

The Public Libraries in the Knowledge Society

Summary from the committee on public libraries
in the knowledge society



1. The libraries in a state of flux

The municipal reform in 2007 had major consequences for the library service. The number of libraries decreased and the remaining libraries grew in size. The reform thus underlined and intensified various tendencies in library development over the past many years. The public library is in a state of flux. The present report builds on a previous report, *Future library service to children* from 2008 that chose as its point of reference the changes in children's use of the library. Thus this report had a strong focus on one target group and on how the library can develop new services to that group.

The present report also focuses on the target group, but slightly more on the institution – the public library. Based on a number of societal needs and new opportunities the report also considers how the library can be developed as an institution.

The library offer is changing rapidly, but it continues to be much sought after. Two out of three Danes use the public library, and 29% of the adult population visit the library at least once a month. In 2008 the public libraries registered more than 34 mil. visits. This makes the library one of our most popular, public cultural offers, and this has been the case for many years. But the way we use the library is undergoing a change.

On the one hand the loan of physical materials – books, CDs etc. – is falling. In the period 2000-2008 the public libraries' loan of physical materials has thus fallen by 22%, from ca. 62 mil. to app. 48 mil. materials.

On the other hand the use of digital offers is growing, an offer that spans from downloads of music and e-books to renewals of loans via the library's homepage. Bibliotekernes Netmusik (the libraries' net music), where as a library user you can via your municipality download music for free, experienced over 2,5 mil. downloads in 2008 – an increase of 48% compared with 2007.

One explanation of the change in borrowing patterns could be that the technology and media development has resulted in new media habits on behalf of the library users. At the same time the libraries' consistently high visiting figures show that they have succeeded in reorganising and revitalising themselves and continue to be attractive. This happens by developing new library services, particularly digital services, but also by turning the library into something more than just a collection of materials, so that the physical library maintains its desirability. Today the library is also a place for being and meeting, where one for example gets instruction, uses the Internet or gets help in the local citizen service centre.

However, borrowing books remains the main reason why Danes visit the library. The latest cultural habits survey from 2004 shows that 85% of adult library users visit the library to borrow books and journals. The same tendency becomes apparent in more recent studies. In a Gallup poll conducted on behalf of the Danish Library Association, the Union of Danish Librarians and HK Kommunal (white collar workers' union (municipal) in 2009, "borrowing books" is the most frequent reason for visiting the library, followed by "borrowing electronic media", "taking the children to the library" and "watching events".

There is in fact also a growing interest in the library's non-users, as can be seen from the large number of new initiatives, which the libraries participate in at municipal level. In many cases these have a social aspect, and the library is here used as a partner in a targeted initiative towards certain target groups. This effort is particularly relevant in the light of the challenges that globalisation presents to less resourceful citizens.

The focusing on non-users also has another angle, which is i.a. clearly expressed in former minister for culture, Carina Christensen's strategy Culture for everybody from 2009. Here the emphasis is on the value of participating in a cultural community and the individual citizen's benefit from cultural offers. The strategy suggests that all citizens should be able to take advantage of the cultural offers and consequently – that the cultural institutions focus more purposefully on non-users.

2. The political basis for the committee's work

The appointment of the Committee on the Public Libraries in the Knowledge Society was decided by the minister for culture in connection with several consultations in Folketingets Kulturudvalg (parliamentary cultural committee), which took place in the wake of a large number of public library branches being closed down during the first year of the municipal reform. The discussion fuelled by this naturally included the media and technology development. A suggestion for a more extensive, interdepartmental committee work was rejected by the minister, who referred to the work that had already been done by the Globalisation Council.

The committee's work builds on the report *Future library service to children* from 2008. The report contains a number of recommendations as to how to make sure that a strong library offer continues to be available to all Danish children.

In 2008 the Danish Agency for Libraries and Media also published the report *The public libraries after the municipal reform*, which analysed the development within the public library area with particular focus on any consequences due to the municipal reform. The report concluded that the closure of the branches in 2006-2007 was a natural adaptation of the library service, and that at the same time it demonstrated a prioritisation in order to deliver a more up-to-date and value-enhancing library offer.

With the report from the Committee on the Public Libraries in the Knowledge Society we now have a number of recommendations as to how this prioritisation can be made so that the public libraries also in future will be able to meet the public's need for enlightenment, education and cultural activity.

The committee presents its recommendations within an expenditure-neutral framework with the perspective that it may be both necessary and correct with local changes of priorities within the library field in order to support and strengthen the public library in the knowledge society.

3. The commission's assignment: Mandate for the Committee on the Public Libraries in the Knowledge Society

The committee must focus on continuous development of the public libraries in Denmark. This includes the public libraries' interaction with other libraries and relevant institutions. Focus must be on the libraries as an easily accessible offer to everybody.

The committee must build on the report *Future library service to children* and pay particular attention to service to youngsters and adults.

The committee must assess the public libraries' role in relation to the challenges facing the knowledge society, the globalisation strategy's focus on education, lifelong learning and societal cohesive force.

The committee must assess to which extent there is basis for establishing new concepts for a library service that meets the public's needs in terms of enlightenment, education and cultural activity, and close to the citizens.

Likewise the committee must assess the possibilities for continuous development of traditional core services such as literature dissemination.

In particular, the committee must assess the need for further development of the libraries' digital infrastructure and the interaction between digital and traditional services. The committee must furthermore describe models for the mediation of digital cultural heritage and licensed digital media and models for various forms of learning and inspiration activities (e.g. in relation to citizens with

poor reading and IT skills). The committee must likewise give examples of new partnerships, including inter-institutional cooperations and binding networking commitments. Finally the committee must assess the need for competence development of library staff.

On the basis of its analyses the committee must put forward recommendations and suggestions as to how the strategy's objectives can be realised within the present legislation and existing division of labour between state and municipalities. The committee's suggestions must be expenditure-neutral. The committee is composed upon appointment, so that the minister for culture appoints three members, while Local Government (KL), Danish Library Association, Association of Library Directors, Danish Research Library Association, the Regional Libraries, Union of Danish Librarians and Børne- og Kulturchefforeningen each appoints a member.

The Danish Agency for Library and Media's director general is chairman of the committee, and the Agency is the committee's secretariat. The committee must have completed its work primo 2010.

4. Committee members

The committee's members are for the most part appointed by library organisations:

The committee consists of the following:

- Director general Jens Thorhauge, Danish Agency for Libraries and Media (chairman)
- Chief consultant Helle Kolind Mikkelsen, KL
- Director Michel Steen-Hansen, Danish Library Association
- Library director Mogens Vestergaard, Association of Library Directors
- Chief librarian Ditte Jessing, Danish Research Library Association
- Library director Bodil Have, The Regional Libraries
- Chairman Pernille Drost, Union of Danish Librarians
- Børne- og kulturdirektør Flemming Olsen, Børne- og Kulturchefforeningen
- Director Michael Wright, Nota
- Associate professor Henrik Jochumsen, Royal School of Library and Information Science
- Director Gitte Rabøl, Danish Radio

Secretaries:

- Head of department, Jakob Heide Petersen, Danish Agency for Libraries and Media
- Chief consultant Jonna Holmgaard Larsen, Danish Agency for Libraries and Media

The committee has held nine meetings during the period April 2009 to March 2010. Two open dialogue meetings took place in September 2009.

5. Framework for the committee's work

The Committee on the Public Libraries in the Knowledge Society must present recommendations and suggestions as to how the Danish public libraries can be developed so that they continue to be an easily accessible offer to everybody. The committee must work with a number of general problem issues as well as submit concrete suggestions within more delimited subject areas. In this connection the committee appointed six working groups who have contributed with ideas for the development of the public libraries within concrete areas.

The working groups have been dealing with the following areas:

1. Traditional services – for example literature dissemination
2. Digital infrastructure and the interaction with traditional services
3. Digital mediation of cultural heritage and licensed information resources
4. Models for various forms of learning and inspiration activities
5. New partnerships
6. Competence development of library staff.

Inherent in the committee's mandate is to involve both library organisations and state and municipal players. The working groups have offered the opportunity for a broader circle of stakeholders to be able to provide input to the work in the committee. The committee has furthermore gathered inspiration at two dialogue meetings in Skanderborg and Roskilde respectively. The committee has decided to create as much transparency in its work as possible. It has therefore been possible for anyone interested to put forward suggestions and discuss ideas with the committee on the blog bibliotekogviden.dk. Minutes and papers from the committee meetings have been published currently on the Danish Agency for Libraries and Media's homepage.

6. The committee's summary

The rapid advance of the knowledge society and the globalisation alter the citizens' conditions of life as well as media habits. New digital media emerge and traditional media come under pressure. In the library world it leads to new net based services, but also to closure of library branches. The library changes character along with an expansion of its services on the Internet and a development of new forms of learning and inspiration in the physical library. This development forms the basis for the committee work presented in this report.

The committee analyses the challenges of the knowledge society and globalisation in section II, and section III deals with the libraries' development and opportunities under the new conditions. The analysis concludes that knowledge, innovation and societal cohesion are vital factors in future societal development. Lifelong learning becomes a strategically decisive factor to which the library can contribute in new ways. The library can support a positive societal development by on the one hand contributing to the digital information resources being exploited to the full, and on the other hand by creating an informal, open learning, inspiration and meeting place that encourages the public to personal development and societal commitment.

In the knowledge society the public library's efforts to further enlightenment, education and cultural activity is more important than ever before. Society's value creation is to an increasing extent based on the citizen's ability to transform information into knowledge and to use this knowledge to create new value. Due to increased competition, which is a result of the globalisation, this value creation becomes even more essential.

This means that access to information is important, and even though the Internet is a rich source of information, the citizen's access to the Internet is not sufficient to ensure a value-creating knowledge development. The libraries' physical and digital collections continue to be a vital knowledge base.

Due to i.a. the Internet the knowledge society has an abundance of information, and the libraries' offers of materials therefore compete with many other offers that aim to attract the attention of the public. This means that it is more important now than before to make the libraries' offers visible, attractive and as far as possible available via the Internet.

When information is available in abundance, the library's mediation assumes another importance. The selection of materials for the library's collection is based – in the words of the library act – on quality, comprehensiveness and topicality, but it is no longer enough just to make a good collection available to the public. The materials have to be promoted in new ways that appeal to the citizens and motivate to lifelong learning.

The citizen's possibility of creating new knowledge depends on the ability to find the relevant information and to use it efficiently. It is time-consuming and ineffective to base the solving of problems on casual or one-sided information. In the knowledge society independent problem solving is a larger part of the daily work for more and more people, and the challenge often lies in the need for new solutions which cannot be based on experience alone. It has therefore become absolutely essential for an increasing number of the population to be able to use IT to work with information. And it has therefore also become a challenge to give each citizen the possibility of acquiring the necessary skills at a suitable level.

The globalisation strategy operates with ambitious goals for Danish education and research, and it operates with cohesive force in society as the prerequisite for developing a well-functioning knowledge society.

A prerequisite for transforming information into knowledge is basic reading and mathematical skills. Quite a considerable portion of the Danish work force has insufficient skills of this kind and it is a challenge to improve on this situation.

The knowledge society requires lifelong learning, and here both motivation and quite basic skills play an important role. The libraries' learning activities are in fact characterized by placing the emphasis on the informal and pleasurable aspect. The libraries' positive experiences with encouraging reading

and learning activities over the past few years show that the library has great potential for innovation that can support both the individual's development and Danish societal development positively. The library's informal character is particularly useful to reach those citizens who have certain barriers in relation to the formal educational system.

To the library new knowledge is not only a result of the meeting between citizen and the library's materials. In the library knowledge is also created through the meeting with other citizens and through cultural experiences. It is the reason why the library to a greater extent focuses on encouraging networking between the citizens both via activities in the physical space and via activities on the Internet. The purpose of the activities continues, however, to be to further enlightenment, education and cultural activity.

Culture in the knowledge society

The public library's coupling of knowledge and culture is a long-standing tradition. Along with societal development and the globalisation this coupling has assumed new importance, because culture plays an important role for the citizen's chance to navigate in a society which is becoming ever more complex, more opaque and more lacking in direction, and where constant changes are the order of the day. Competence development in the knowledge society is therefore also a personal "Bildung" project.

When society is viewed from this perspective, we are talking about the late modern society. The late modern society is characterized by the fact that it questions everything. On the one hand it opens up for a cultural liberation that encourages new thinking and innovation, but on the other hand it becomes difficult to define a stable identity. "Bildung" and identity development become an everlasting project that takes place in more transient and seamless communities and often through cultural experiences. Culture thereby becomes an important pivotal point for identity creation.

The library contributes to cultural activities of high quality and considerable breadth, and it provides the framework for meaningful meetings between the users. The library is society's last non-commercial meeting place which the majority of the population uses.

The public libraries want to be available to everyone and contribute to everyone being part of a cultural community. This is also the basis for the libraries' extensive initiatives within the field of integration. One of the early projects was entitled *The library – a gateway to Danish society*, which is a suitable headline for the library's efforts in relation to integration. In cooperation with the Ministry of Refugee, Immigration and Integration Affairs and via a large number of local projects the public libraries take advantage of the fact that many refugees and immigrants use the library, which is an excellent platform for integration activities.

That the library is for everyone also means that the public library has offers to suit everybody. The library handles social tasks when through learning activities it enables people with fewer resources to use public digital self-service solutions, use basic IT tools, get help with homework or help to stimulate their children's interest in literature. The library also has a large number of offers to people who possess more resources, ranging from more traditional author events and reading clubs to networks with other users, podcasting of own music programmes and homework help. The library's contribution to the societal cohesive force is perhaps best illustrated in the modern library space where the citizens via a large number of activities meet across social, cultural and ethnic groups.

The library of the knowledge society

Increased focus on the user and the many very varied activities result in the need for a new model for the library. The library of the knowledge society includes partly a cohesive digital library and partly local physical libraries playing a more active role in ensuring that Danish knowledge and experience resources are exploited to the full, i.a. through learning activities. The question is how best to stimulate enlightenment, education and cultural activity on these conditions.

The committee's answer to this challenge is a new model for library service which we describe as the library of the knowledge society. The model outlines the library's functions through a division into an inspiration space, a learning space, a meeting space and a performative space. The interaction between the functions, e.g. experience and learning, is particularly interesting. The model can be used as the basis for a discussion of what the libraries should prioritise in relation to the users.

The model can also be used in the library's digital mediation. The expansion of the Internet has fundamentally changed the framework conditions of the libraries. As a mediation platform the Internet can help to make the library more easily accessible and provide the opportunity for the creation of brand new library services. But it is particularly important to stress that digital technologies make it possible to offer the users access to value-creating knowledge from anywhere in the world and at any given point in time. This is the perspective that leads up to the idea about creating a virtual library.

The net-based media and the sharp competition for the user's attention on the Internet do, however, challenge the library and make it necessary to be able to introduce the user to more cohesive and professional digital offers.

The new media, changed user needs and new societal demands require the public libraries to develop both the new and the traditional services in order to appeal to the users. That means that the libraries must work more systematically and professionally with target groups and user needs, and that members of staff must have the necessary skills to develop new services.

The challenge in relation to the users is that there is a relatively large group of non-users, and that existing users request more of everything. When the users are asked what could make them use the library more, they mention factors like more events, more materials and longer opening hours. Generally, the citizens are very satisfied with the libraries, but even so they are asking for even better and more accessible libraries. Fulfilling these requirements will no doubt also contribute to reducing the number of non-users, but should be supplemented with a targeted effort in relation to this group.

7. Summary of the committee's recommendations

The committee has chosen to address both the general societal requirements concerning the library and the users' more concrete needs by setting out a number of recommendations for future library developments. The recommendations are divided into five action lines:

1. Open libraries
2. Inspiration and learning
3. The Danish Digital Library
4. Partnerships
5. Professional development.

The action lines and the more concrete recommendations will be addressed in the following. As part of the general endeavours to realise the recommendations the action lines will be incorporated in the Development pool for public and school libraries already in the autumn of 2010.

The recommendations can moreover form the basis for the preparation of the local library policy by the municipalities that the committee recommends.

In order to make sure that library service to a greater extent is based on evidence-based knowledge, a process will be launched to extend the evidence-based knowledge about the libraries' effect and about the wishes and needs among the libraries' users and non-users.

1. Open libraries

The committee recommends that new concepts for the physical library space be developed. The library should moreover locally work systematically on establishing alternatives to the traditional library space, such as libraries that are integrated with other types of institutions, as well as new flexible library services.

The concept 'open libraries' is used to emphasize that the new library concept encourages the libraries to increase the degree of accessibility in future and work more systematically to ensure that the library is an offer extended to the entire population. This would mean longer opening hours, preferably with differentiated service, and an attractive interior design of the library. This recommendation also points towards the library being preserved as a free space, at the same time as concentrating on appealing to more target groups than is the case today with differentiated offers and a wider range of services.

The wish for more materials can i.a. be fulfilled via improved promotion of the materials and via better digital libraries.

The users' request for more arrangements can i.a. be met by the libraries cooperating more on common concepts for arrangements and activities, which are carried out locally either as concrete travelling arrangements or as concepts for programmed activities. These activities could also be linked to the library's digital offers, as is for example the case with activities for children.

Focus can to a greater extent be directed at user-governed activities, debate fora and demonstration of partnerships. This could, for example, be partnerships with publishers about a presentation of the most important works in that year or partnerships with other cultural institutions about cultural activities and creative workshops. It could also be cultural activities in an interaction with education associations, local authors and artists where the ideal is to turn the library into a culture and community centre.

Open libraries is also the new name for libraries that for part of the opening hours are without staff. Open branches have quickly turned out to be a model that in a number of local communities can revitalise smaller libraries and increase public usage.

The committee recommends:

- That the library space be seen as an independent medium to be developed
- That a more targeted and offensive promotion of materials be developed
- That partnerships be established about activities in the library space
- That general concepts for arrangements be established
- That flexible forms of service be further developed.

2. Inspiration and learning

The committee recommends that the public libraries work systematically on further developing and strengthening the library's learning and inspiration offers based on the users' needs.

The libraries already have a number of national partnerships about learning and inspiration activities. The partnership with the Ministry of Refugee, Immigration and Integration Affairs about homework cafés, the cooperation with the National IT and Telecom Agency about the project *Learn more about IT* and the cooperation with the Ministry of Education on the campaign *Zest for Reading* are the most widespread among the libraries.

Libraries are not educational institutions, but culture and knowledge institutions. Their particular characteristics is their open and informal nature that does not require membership, payment and previous knowledge. This position gives the libraries some special and unique possibilities for reaching groups, which for one reason or another have barriers in relation to more formal institutions. Teaching activities in a classical sense are only to be found to a limited degree in the libraries. The committee is of the opinion that the libraries should continue to work for a broader spectrum of learning and inspiration activities, but that they should focus specifically on helping the citizens to develop fundamental IT and information skills as well as reading ability.

The committee recommends that the municipalities initiate a partnership between public libraries and educational associations in order together to ensure the best possible exploitation of the municipality's resources for lifelong learning. Through dialogue and concrete agreements between the two areas it will be possible to obtain a better effect from the common learning initiative.

The committee recommends:

- That local partnerships with the educational associations be established
- That an extension of the existing effort to develop the Danes' IT skills take place
- That partnerships for improving reading among groups with reading handicaps be established
- That programmed activities in the libraries be developed in a targeted way.

3. The Danish Digital Library

The committee recommends the establishment of the Danish Digital Library (DDL) as a common digital mediation to the Danes. This means that apart from physical materials the library will be able to offer digital media such as films, games, music and literature.

The user will moreover get access to new experiences, a digitised cultural heritage and networking with other users via social media. DDL will be a common access to the libraries on the Internet as well as contributing to the citizen meeting the library elsewhere on the Internet where this is relevant.

The prerequisite for being able to meet the user's wish for more materials is that the digital materials are exposed in a better way so as to make them more visible to the users. It is a challenge for the libraries to create a cohesive promotion of both physical and digital materials. In the short term it is essential for the libraries to strengthen the user's access to the materials, including his access to the research library collections.

In connection with DDL a collaboration can be established between the local libraries with a view to coordinating the development of the infrastructure, encouraging the spread of common solutions and possibly to handling the role of ordering in relation to operating solutions delivered by external suppliers.

The aim is in the first phase to develop common mediation like it has been done with the children's portal, Palles Gavebod. DDL is launched as soon as possible with a plan for integration of digital media like films, games, music, literature and digitised cultural heritage over the following years. It is the opinion of the committee that the realisation of DDL is the most appropriate way to develop net access to the libraries' resources. It should, however, be mentioned that exposure of the resources on the Internet will probably lead to increased usage. As it will to a large extent be a question of using licensed digital materials, this will mean a latent financial pressure on the municipalities.

There is a need for clarifying the demands levelled at the future digital infrastructure in the library field which DDL will be part of. Suggestions must be worked out for a more detailed construction of DDL, including scenario for different levels of ambition. The financial costs in relation to establishment, operation and subsequent consequences must be analysed and models prepared for the organisational anchorage of DDL.

During 2010 the public libraries' leaders ought to initiate a consolidation of the libraries' purchase of licenses, which today happens both via a license group and via ad hoc consortia. Depending on the political will to digitise the cultural heritage the Danish Agency for Libraries and Media ought to support the public libraries' mediation of the digitised cultural heritage.

Many citizens' access to more specialised scientific literature or actual research literature is dependent on the public libraries' collaboration with the research and educational libraries. The public libraries ought to take steps to develop the possibilities for digital document delivery and as far as possible establish search access to the research libraries' payable digital resources.

The public libraries also ought to support the research libraries' endeavours to further the free access to publicly financed research and work towards making the content produced by the public libraries and their users, publicly available and gratis, e.g. through using creative commons licenses.

The committee recommends

- That DDL as soon as possible be established as a common organisation for all national library services
- That the relevant stakeholders agree on the organisational frames for DDL
- That the public libraries establish an ever closer coordination of the purchase of digital materials
- That mediation of digitised cultural heritage be established as action line
- That the public libraries extend inter-library loan cooperation with the research libraries to also include digital materials whenever possible
- That the public libraries strengthen free access to information by supporting creative commons and open access.

4. Partnerships

The committee recommends that the library work systematically on establishing binding partnerships in order to create a multitude of offers across the public sector, business life and civic society.

This concept requires both another prioritisation and a change in the organisation of the work in the library. It is precisely here that it is possible to change the collection and product-oriented library into an innovative force, building on community spirit and using knowledge and culture resources as building bricks.

Partnerships is a central action line for the individual public library. Amongst other things they can contribute to the library becoming more accessible because the citizens meet the library in new contexts. It is particularly obvious for the libraries to make use of networking effects within the digital area by entering into partnership with other cultural institutions. Partnerships can generally create the basis for more well-functioning and cohesive public services based on the citizen's needs. Partnerships can also develop and challenge the library and thereby form the basis for innovation and new offers.

The public libraries are attractive partners, because the library has a long tradition of openness and acts as a pivotal point for many activities in the local community. The library has – as the largest cultural institution in most municipalities – many attractive, centrally positioned premises with long opening hours. The access to the library's broad circle of users is also particularly attractive.

Finally, the library handles a number of specific municipal tasks, i.a. in the shape of citizen service and therefore has the chance to develop its role as one of the links between the municipal administration and the local community as such.

The partnerships open up the possibility for rethinking the library service both in the physical space and on the Internet. In relation to the new model for library service partnerships provide new perspectives for unfolding the model's various aspects and e.g. strengthen the performative aspect via collaboration with other art and culture institutions, which has been particularly noticeable in relation to children.

The committee recommends:

- That the libraries offer themselves as partners and enter into partnerships with a view to strengthening and developing the library and its offers to the public, including the relation between the library, the citizens and the surrounding community
- That the libraries think in partnerships across the public sector, the private sector and civic society
- That the libraries enter into partnerships that explore and exploit new digital platforms in mediation contexts
- That the Danish Agency for Libraries and Media and the Ministry of Culture together work within a long-term horizon on strengthening the libraries' motivation and ability to enter into partnerships.

5. Professional development

The committee recommends a stronger focus on competence and organisation development in the libraries as well as a more strategic and systematic preparation of the library's offers based on the user's needs.

The libraries have an important role in the knowledge society, and a number of demands are levelled at them in order to fulfil this role. Library staff has for many years worked with readjustment and development as a basic condition, but there is a need for further underpinning of competence development and strategic planning of the library's tasks.

Information technology and digitisation set the framework for a large part of the professional development in the public libraries. Good IT skills are therefore a basic competence and it is vital that all members of staff are given the opportunity for currently updating these competences. Increased user focus and new tasks mean that the library to a greater extent must include users and external cooperation partners in the planning of new library services.

On the basis of this the committee recommends that the libraries' staff acquire competences at meta level: learning and adjustment competences, relation competences as well as dialogue and opinion competences. Competences in relation to mediation, including marketing competences, teaching competences and IT competences must be put at the top of the list.

The committee recommends:

- That each library decide on a plan for how best to support staff competence development through a wide variety of possibilities, e.g. recruitment, further education, organisation form and 'on the job' training
- That the common competence development, which today is organised under the auspices of the regional libraries, be extended and intensified
- That as part of the public management training, tailor-made modules be established targeted at leaders in the cultural sector.