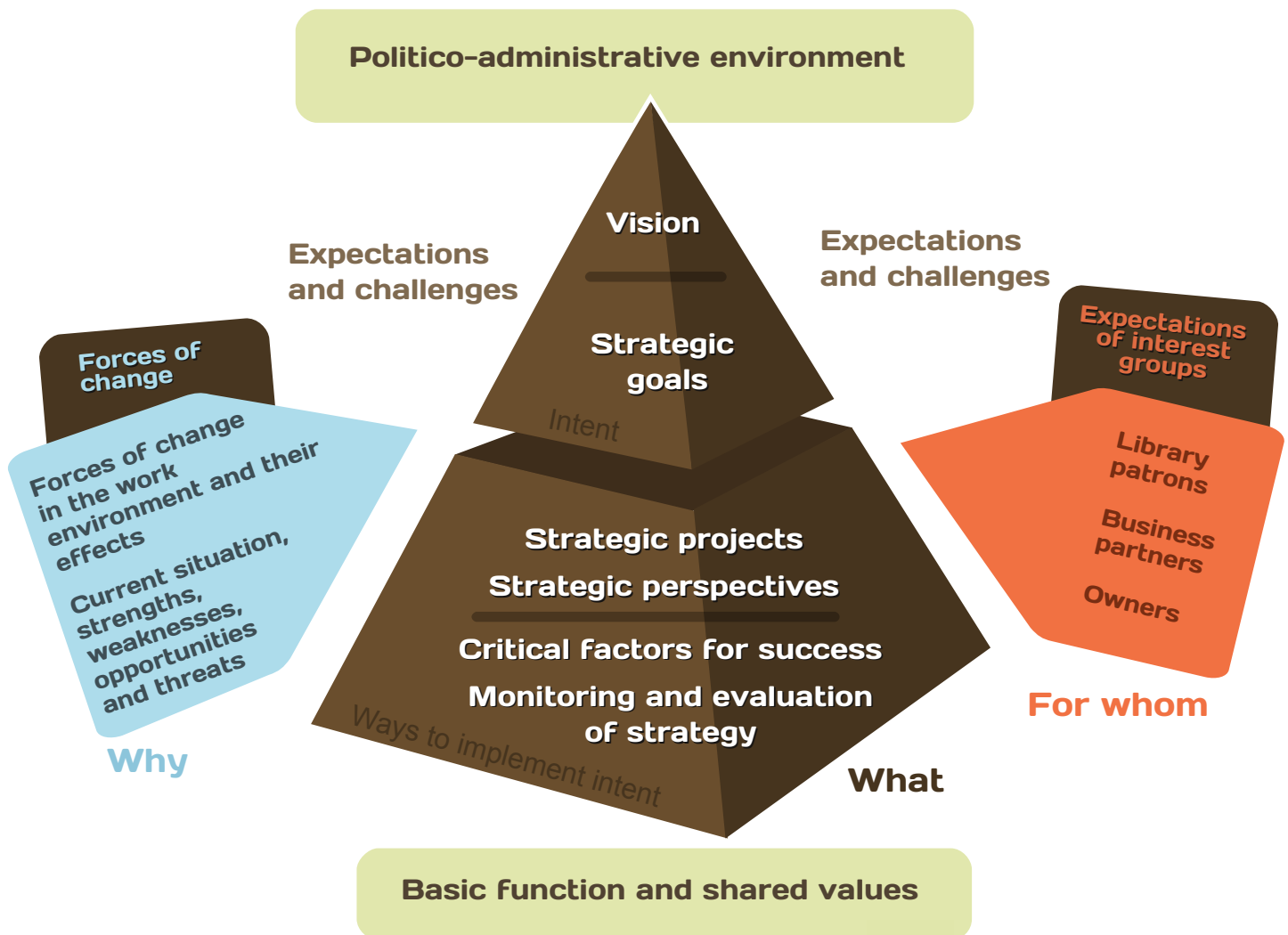
In association with this strategy, it is also worth becoming familiar with at least the following documents:

- Network strategy of the Council of Public Libraries
- Strategies of the Ministry of Education and Culture
- Common national catalogue, now and in the future – facts and visions (2009, Tonteri & Hyvönen)
- Library systems now! report (2009, Haavisto, Jokinen & Ojala)

The team ended up writing two different versions. The brochure-type version intended for decision-makers supports the lobbying and marketing of public libraries. It includes common guidelines for municipal libraries, regardless of the size or location of the municipality. The decision-makers' version meets the central, external strategy challenge of how to ensure the appeal of library services and service ability in the future, as the competition for people's free time grows.

This document is a version aimed at library professionals. The common solutions and recommendations presented in it are intended for both the Council for Public Libraries and for public libraries. Its goal is to recognize and meet the ex-ternal and internal challenges shared by public libraries, for example, laying the foundation for one shared catalogue and future system solutions.

Framework for the outlined strategy

Politico–administrative environment

Vision

Expectations and challenges

Expectations and challenges

Strategic goals

Intent

Expectations of interest groups

Forces of change

Forces of change in the work environment and their effects

Current situation, strengths, weaknesses, opportunities and threats

Library patrons

Business partners

Owners

Strategic projects

Strategic perspectives

Critical factors for success

Monitoring and evaluation of strategy

Ways to implement intent

Why

What

For whom

Basic function and shared values

The dimensions of the strategy for the Council of Public Libraries

1 Basic functions of libraries

This strategy focuses on new matters, a vision toward which to proceed. For this reason, the basic functions will only be reviewed briefly.

The commission presented by the Library Act (904/1998) can be considered the mission of public libraries. According to the act,

> The goal of public libraries and information services is to promote equal opportunities among the population for education, literature and art, for the continual development of knowledge, skills and civic skills, and for internationalization and life-long learning.
>
> The goal of library operations is also to promote the development of virtual and interactive online services and their educational content.
> (Unofficial translation)

Basic functions of libraries in practice:

The library feeds reading habits, imagination and desire for knowledge of all ages.

The library supports systematic and independent learning.

The library provides substance for personal development.

The library provides people with joy, recreation and experiences.

The library is the way to knowledge of cultural heritage and research.

The library is a meeting place for different cultures.
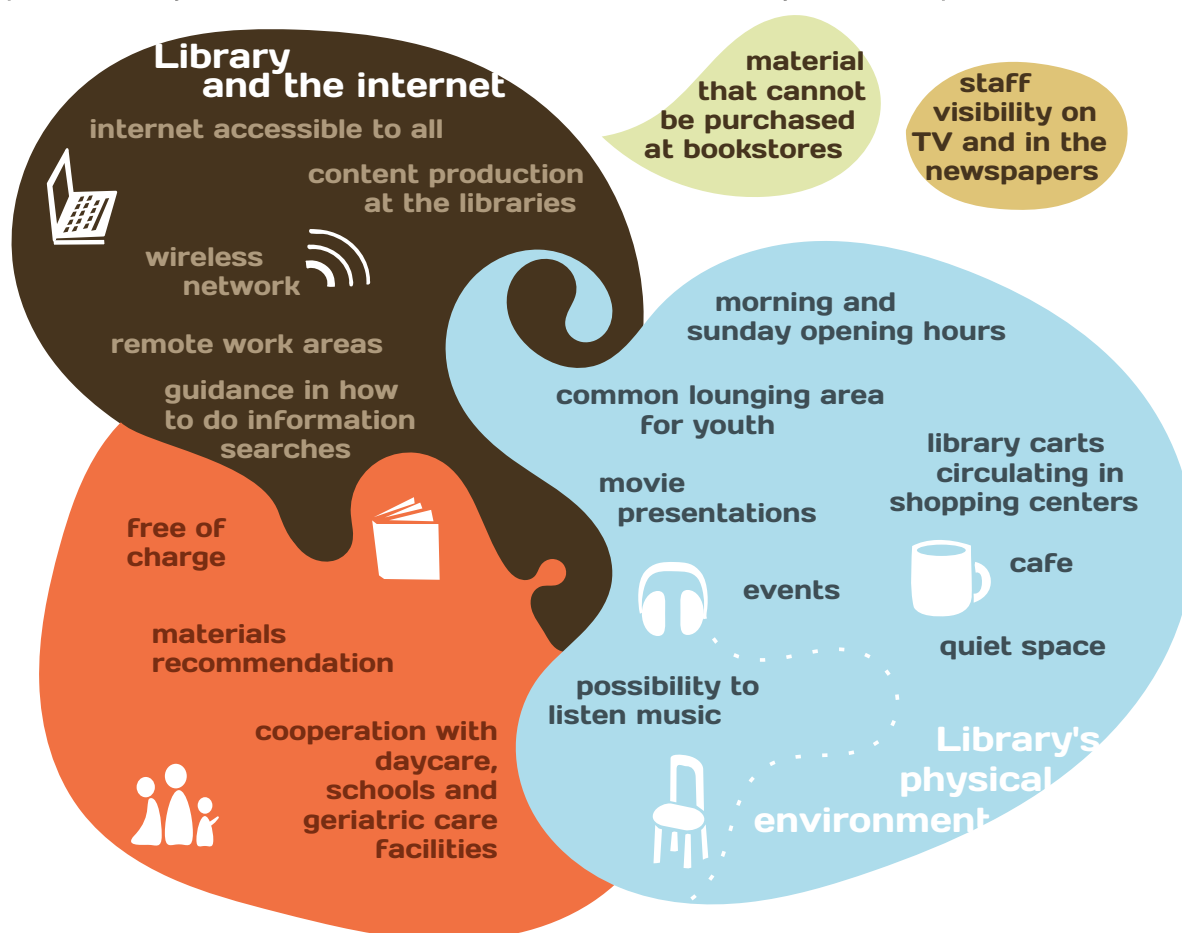
The library is a source of basic information.

The library works in cooperation with local associations and other community actors.

The library supports citizens' information society skills, such as media literacy.

Changes in the environment

Many general changes are reflected in the municipal libraries. The more significant changes from the point of view of the everyday routines in libraries are those prompted by the Internet and other types of networking. There is also Google and many other competing information sources.

Changes in the demographics, such as aging, changes in level of education and immigration are visible in library pa-trons, for example, in the expanding range of language skills they have. Competition for the library patron's attention and free time is getting tough. The number of those who don't use the library is growing. Youth reading, listening and information gathering habits are based more and more on online media and downloading information directly from the original sources. The types of library services thus far have not been necessary for these patrons.
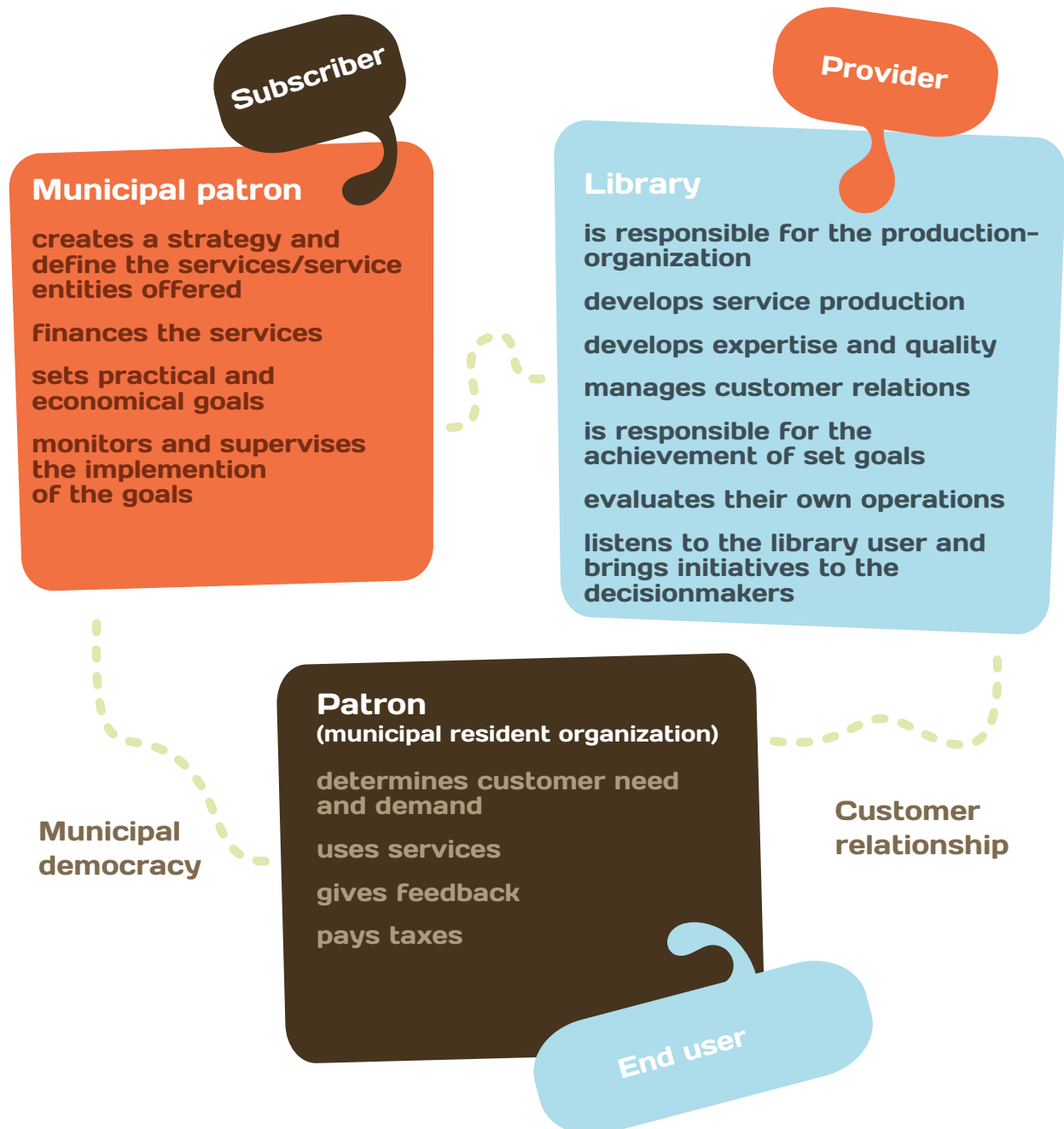
Library and the internet
internet accessible to all
content production at the libraries
wireless network
remote work areas
guidance in how to do information searches

material that cannot be purchased at bookstores

staff visibility on TV and in the newspapers

morning and sunday opening hours
common lounging area for youth
library carts circulating in shopping centers
movie presentations
events
cafe
quiet space
possibility to listen music

free of charge
materials recommendation
cooperation with daycare, schools and geriatric care facilities

Library's physical environment

In 2008, the interactive "Ota kantaa" feedback website asked people what they needed and expected from libraries. The answers have been summarized in the diagram above.

Material is changing. A larger and larger portion is available in different digital versions, which also generates new types of media. The uploading of recordings to the Internet is a significant issue for libraries. The break-through of electronic books is beginning to gain credibility in Finland as well. Author's editions are also on the rise. Publishing policies are changing within material genres. For example, the content change in non-fiction is significant, since more and more particularly sellable titles are being produced.

Public library interest groups are creating their own strategy, which has an influence on the libraries' activities, oper-ating conditions and cooperation. These are the strategies of municipalities, the Ministry of Education and Culture and other library sectors.

Technological changes, such as transfer to the MARC21 format, Open Source and other new opportunities available in the operating environment, influence libraries' definitions of policy and library system solutions. Administrative changes are being made on many levels. As a result of the restructuring of municipalities, libraries are coming together and groups of libraries are dissolving and regrouping again. The establishment of regional libraries is also a result of the same trend. New regional administration changes the state's role as a sponsor and director of pub-lic libraries.

The position of libraries in municipalities is also being reformed, in that the administrative models are changing. The subscriber-provider model is being perpetuated whereby the municipality's subscribing party subscribes to library services from the municipal library product by product. The objective of this is to promote the transparency of operations and costs. Evaluation of the effectiveness of operations is also often linked to the subscriber-provider model.

Subscriber

Provider

Municipal patron

creates a strategy and define the services/service entities offered

finances the services

sets practical and economical goals

monitors and supervises the implemention of the goals

Library

is responsible for the production-organization

develops service production

develops expertise and quality

manages customer relations

is responsible for the achievement of set goals

evaluates their own operations

listens to the library user and brings initiatives to the decisionmakers

Patron
(municipal resident organization)

determines customer need and demand

uses services

gives feedback

pays taxes

Municipal democracy

Customer relationship

End user

Subscriber-provider model from the library's perspective.

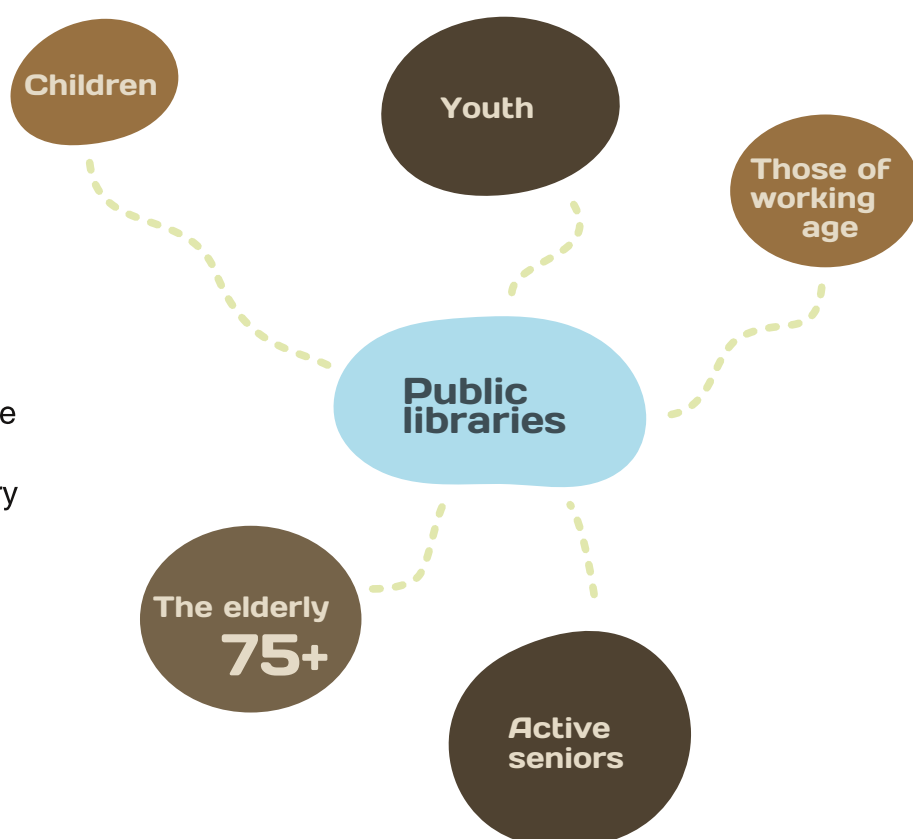# The changing needs of library patrons and segmentation

In response to the changing needs of the library patron community, especially young people, libraries have to rethink and rearrange many fundamental things. They must learn to segment their patrons and to act more with them in areas which also have traditionally been dealt with internally in the library.

Segmentation is needed to ensure that the specific needs of all groups are taken into consideration for certain. Exam-ples of easily overlooked patron groups are youth and immigrants. To library patrons, services still appear the same, with the same level of quality and transparency. In service situations, there is still no differentiation between patron groups.

Segmentation must be carried out in each library separately according to its own patron community, using different criteria in different situations.

The diagram below illustrates an example of segmentation by age. Youth, Active seniors and The elderly 75+ are groups, whose special needs, according to the understanding of the strategy team, have most likely not been met in libraries.

Each identified group should be analyzed more closely in each library, as should the necessary measures.

Children

Youth

Those of working age

Public libraries

The elderly 75+

Active seniors

Development of the visionary phase

The number of people this age is increasing dramatically.

Cooperation with other welfare services is intensifying, with the goal of supporting living at home and improv-ing the quality of life in a facility.

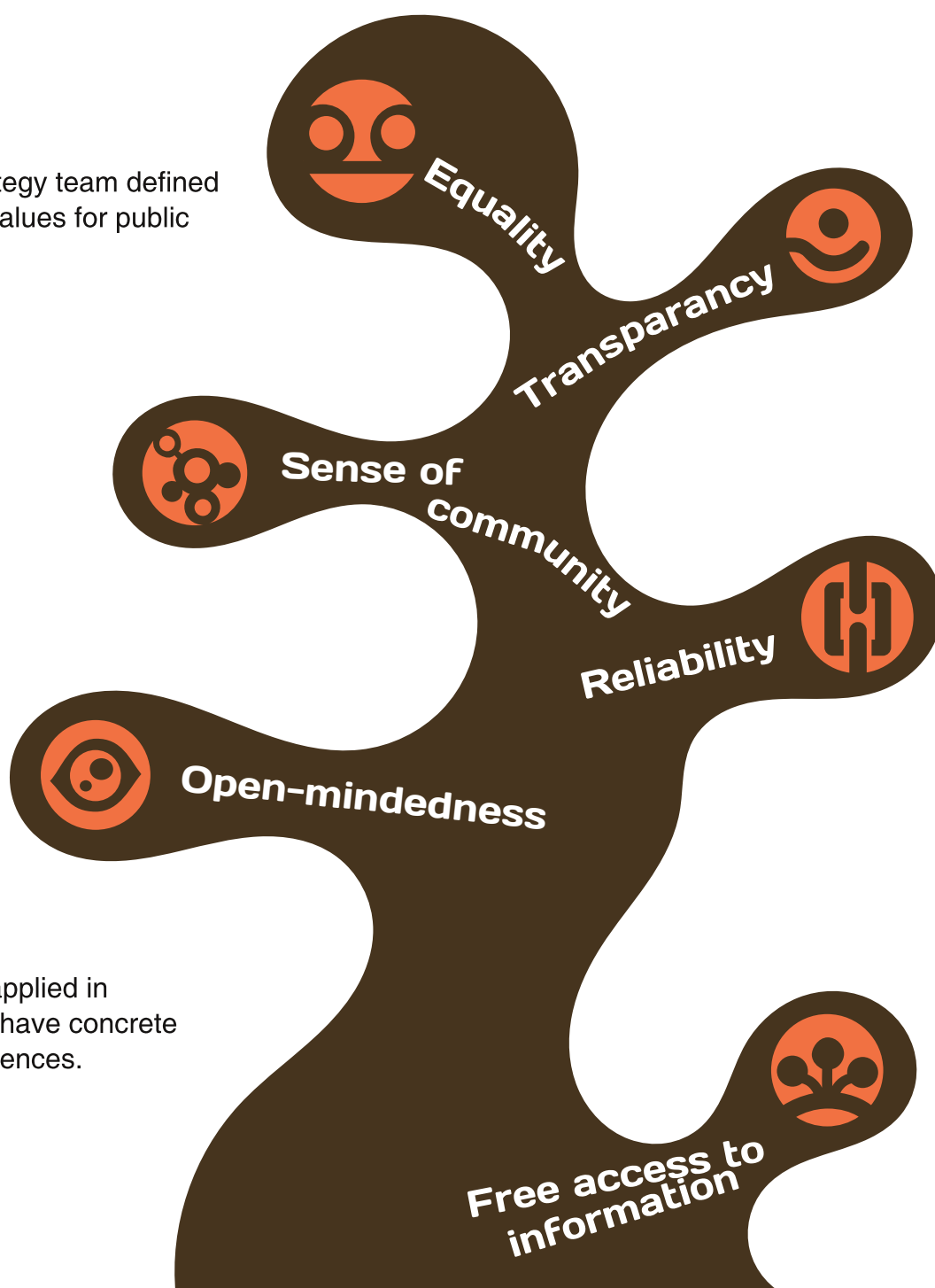## Needs and expectations of this patron group

Emphasis on local services.

Easy access in the library areas, places to rest and think, and home service.

Pages for the library patrons and commenting on the material, as well as tagging in online catalogues, are reinforcing signals that interactivity will take many new forms in the future. In the online world, young people, in particular, take it for granted that patrons will be able to be involved in planning the services. Empowering library patrons to partici-pate in the planning of library services is a new challenge, which ties up resources and generates new possibilities. In Hämeenlinna, a route schedule for the library bus has already been made together with residents' associations. In Tampere, regional Alvari system participants have taken a position on the library network. On Facebook, genuine discussions are beginning to engage patrons. In the future, library work must be planned with consideration to the contribution of active patrons.

Values shared by public libraries

The strategy team defined shared values for public libraries:

Equality

Transparancy

Sense of community

Reliability

Open-mindedness

Values applied in practice have concrete consequences.

Free access to information

Values	Regarding patrons	In internal operations
Reliability	Reliability and currency of information in the different forms Choosing high-quality content	Confidence in and appreciation for the work of other libraries and library profes-sionals, and sharing of information Communication is open and the decisions that are made are accessible to all Actions and communication support each other
Equality	All library patrons are treated equally Libraries and the library network are accessible to everyone The same level of basic services is avail-able to everyone	Fair leadership and management work Work community skills for everyone Acceptance of diversity, i.e. colleagues with immigrant backgrounds
Trans-parency	Taking patron feedback seriously Clarifying the criteria for library work to the library patron, as applicable (for ex-ample, a proposal for acquisitions) Explaining what the library patron can get from the library for the tax money paid	There are clear channels for patron feed-back and it is processed Responsibilities are made clear The system of participation works Important joint decisions are recorded
Free access to information	No commitments to ideologies Diverse collection of material Respecting the library patron's need for information	Continuous updating of knowledge about information contents and materials production Respecting a colleague's right to access information
Sense of community	Offering the library premises to different committees and associations Having the library participate as a partner in the activities of committees and asso-ciations Having the library organize events Having the library offer opportunities to create content	Libraries working together, especially important in the online world Room for exchange of ideas and expe-riences independent of hierarchies
Open-mindedness	Trial and taking into use of new service concepts – risk-taking	Development and taking into use of new things without bias even at the risk of failure Rewarding innovation Observation of other fields and adaptation of good procedures

Council for Public Libraries Strategy 2011-2016

Goal 2016
and how to reach it

This is the kind of public library we want in 2016.

The library – where people and ideas meet

To achieve the vision, both the Council for Public Libraries and municipal libraries must promote in their solutions the goals presented in the following diagram. All areas of library work require change, a significant amount of change, however, being in the use of physical space. For the library patrons, this aspect is also the most concrete, visible part of the library, by which the change can easily be conveyed. Libraries should change into "our" shared space - the library of both patrons and library professionals - instead of being "no-man's-land", or an area just for professionals. In addition to the physical premises, staff policy, collection-related work and the library systems must also be up-dated.

Library inspires

Library is suprising

Library is empowering

Strategic goals	Critical factors for success
	how to reach the goal
The library is inspiring	
The library's physical and virtual spaces are stimulating, convertible and accessible	From a place to store materials to meeting place for patrons
The library is full of events and experiences	Innovation and courage
People meet at the library and at the library's website	Automation of routine activities
The library is surprising	
Producing services suited to youth and immigrants	Development of operations together with patrons
Assisting patrons in finding quality content in modern media	Opening hours suited to the patrons
Patrons get added value from cooperation between the libraries, i.e. one national catalogue and interactive online services	One library patron interface shared by all the libraries
The library enables patrons to create their own content	Shared interactive online services
	Internet work
	Strengthening professional man-agement and leadership
The library is empowering	Strengthening marketing skills
The library provides positive substance in life	Providing guidance in information society skills
The library prevents problems in advance	Networking in new directions
The library is an active and desired partner	

By distinguishing the critical factors for success on the chart, we arrive at actions for the Council for Public Libraries and public libraries to take.

Critical factors for success	What does this mean for how the library operates?	What does this mean for how YKN operates?
Developing operations with the patrons	Combining the skills of the patron and library professionals, for example, in information services and development of services. Communicating in clear language, not using library terminology. Increasing interactivity with the library patron, for example, with regular patron surveys and a systematic library patron feedback system. Research projects and cooperation with educational institutions.	Organizing national patron surveys with the Ministry of Education and Culture, the regional government and the National Li-brary of Finland → results made public National patron survey modeling and building applications for patron surveys. Benchmarking marketing, distribution, etc.
Opening hours suited to the patrons	Determining opening hours together with the patrons, such as residents' associations (see Hämeenlinna's library bus schedules). Using accurate patron statistics in planning opening hours and staffing; open when people are out and about. Libraries also open on weekends, when library patrons are normally free. Online services 24/7.	Distributing good practices nation-wide; some forum for this function.
From place to store materials to a meeting place for patrons	Fresh and interesting supply of materials. Nation-wide collections available through one, shared catalogue. Improving usability of the collection as part of the space planning within the library. Holding events in the middle of the library departments. Areas for lounging, enjoyment, work-ing, group work and quiet time. Convertibility of space.	Managing as many of the routines as possible by a joint system, for example, running one shared patron interface for a materials register(s). A nation-wide image bank of good solu-tions for facilities (i.e. "before and after" pictures). National agenda for collection policy? Emphasizing the importance of the National Repository Library and of the entire library network when planning and refreshing the collection of an individual library. Sharing experiences, highlighting concepts, training, meetings about this topic (such as 29.1.2009 and 28.1.2010).
Strengthening marketing skills	Taking marketing and communications into consideration in staff planning, recruiting non-library professionals, such as publicists etc. Knowing how to prioritize. Purchasing marketing services. Training in marketing. Joint marketing campaigns.	Training in marketing. A positive attitude taken by the Council towards marketing in the education offered for the library branch. National guidelines, for example, for sponsorship. Prioritization of top projects.
Networking in new directions	Community-based Internet sites. Increase internationalization. 3rd sector. New kinds of partnerships, including ones in a library's immediate environment.	Linking the libraries' shared online services to community-based online services. Cooperation with other memory organizations.

Nationally significant library projects	Including the library's online products in the patron interface of the National Digital Library. Including the library's own materials database in the national catalogue. Committing to shared game rules and continued follow-up planning from this perspective. **Result:** Elimination of unnecessary and over-lapping work. Time for other endeavors.	Supervision of interests of national and local online services of public libraries in the National Digital Library's patron interface. A clear stand about the significance the shared catalogue has for public libraries and, through that, the development of the catalogue into a multi-purpose, national online collection. Guidance as to what a shared system requires of single libraries/groups of libraries. Training, theme days about a topic. Guidance – someone from whom even small libraries feel comfortable asking guidance.
Shared interactive online services	Committing to shared game rules. Refraining from going solo, focusing on cooperation, and follow-up planning from this perspective. Safeguarding content proprietary rights with the original authors. → The volume of online services of individual libraries is too small, in order for interesting interactivity to succeed, resources should be combined. → The wheel needs to be developed only once - development of operations, production of content.	Benefits must be explicitly expressed; what guidance can be required of the ma-chine/software supplier? Creating a foundation for these Council decisions (encouragement of the purchasing consortium?). Support of shared intent. Literature-oriented online services for children, youth and adults for the shared use of all. Likewise, "Ask" services. Also shared maintenance.
Automation of routine activities	Mapping of work processes in libraries. Maximum utilization of automation in libraries. Self-service pick-ups of reservations. Channeling professional skills into more challenging library patron service events.	Promotion of nation-wide solutions and sharing of information.
Strengthen professional management and leadership	Leadership, management work and library work require different expertise. Training and consideration when recruiting. Motivating salary, i.e. profit sharing.	Promotion of leadership training. Moving salary issues forward. Influencing education in the branch.
Internet work	Accepting Internet work as an equal work form, alongside work in the physical library. Checking library staff's level of skill.	Continual development of the shared online services. Training.
Guidance in information society skills	Defining the libraries' role in volunta-ry work with media literacy. Checking staff's level of skill.	Influencing the content of education in the library branch. Promotion of media education on the basis of shared ideas, organization of regional media education events.
Innovation and courage	Bold ideas and acts, despite the risks. Learning to take both the successes and the failures. Change of attitude and unlearning. Acceptance of diversity.	Encouraging the sharing of experiences, demonstration of operations models and concepts. Stirring up discussion, sharing, training. Continually renewing, up-to-date devel-opment work both on the Internet and in the physical building.

The change must be must be visible it to be credible and concrete, and it must be measurable, or at least estimated. The following table has a list of "gauges" which participants on the different levels can adapt to their own use.

What is the goal	Where/how is it visible?
From place to store materials to a meeting place for patrons	Usage statistics and library patron feedback
Innovation and courage	Libraries look and feel different, patron feedback
Interactive library patron services instead of routine functions	Time for our quality patron contacts using the shared catalogue, machines etc.
Developing operations with the patrons	Changes in methods of operation
Opening hours suited to the patrons	Opening hours according to when patrons are out and about
One library patron interface for all libraries (National Digital Library)	A new library patron interface (National Digital Library)
Shared interactive online services	The amount of shared interactive online services, i.e. Sivupiiri, Okariino etc.
Internet work	The dispersing of the maintenance for the national online services, distribution of working hours in libraries
Strengthening professional management and leadership	The number of those with leadership and management training
Strengthening marketing skills	Started marketing cooperation introduced by the Finnish Library Association
Guidance in information society skills	Collectively outlined instructional services for information society skills
Networking	Visibility on websites not associated with the library, the amount of events organized through cooperation, sponsorship agreements

Implementation and follow-up

The Council for Public Libraries will draft a work list on the basis of the strategy and the progress and implementation of the work list will be monitored in meetings of the Council and at meetings of the Central Library and regional libra-ries. Including library-related recommendations and proposals in strategies for individual libraries and library groups in recommended.

The strategy is updated or renewed at least every four years.

Library - Where people and ideas meet

the Council for Public Libraries, Strategy
2011-2016

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The Council for Public Libraries (YKN) gives a unified voice to its public libraries and strives towards the goals which all of the libraries have together stated to be important.

Layout and *illustration*: Bastian Salmela

Library
- Where people and ideas meet