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Preface

The mission of the Koninklijke Bibliotheek as a national library is to bring people and information together. In doing so, the KB wishes to contribute to social developments in which the digital supply of information becomes more and more pervasive. In the coming four years our strategy will therefore focus on the development of the digital library. We adopted this direction in previous years, but will now pursue it with vigour.

The parties traditionally responsible for supply in the chain of information (publishers and libraries) must adapt to the changing expectations and wishes of the users of information. The libraries in the Netherlands will need to ensure that their users gain access easily to all the library collections in the country, to one Dutch digital library. Given its legal task as national library, the KB wishes to coordinate and facilitate the efforts of all parties involved in realising a national information infrastructure. In addition, the KB wishes to offer access to all digital and paper publications published in the Netherlands. The physical and digital collections will mutually strengthen each other, but the digital collection will grow indisputably faster.

The exponential growth in the supply of information places special demands on the digital warehouse, in which information must be stored long-term. Extra investments will also be required for the storage of the millions of files.

We have formulated the goals that must be achieved in four years as concretely as possible. A change in the structure of the organisation and the development of new skills are necessary in order to meet the wishes of our customers.

Mr. Drs. L.C. Brinkman
Chairman, Board of Governors

Drs. J.S.M. Savenije
Director General

Towards a digital library and a better information infrastructure

Mission

The KB is the national library of the Netherlands: we bring people and information together.

Our core values are: accessibility, sustainability, innovation and cooperation.

The Koninklijke Bibliotheek (KB) has as its mission to bring people and information together. With all its technological applications the Internet has in a short period of time become the resource of choice for people looking for information. This gives rise to great challenges for libraries whose traditional task has been to provide information on paper. Libraries have come to play an important role in the digital world. The KB is a pioneer in this respect, both nationally and internationally. The KB strives to exploit the potential of the Internet optimally in order to serve its customers as adequately as possible.

Future perspective

The digital possibilities of today offer the KB unprecedented opportunities to make its valuable collections, containing almost all publications published in and about the Netherlands, accessible to a wide audience. This requires a library in which not only the collections themselves and the access to those collections are digital, but also the other services: in other words, a digital library. In addition, thanks to the digital highway, the libraries in the Netherlands could in future together offer their customers access to all available collections of not only the KB, but also the scientific and public libraries. As the national library of the Netherlands the KB is of the view that its task is both to make its own collections digitally available and to foster the establishment of a new (digital) information infrastructure. In order to realise this vision in the coming years the KB has established five strategic priorities.

Vision

- _ We offer everyone everywhere access to everything published in and about the Netherlands.
 - _ We play a central role in the (scientific) information infrastructure of the Netherlands.
 - _ We promote permanent access to digital information nationally and internationally.
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Strategic priorities 2010-2013

- _ We offer everyone access to everything published in and about the Netherlands.
 - _ We improve the national information infrastructure.
 - _ We guarantee long-term storage of digital information.
 - _ We maintain, present and strengthen our collections.
 - _ We develop the KB into a challenging organisation and an attractive employer
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Customer centre stage in digital library

From the middle of the nineties the KB gained experience in digitisation by means of a large number of projects and programmes. In this 2010-2013 Strategic Plan the KB makes the clear choice to considerably intensify its efforts to steer towards a digital future. The digital library offers great opportunities to improve and extend the service to customers – be they scholars or other customers. Due to large-scale digitisation of the paper collection and by offering digital access to the collections to everyone, everywhere, the barrier preventing customers from making use of the services of the KB is lowered considerably. It is essential that information is easy to find. That is why the KB offers the information to potentially interested parties via the web in predictable locations. So that in future everything published in and about the Netherlands will indeed be accessible to everyone through the Internet via the digital library.

Working together to improve the supply of information

An important part of the total supply of information of the libraries in the Netherlands consists of scientific information. The KB wishes to make it possible for everyone in the Netherlands to have access to this information: students, academic researchers and all other interested parties. Achieving that aim requires a substantial improvement of the national information infrastructure for the provision of scientific information. Close cooperation between the KB, scientific and public libraries is essential in this regard. Given its national task, the KB chooses to play an encouraging and facilitating role in this process so that all parties in this cooperation will have the possibility to serve their group of customers better and more efficiently. The result of this cooperation in the long term will be that every customer of every library will have access to the (digitised) collections of all libraries, irrespective of the library at which they are registered.

Long-term storage

The storage of digital information is complex because all information must remain accessible, also in the longer term, and despite constant technological changes. A necessary prerequisite for good information provision in the future is the realisation of long-term storage facilities.

Collection development and collection maintenance

It goes without saying that the (sometimes very special and valuable) paper collection will not suffer as a result of all the attention paid to the digital library. The paper and digital collections will mutually strengthen each other. The maintenance, presentation and development of our collections – paper and digital – are and remain among the core tasks of the KB.

The KB as pleasant and challenging place to work

The KB's ambitions demand a considerable effort from its staff. Realising the strategic priorities is a joint effort by everyone who works at the KB. The organisational structure will make the KB more transparent and ensure a focus on digital services. Resources will be freed from the traditional tasks for the renovation of the infrastructure and services. Staff will be encouraged to develop new skills and competences. In this way the KB will develop itself into an organisation which can meet many challenges and which inspires and supports its staff.

Background: The changing world of information

In the world of information provision the influence of digitisation is still increasing. As a national library, the KB is of the view that its task is to respond immediately to developments that arise in this regard and to participate in them. Four are listed below.

Customers are suppliers and vice versa

Due to the Internet revolution the chain of information has changed radically: the distinction between supplier and customer of information no longer exists in principle. Everyone can supply information or acquire it via the Internet and can thus also determine how that information is offered. This has great consequences for the role of publishers, libraries and their customers (both researchers and a broad, interested general public). Scientific information is no longer supplied by publishers and offered by libraries to scholars as a matter of course. In a digital environment a direct relationship arises between publisher and end-user. This has consequences for the intermediary role that libraries still play in the provision of scientific information.

Impatient

The demand for and the supply of digital information continue to increase strongly. Users of the Internet have rapid access, 24 hours a day to enormous amounts of information. Their search behaviour is determined to a great extent by impatience. Half of those searching for information only look at the first three pages, also if a document covers multiple pages. A variety of sources are searched in quick succession in order to acquire an overall picture. It seems as if users "browse" rather than "read". And there is increasingly less tolerance for the fact that some information is not available digitally.

More information and more possibilities

In order to meet the requirements of its customers as much as possible libraries and commercial parties (Google) are digitising collections on a large scale. Restrictions in this regard are costs and copyright, the latter because it is not possible to ascertain the legal right holder(s) for each individual work. Further development of digital services consists of offering the possibility of complete searches, *printing/digitisation on demand* services and online registration. Publishers are supplying increasingly more information digitally (*born digital*). All sorts of facilities in the area of *e-learning* and *e-science* are becoming available for education and research.

More databases for research

Scholars are making increasingly more use of new research possibilities arising from the ability to search mutually connected large digital, text and image databases. It is expected that the need for these kinds of databases will increase.

We offer everyone access to everything published in and about the Netherlands

As a national library, the KB wishes to offer everyone everywhere digital access to everything published in and about the Netherlands.

Within ten years the provision of information in the Netherlands will be predominantly digital. Almost everyone will then turn to the web in first instance when searching for information. Also within academic research the norm is shifting to digital. Researchers, lecturers and students search, find and process information digitally. They consult the paper collections of libraries increasingly less. This is why the KB will invest more than ever in the coming years in the construction of a digital library. This is the collection of services which offer the customer digital access to all digital and paper publications published in (and about) the Netherlands.

Main aims

- _ Everyone can carry out a complete search through all the collections and connections of the KB via the website.
 - _ We digitise all Dutch books, newspapers and periodicals from 1470.
 - _ We offer access to all digital publications that appear in the Netherlands.
 - _ We collect to a limited extent international digital publications about the Netherlands.
 - _ We make agreements about copyright in order to guarantee free access to our collections.
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Digital library

The KB will work intensively in the coming years to realise a digital library that is accessible to everyone with an Internet connection. As national library the KB collects and maintains all publications that appear in the Netherlands, as well as a part of the international publications about the Netherlands. One of the large, labour-intensive challenges is to digitise all the books, periodicals and newspapers that have appeared in the Netherlands. A component of this undertaking is the digitisation of the special pre-1800 collections for which a number of Dutch university libraries and the KB have together drawn up a project plan. In addition, the KB has collected since 1995 *born digital* publications (publications which are only published in digital form, such as websites, digital periodicals, *e-books*, etc.). The KB will intensify this undertaking. The KB aims to be able to offer customers all publications with as few restrictions as possible. Naturally the KB does this in close consultation with publishers and right holder organisations.

Multiple collections

The digital world makes it possible and necessary to straddle the borders between various domains. Thus the KB is currently exploring together with the *Rijksmuseum* and the *Nederlands Instituut voor Beeld en Geluid* (Netherlands Institute for Image and Sound) how the Netherlands paper and digital library, museum and audiovisual collections can be made searchable in their entirety. A comparable initiative is being undertaken between the National Archives (NA) and the KB.

The KB in 2013:

- _ After searching the Internet, 20 million visitors per year arrive at the information that the KB offers via websites (in 2009: 5 million per year).
 - _ We offer a variety of search facilities to the general public, researchers and those interested in culture.
 - _ We have a catalogue at our disposal, which contains the data of all books that have appeared in the Netherlands since 1470. We supply these books increasingly also in digital form.
 - _ We offer a service for *digitisation on demand* (digitisation of texts from the paper collection on request) in order to meet the wishes of individual customers.
 - _ 10% of all Dutch books, newspapers and periodicals have been digitised (60 million pages by the KB, 13 million by third parties).
 - _ We keep a digitisation register that prevents possible overlap of digitisation activities by other institutions.
 - _ We offer our *full-text* collections in such a way that they can be used immediately by researchers.
 - _ We have over 50% of all Dutch *born digital* publications (20 million objects).
 - _ We harvest 10 000 Dutch websites.
 - _ The image collection from and about the Netherlands has grown from 400 000 to 600 000 images.
 - _ We have concluded an umbrella agreement with the NUV (Dutch Publishers Association) about the access to digital and digitised publications of Dutch publishers including the orphaned works (publications of which the right holders are not known).
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We improve the national information infrastructure

The KB wishes to foster the establishment of a joint, national information infrastructure that exploits the possibilities of the digital world optimally.

Customers wish to have, as quickly as possible, as much and as much relevant information as possible. This is difficult to realise as long as the supply of information in the Netherlands is fragmented. In a digital information world it is possible to link the supply from all the libraries in the Netherlands to each other and to make this searchable and available for all customers. In order to achieve this we will need to grow towards one, joint information infrastructure in the Netherlands. This requires a close cooperation between the KB, SURF, university libraries and public libraries.

Main aims

- _ Everyone can search in the entire paper and digital holdings of the Dutch scientific and public libraries.
 - _ There is a national library pass, which is linked to a transparent set of rates, with terms of delivery and offering access to all libraries accessible to the public.
 - _ We play a part in the conclusion of national license agreements with publishers.
 - _ We offer complete and site independent access to licensed content for members of Dutch scientific and public libraries.
 - _ We take responsibility by means of our international e-Depot for the permanent accessibility of the international scientific literature and offer access to these publications to the widest possible group of Dutch customers.
 - _ We ensure that also the content of repositories of foreign universities becomes available in its entirety to scholars.
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Fragmentation

Currently, public libraries, scientific libraries and the KB offer collections and services that overlap largely in a number of areas. Scientific libraries offer a great deal of information digitally. Public libraries have less digital collections, which means that the information cannot be consulted directly from home. Moreover, clients of public libraries do not have access to the collections of scientific libraries and vice versa. Libraries develop their own search systems, sometimes conclude contracts with publishers individually etc.

Adapting the infrastructure

If we wish to create one national information infrastructure in the Netherlands then a great deal will have to change in the coming years. The KB aims together with the above-mentioned partners to enable everyone who is a customer of a library to acquire access in one and the same way to all library collections at the same time as simply and cheaply as possible. However, no complete, freely accessible catalogue yet exists in which the customer can search through all collections together. Different access passes exist for various libraries with their own log-in codes and passwords. And it is not possible to transfer the material eventually found simply to a private computer, because by no means all information has been digitised. Moreover, there are restrictions on the availability of content to customers of other libraries and restrictions apply to *digital* interlibrary loans (IBL).

Working together

In order to meet the wishes of the customers, all the parties involved should work step by step towards a joint national information infrastructure. Together we can make agreements about the most efficient and customer-friendly systems. The KB regards it as its task to coordinate and support the realisation of such a shared information infrastructure.

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Joint licence

The KB offers an increasing number of inter-national publishers the possibility to store their digital scientific periodicals long-term in the international e-Depot. The e-Depot of the KB is one of the few safe and long-term digital warehouses for such international, scientific output. At the moment it is not possible to make these periodicals widely available to customers from the e-Depot. Only registered customers of the KB may consult these periodicals in the KB building. Within a well-functioning national information infrastructure the KB can, for instance, work with publishers towards a joint licence for accessibility of these digital periodicals by all libraries (and their customers) in the Netherlands.

The KB in 2013:

- _ We have contributed to the compilation of a complete, freely accessible catalogue, rendering the collections of scientific and public libraries searchable.
 - _ We offer pass-holders of Dutch public libraries access to the KB files on the basis of the results of the pilot carried out with the Zeeuwse Bibliotheek (Library of Zeeland).
 - _ We have, in consultation with publishers and university libraries, set up a digital IBL, enabling direct delivery of digital content, for instance on the basis of a pay per view system.
 - _ We supply content from the e-Depot for the digital IBL and have made agreements with publishers about this.
 - _ We have concluded an agreement with UKB (the consortium of university libraries and the KB) which provides that the international e-Depot functions for the university libraries as long-term archive for e-journals, guaranteeing at least 90% coverage.
 - _ We offer consolidated access to repositories of Netherlands and foreign universities.
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We guarantee long-term storage of digital information

Long-term, safe storage facilities are a necessary pre-requisite to guarantee that digital information can be accessed also in the future. International cooperation is essential in this regard.

Digital collections place different demands on the storage and continued accessibility of information than paper collections. Rapid changes in formats and technical users environment make digital information vulnerable. The KB has from the mid-nineties played both nationally and internationally a prominent role in research into methods and techniques to store digital information long-term and to keep it accessible also in the future.

Main aims

- _ We have an affordable, scalable and long-term storage facility for digital information at our disposal.
- _ We maintain all digital and digitised publications from and about the Netherlands, using different levels of preservation.
- _ We strengthen our international position in the vanguard of applied research in the field of digital preservation.

Safety and preservation

The long-term storage of books, periodicals and other paper publications places high demands on factors such as atmospheric humidity and light. But even in optimal circumstances paper collections are perishable. Digital collections are even more vulnerable and are subject to at least as much risk. The biggest problems in the case of digital collections arise as a result of the advances in the technological development of hard and software. Systems change at a sometimes extremely rapid pace, which means that digital files must be stored in such a way that they remain accessible with future hard and software. This makes preservation in the case of storage of digital publications complex and vulnerable. The KB wishes to retain its prominent international position in the field of research into issues surrounding digital preservation.

Digital warehouse

The KB stores all its digital and digitised publications from and about the Netherlands itself. The digital warehouse (e-Depot) of the KB plays a core role in this respect. The e-Depot guarantees long-term storage of a part of the publications. The digital warehouse also makes it possible to make publications available via the online services of the KB. The high costs of long-term storage make it necessary for the KB to distinguish within the digital warehouse between publications that should or should not remain permanently accessible. Thus all *born digital* publications that are part of the national or international e-Depot are in principle stored permanently. In addition, the KB will permanently store a large quantity

of *masters* of digitisation projects. This applies only, however, to *masters* that are the single copy of a bad original or if high costs are involved in collecting and digitising the originals again.

The KB in 2013:

- _ We have constructed a new e-Depot system that will become operational in 2013 and is capable of processing and storing digital material in much larger quantities and of a much greater diversity than the current system.
- _ We have stored long-term all Dutch books, newspapers and periodicals digitised in 2013 (10% of the total).
- _ We have stored 50% of all Dutch *born digital* publications.
- _ We have stored a total of 120 million digital objects.
- _ We have implemented the results of three European R&D projects in the new e-Depot and we lead at least one new European project in the field of digital preservation.

We maintain, present and strengthen our collections

Maintaining, presenting and developing the collections – paper and digital – is and remains one of the most important core tasks of the KB. The paper and digital collections will mutually strengthen each other.

The physical collection (paper) forms the basis for digitisation. Conversely, digitisation has a major impact on the preservation and maintenance of the printed originals. In our experience the availability of digital versions leads in some cases to an increased demand for the originals. It is therefore important to continually view the components of the physical collection in their relation to the digital collection so that the two mutually strengthen each other. This correlation is set out in the Collection Development Plan with regard to collection development and in the Collection Preservation Plan with regard to maintenance and preservation.

Main aims

- _ We expand our collection (paper and digital) on the basis of the principles and priorities set out in the 2010-2013 Collection Development Plan.
- _ We are nationally recognised as a leading scientific library with a rich collection in the field of Dutch history, culture and society.

Collection development

In the 2010-2013 Collection Development Plan the KB notes three shifts. Firstly, from print to digital: the digital collection will grow fast in relation to the printed collection. Secondly, the focus on Dutch history, culture and society, already initiated in the previous strategic period, will be strengthened. Thirdly, the inclusion of doubles in the collection will be reduced as much as possible: of each publication only one copy will be acquired, preferably the digital version.

Presentation

The KB wishes to profile itself nationally as a scientific library with a rich collection in the field of Dutch history, culture and society. The KB already enjoys a very high reputation among researchers in the humanities, but there is scope to increase its familiarity among many others interested in culture and science. The KB is working on this in a scientific and cultural programme. This draws attention to the collections by means of a variety of presentations, integrating the physical and digital dimensions. In this way the building becomes a lively meeting place.

Maintenance and preservation

In order to be able to present collections both now and in the future the collections will need to be well maintained. With this aim the KB has drawn up a Collection Preservation Plan, which sets out for all the parts of the collection (paper and digital) at what level they should be preserved, and therefore maintained. Points of focus are the compact and thus efficient storage of digital collections, and a stronger focus on the representative functions of pieces from in particular the Special Collections.

The KB in 2013:

- _ Our collection development (paper and digital) proceeds according to the principles and priorities set out in the 2010-2013 Collection Development Plan.
 - _ We have a national reputation as a leading scientific library with a rich collection in the field of Dutch history, culture and society.
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We develop the KB into a challenging organisation and an attractive employer

The ambitions of the KB demand a considerable effort from the organisation and its staff. The organisational structure will be adapted to services in digital form. The culture of the KB will become more open.

The transition to a digital library is a challenge for everyone. Work processes will be streamlined, functions will change and staff will be subject to different requirements. The KB requires flexibility from everyone and will encourage and support the development of new skills and competences.

Main aims

- _ We pursue a strategic personnel policy that is in part focused on the development of the digital library.
- _ The staff of the KB develop the skills needed to be able to realise the policy aims.
- _ Our company culture is open, innovative, flexible and focused on cooperation.

Open culture with motivated staff

The transition to a digital library makes it necessary to review the organisational structure and culture. The KB strives to maintain a challenging, open company culture, offering space for innovation, flexibility and cooperation. Because the nature of the activities is changing a redeployment of 20% of the staff is necessary. The KB will realise this redeployment by continuing and expanding the strategic personnel plan that was initiated in the previous strategic period. This plan envisages among other things a (management) trainee programme that where possible should be expanded to include national and international partners. Staff of the KB will receive support in acquiring new knowledge and learning new skills that are appropriate for the development of the digital library. The KB regards offering opportunities for education, re-training or additional training of staff as an important pre-requisite for the success of the policy pursued. In addition, the KB will make an effort to attract talented people from outside. In this way the KB profiles itself as an attractive employer with a high level of ambition.

The KB in 2013:

- _ The new organisational structure has been implemented, with capable members of staff in the right positions.
 - _ We have trained two (management) trainee groups, wherever possible in cooperation with national and international partners.
 - _ A staff survey has made clear that the KB is an organisation that people like to work for.
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Finances and housing

The changes to the work of the KB outlined in this Strategic Plan have consequences for its finances and housing. Internal redeployment of resources and structural financing of the e-Depot must make the transition to the digital library possible.

Possible new building

The entire collection of the KB (paper and digital) is stored in the KB building in The Hague. In 2006 a new warehouse was opened to ensure – assuming a steady growth of the paper collection – sufficient storage facilities up till and including 2020. Due to the rapid digital developments the paper collection may grow less quickly. At the moment, therefore, it is not possible to predict whether a capacity problem will arise from 2020. In the course of this strategic period it will be decided whether it is necessary to develop plans for a new building or external storage in the period after 2020.

Costs of e-Depot

An urgent issue is the financing of the digital storage in the e-Depot. An average of M€ 2 extra per year will be necessary for this structural provision in the coming strategic period. The number of *born digital* publications and *masters* from digitisation activities of the KB will increase considerably from 2010. Moreover, in accordance with planning, a new e-Depot will be operational in 2013. A request for a structural increase of resources for this has been submitted to the Ministry of Education, Culture and Science (OCW).

The long-term budget

The budget for 2010-2013 reflects the desired strategic developments. Within the item Personnel Costs, an amount of M€ 0,8 (that is 13.8 ftes or 5% of the permanent staff) will be redeployed per year to be allocated to the digital library. This may take the form both of personnel and other resources. Within the item Material Costs an amount of M€ 1 has been reserved for the development of the digital library. The total costs of the digital library are considerably higher than the above-mentioned M€ 0.8 because existing staff and resources will also be deployed. In addition, there are externally financed projects, which also contribute to the digital library. As mentioned above, sufficient structural financing for the e-Depot does not yet exist.

Koninklijke Bibliotheek (in K€)	2010	2011	2012	2013
Costs				
Personnel costs*	19,964	20,363	20,771	21,186
Material costs	31,290	31,290	31,290	31,290
Collection budget	1,544	1,544	1,544	1,544
Total	52,798	53,197	53,605	54,020
Income				
Government Grant OCW *	46,208	46,607	47,015	47,430
Other resources	740	740	740	740
Additional funding	5,600	5,600	5,600	5,600
Financial income	250	250	250	250
Total	52,798	53,197	53,605	54,020

* Personnel costs takes into account a rise of 2% per year due to agreements arising from the Collective Labour Agreement, a rise that is compensated in the Government Grant OCW.