IFLA Metropolitan Libraries Section

http://www.ifla.org/VII/s46/index.htm

Managing and Leading Change in Copenhagen Public Libraries

Metlib Conference Seattle,

May 8, 2007

Jens Ingemann

KØBENHAVNS KOMMUNE
Kultur- og Fritidsforvaltningen
Bibliotekerne

Introduction

Jens Ingemann

Library director City of Copenhagen, since 2004

Adjunct professor, Royal Danish Library School

- Copenhagen - capital of Denmark (Scandinavia)
- 500.000+ inhabitants
- Greater Copenhagen Area – 2.500.000/3.000.000 inhabitants (Denmark / Sweden).

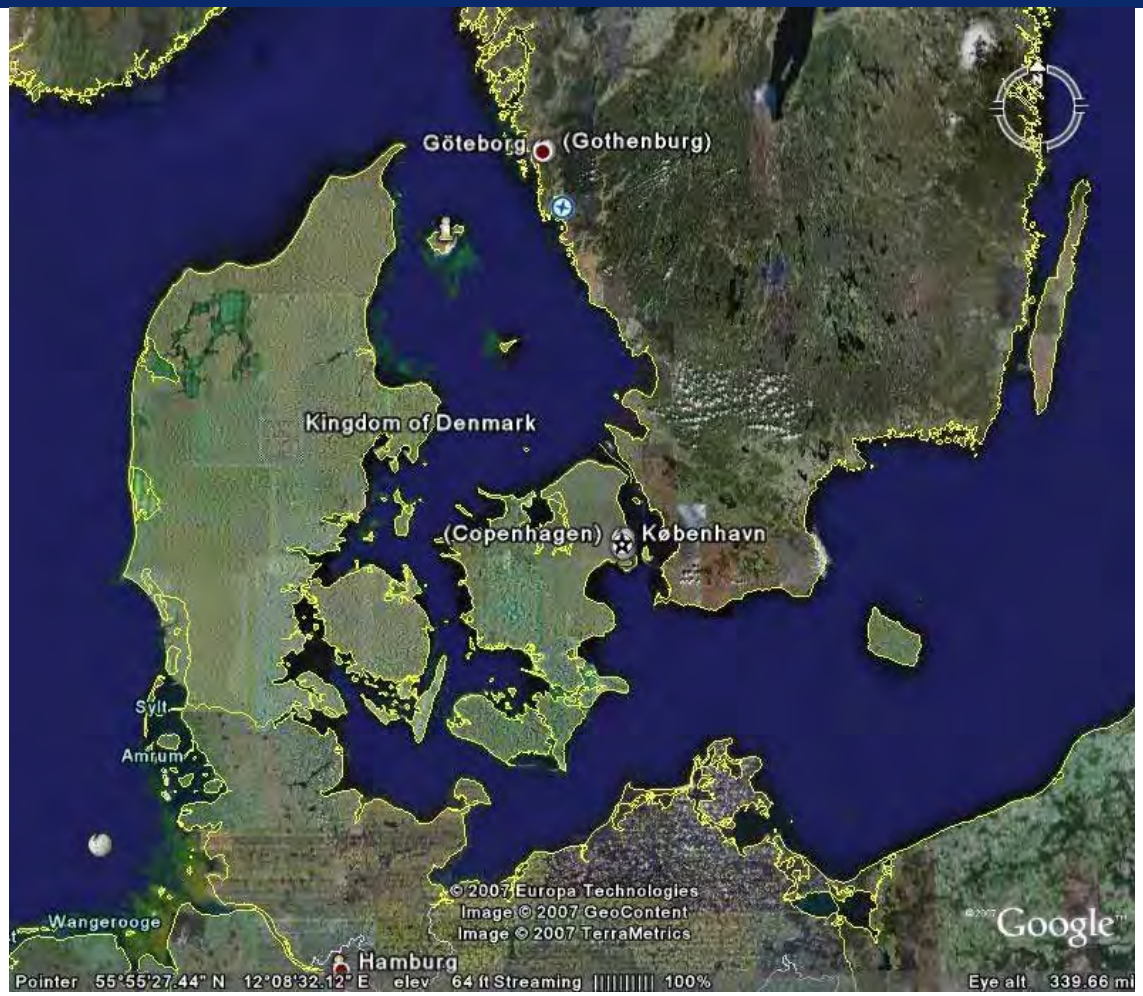
Managing and Leading Change

- Introduction – Public libraries in Copenhagen and in Denmark

Managing and leading change:

- New strategic plan and new library structure
- Copenhagen Digital Library
- Organizational change - efficiency and economies of scale
- Actual development projects
- Staff development

Denmark


Göteborg
(Gothenburg)
Kingdom of Denmark
(Copenhagen)
København
Sylt
Amrum
Wangerooge
Hamburg
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Copenhagen Public Libraries

- 2006 aprox. 3.9 mill. visitors, aprox. 8. mill. loans
- Central library, 19 branch libraries
- www.bibliotek.kk.dk – 2.9. mio. visitors a year

Copenhagen Public Libraries

- Self check out and return in all branches and central library – 90-92%
- Sorting robot in central library
- WIFI in all libraries
- Sms/e-mail notification 3 days before loan period expires
- Fines can be payed with credit card on homepage

Public Libraries in Denmark

- Danish population 5.4 mio
- 98 local library authorities
- per capita library spending 63 euro, library loans 13,58 / year
- Around 5000 f.t.e. in Danish public libraries
- 64% of adult population are public library users - half of them on monthly basis
- First Danish library act in 1920

2000: New Library Vision

- Vision – the hybrid library: The library is present both in a virtual and a physical context
- Development of virtual services
- Close interaction between virtual library services and services in physical library building
- Integrate access to information in people's everyday lives
- The physical library - space for meeting, learning and culture

2000: New Library Act

- Continued free access to all basic services
- Enhanced cooperation between research and public libraries
- www.bibliotek.dk - Public Internet access to national bibliography and AND holdings in all public and research libraries, combined with option to order and pick up a title at any library

www.bibliotek.dk

fng.dk
... guiden til de bedste steder på Nettet
MUSIKBIBLIOTEK.dk
ONLINE MUSIK
BiblioteksVagten.dk
Få svar på alle dine spørgsmål
Litteratursiden.dk
BOTBOT
Juraport.dk
- en guide til jura på nettet og i folkebiblioteket fra biblioteket i Vejle
FINFO
FINFO indeholder:
Information for etniske minoriteter om det danske samfund: Asyl og ophold, arbejde, uddannelse, politik og kultur.
danske billeder
søgning
Søg efter billeder:
Hele landet
Søg
Få råd og tips til søgningen.
BiziGate
Erhvervsøkonomisk portal
Forside · Foreslå link · Hjælp · FAQ
Søg
Udvidet søgning
Emner
Strategi og ledelse (203)
Organisation og HRM (139)
Logistik og produktionsstyring (83)
Virksomheder (116)
Økonomi og statistik på lande (1319)
Markedsføring og handel (542)
Finansiering (222)
Regnskabsvæsen og revision (200)
forfatterweb
Velkommen til Forfatterweb
Forfatterweb er et forfatterleksikon beregnet til hurtig orientering, inspiration eller som udgangspunkt for en opgave.
Eksempler
Pija Lindenbaum
Polfoto
Læs bl.a.
Introduktion
Over åen
Forfatterweb
Forfatterweb for Børn&Unge indeholder ved starten af 2005 133 portrætter af forfattere og illustratorer.
I løbet af 2005 tilføjes ca. 10-15 nye portrætter.
Forfatterweb for Voksne indeholder ved starten af 2005 148 portrætter.
I 2005 er der planlagt ca. 25-30 nye portrætter inklusive opdateringer.

Actual focus areas in Cph.

- Supply of books and other items – more new and relevant items of good quality – both physical and digital – efficient and fast selection- and acquisition process
- Improve service level – less administrative staff, more focus on customer service and development – new organisation
- Enhanced development of both physical libraries and library website – bibliotek.kk.dk
- User surveys – adults, children, web services

Acquisitions – changes in 2006

- Rethinking of work flow means all new items are on shelves 7 weeks earlier than before
- Selection process centralized – selections made for best possible citywide collection, not individual branch collection
- Standard loan period reduced from 5 to 4 weeks to increase circulation
- More money spent on new items
- Result: More new items, more check-outs and reduced waiting lists for new books, CD's etc.

Library Treaths and Opportunities

- Decrease in number of visitors in physical libraries – facilities in bad shape, too few opening hours, competition, other ways of using library services
- Books are bought and read as never before – and citizens use digital services for the physical library on a citywide (and national) level
- Almost everbody use the Internet – and can do more by themselves (Google, Wikipedia etc.)
- Still physical library facilities are essential

New Strategic Plan – Library Policy

- How to cope with changes and opportunities both externally and internally?
- Process involving staff on a broad scale
- Stakeholders were invited to comment on draft version before final political decision
- New library policy approved by City Council in March
- Library strategy must now be implemented

Library Strategy

- Libraries are essential – for local communities, democracy, knowledge, culture and learning
- Backbone:
- Danish library act

Libraries should

1. Offer access to information, knowledge, lifelong learning
2. Promote reading and cultural activities

Library Strategy

- Always user perspective – not collections or buildings
- Census information and user surveys used in a proactive way
- Physical libraries should be represented in all parts of the city and offer citywide and integrated services
- Service level should be increased further – focus on efficiency, collaboration and development activities

Library Strategy

Focus on:

- Literature – books are still core business
- Development of digital services – user involvement
- Refurbishing of existing physical libraries, new library structure (new development areas, change in population and user needs in various parts of city)
- Four priority target groups: kids, young people, students (of all kinds and ages), ethnic minorities
- National and international cooperation

New Library Structure – why?

- Questions: Is present library structure best possible – both regarding location in individual neighbourhoods and on a citywide basis
- Is it possible to increase and enhance citywide library service within existing operation budget
- How to use user surveys in a proactive way
- How to create a new agenda by presenting future oriented and ambitious proposal for political level

Libraries in a city – Ideals

- Libraries must be present in all neighbourhoods, - at a central location, close to high-level public transport, with easy access (bikes, pedestrians) and combined with ”cultural houses” where possible
- Building must be modern and flexible, represent good architecture, meet defined space needs – signaling quality, competence, accomodation
- Physical collection smaller but more up-to-date – combined with new central store - more reading- and study facilities, more tables, chairs and better presentation of collection.

Ideal Definition

- Long opening hours, - Central 67(50), Large branch l 60/65(40-45), smaller branch 40.
- Large branch as central extra pick-up of resservations facility - + 31h/week
- Integration physical/digital library services
- Professional and competent staff
- Fact: Citizens use good, modern libraries: Investing in expanding, renovating branches and new and smart interior, signage and more new book and other items pays well off!

Library structure – 4 scenarios

- Study shows funding needed for renovation of run down facilities sum up to 25 mill. Euro, half of this sum to be spent at Central Library
- 4 scenarios have been presented for political board
- All scenarios include Central library and a large local library in each (administrative) neighbourhood – 10 branches.
- 11 libraries forming new basic structure

Scenario 1

- All scenarios include renovation/expanding and building of new facilities. Total investment 35 to 40 mill. Euro – and unchanged operational budget.

  1. New basic structure. Allows 50% increase in budget for supply of new books and other items and expanding opening hours to ideal model.

Oversigt over omegnsbiblioteker:

Nr.	Bibliotekstype	Kommune
1	Hovedbibliotek	Gentofte
2	Filial Dyssegaard	Gentofte
3	Filial Høje-Gladsaxe	Gladsaxe
4	Filial Mørkhøj	Gladsaxe
5	Filial Islev	Rødvore
6	Hovedbibliotek	Rødvore
7	Filial Friheden	Hvidovre
8	Hovedbibliotek	Hvidovre
9	Filial Løjtegård	Tårnby
10	Hovedbibliotek	Tårnby

For overskuelighedens skyld er de 4 biblioteker på Frederiksberg ikke medtaget.

Scenarios 2-3

2. Basic structure in combination with 7 combined school/public libraries, - allows 30 % increase in acquisition budget and more opening hours but not quite to ideal model,

3. Basic structure in combination with 5 smaller branches - allows 18 % increase in acquisition budget and more opening hours but not at all to ideal model.

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Scenario 4

4. Basic structure and 8 branches - allows no increase in budget for supply of new books and other items and no increase in opening hours.

- Scenarios 1-3 are recommended by library administration, 4 is not, - small decline in operating budget will mean dramatic cut-back in service level (opening hours, acquisition budget).

Political decicion

- If operating budget should be refocused – to more acquisitions and longer opening hours or should system remain very decentralized. Implementation possible on short term
- If investment capital is available for renovating efforts and building projects in neighbourhoods. Implementation will take 3-4 years
- If a new main library should be built or the present main library should be renovated! Implementation will take 3-4 years

Efficiency and economies of scale

- New organisational structure
- Smaller management team
- Administrative processes are centralized –
- Staff in libraries should focus on user service and development of activities
- Transportation and handling, value-chains

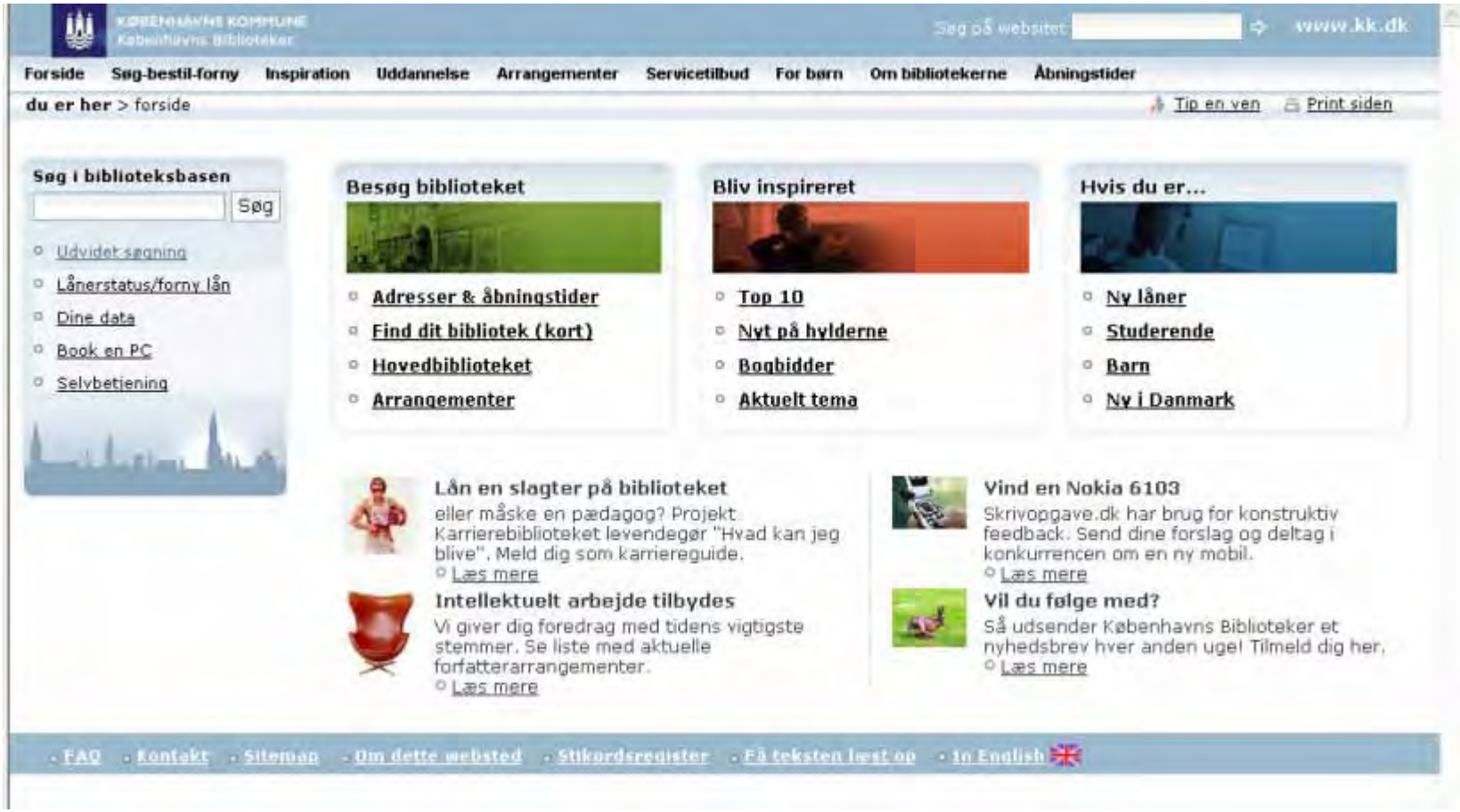
Organizational Changes

- Reorganized branch structure – North and South areas.
- Branch managers are responsible for up to 3 physical locations
- Main library reorganization discussed
- Development coordinator
- Teams (Team Kids, team Youth, team Ethnic Minorities, Team Education etc.)
- Copenhagen Digital Library

Copenhagen Digital Library

- www.bibliotek.kk.dk
- Small team of about 10 people – focus on digital content
- people from the libraries are participating on an ad-hoc project basis
- Focus on digital development, web 2.0 and on integration of digital library in physical libraries (and v.v.)

Bibliotek.kk.dk

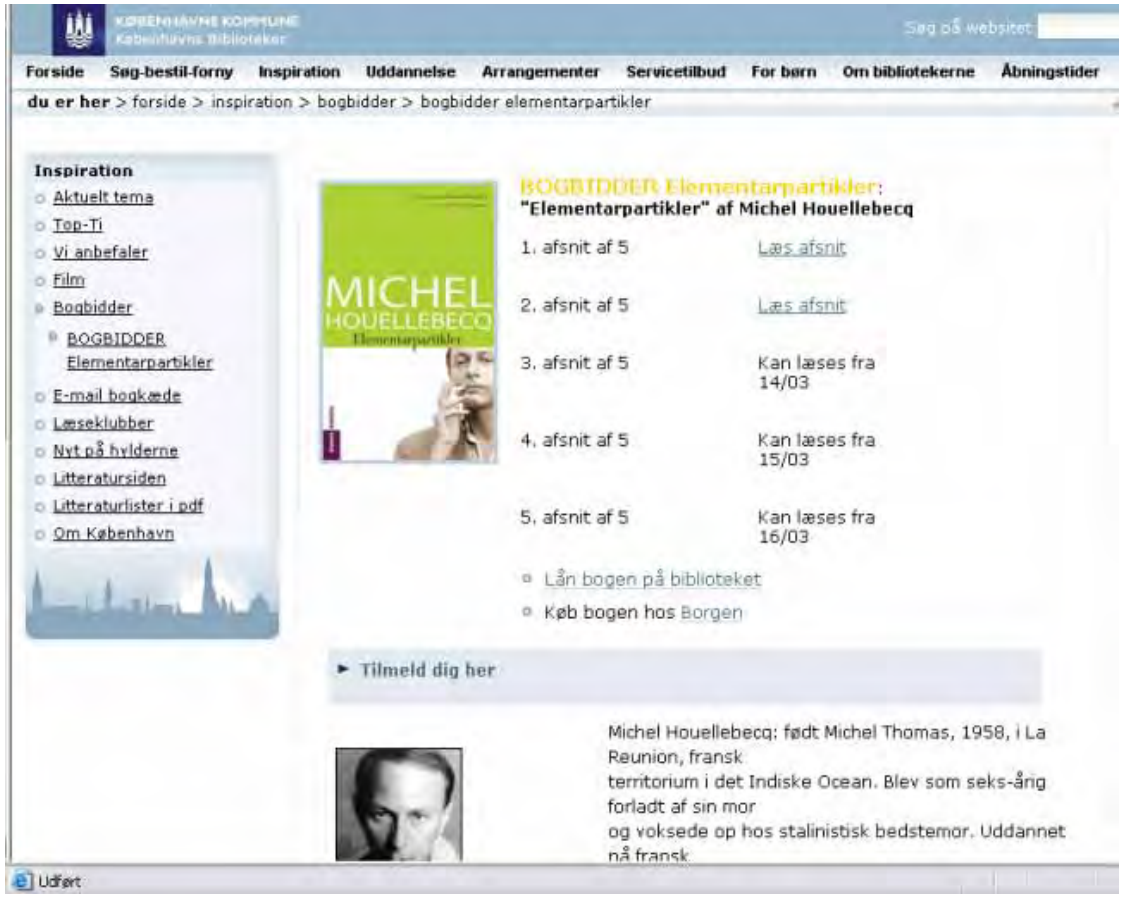


Development coordinator

- Focus on innovation and development
- Not another development office – patron focused development can only succeed if staff is in close contact with patrons
- Participation in Danish ”Innovation Cup”
- Some examples of recent developments, - many partly funded by state development grants – from the Danish Library Authority – www.bs.dk

Innovation Cup

”Bookbites”


KØBENHAVNS KOMMUNE
Københavns Biblioteker
Søg på websitet
Forside
Søg-bestil-forny
Inspiration
Uddannelse
Arrangementer
Servicetilbud
For børn
Om bibliotekerne
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Inspiration
Aktuelt tema
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Vi anbefaler
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Om København
MICHEL HOUELLEBECQ
Elementarpartikler
BOGBIDDER Elementarpartikler:
"Elementarpartikler" af Michel Houellebecq
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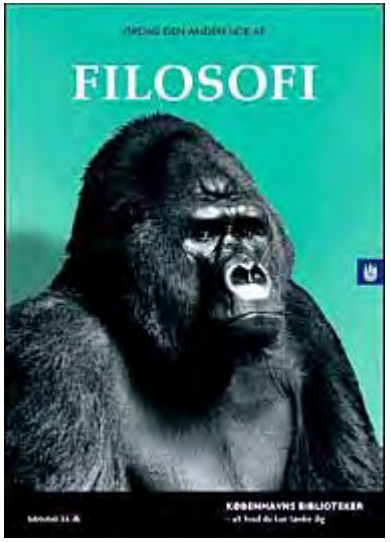
3. afsnit af 5
Kan læses fra 14/03
4. afsnit af 5
Kan læses fra 15/03
5. afsnit af 5
Kan læses fra 16/03
Lån bogen på biblioteket
Køb bogen hos Borgen
Tilmeld dig her
Michel Houellebecq: født Michel Thomas, 1958, i La Reunion, fransk
territorium i det Indiske Ocean. Blev som seks-årig forladt af sin mor
og voksede op hos stalinistisk bedstemor. Uddannet på fransk
Udført

”Check out a librarian”

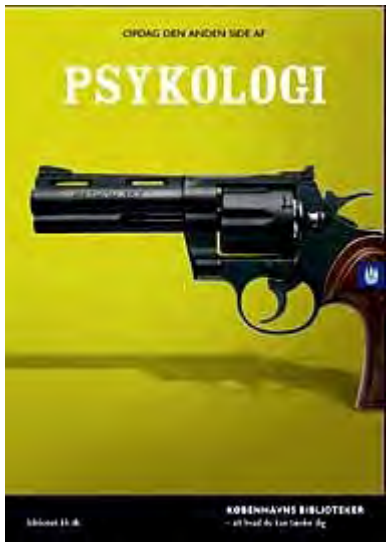
”Check out a butcher”

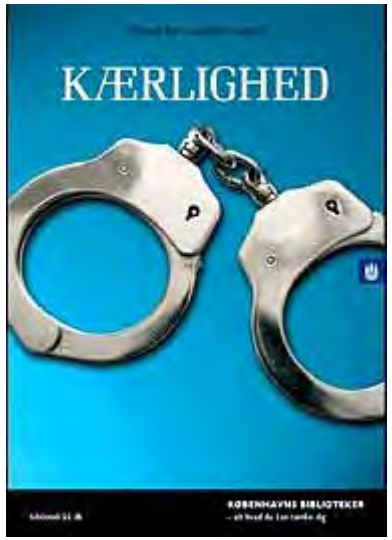
Innovative Branding?

”Everything you can imagine/think of”



Innovative Branding???...





Staff development

- Manager development activities
- Increase in internal learning activities – 23 things
- New positions are staffed with focus on individual skills, not only formal background (clerks/librarians)
- More professional diversity when recruiting new staff
- More staff members from minority groups – staff composition should reflect neighbourhoods

Thank you!!

Questions and comments are most welcome!

jensin@kff.kk.dk