

# **Strategic plan Koninklijke Bibliotheek 1998-2001**

## Content

- Summary
- Introduction
- Review of 1996-1997
  - Preservation and management of the cultural heritage
  - National services
  - Humaniora Library
  - Management instruments
- Policy decisions 1998-2001
  - Deposit Library of Dutch Electronic Publications: from project to operational service
  - Digitization and preservation
  - Strengthening of library facilities for the humanities
  - Facilitative policy
- Long-range figures 1998-2001
  - Long-range figures for integrated KB budget
  - Management
  - Projects
  - Investments
  - Accommodation
  - Policy decisions
  - Key figures for use and collection
- Appendix
  - Summary of responsibilities and resources 1997

## Summary

The emphasis will be, during the plan period, on three areas of policy:

**Deposit Library of Dutch Electronic Publications** The current experiment will be converted into an operational service. Additional resources are available for 1998 within the framework of the Electronic Highways Programme of Action but, from 1999 onwards, there will be a financing requirement of Kf800 per year.

**Digitalisation and preservation** Parts of the collection will be digitized and made available via the KB network service to provide greater accessibility to the Dutch cultural heritage and for the preservation of the original documents.

**Strengthening of Library Facilities for the Humanities** An extra Kf500 will, from 1999 onwards, be necessary for the purchasing of literature to improve the humanities library facilities. The additional financing which is needed for this is part of the national plan for the strengthening of the humanities which the KB has drawn up, in close cooperation with other interested libraries, within the framework of a project by the Committee for the Innovation of Academic Information Services (IWI). The KB will encourage the implementation of this plan. The profile of our own collection will, once again, be critically examined and collection-oriented research will be improved.

**Reduction in personnel** Our financial resources are few in relation to the size of our statutory duties and must, therefore, be disbursed selectively. The supply of printed publications is not lessening so there are no savings to be found in that area. For the time being, a two-track policy must be followed which will require great effort. If the policy were not to be changed then there would be an increasing deficit in the personnel budget and a reduction in personnel is, therefore, unavoidable which will highlight the problems of choice once more.

**Retraining and supplementary training** In view of the financial limitations, the policy objectives will largely have to be achieved through the redeployment of personnel. The organisation must be sufficiently flexible to absorb this extensive renewal. It is for this reason that extra attention will be paid to opportunities for the retraining and the extra training of personnel and the advancement of expertise in the field of management. The budget for training will be increased and the management development programme for middle and upper management will be continued in the coming years.

**Planning & control** The renewal of the management and control instruments, which was begun in 1996, will be worked out further in practice and the degree of harmonisation among the various components will be improved. The control function will be further expanded to support and control the operations.

**Improved user orientation** Much has been done in recent years to accommodate the differentiated needs of the KB users but a more intensive use of the collections and services is desirable. Measures will be taken, based on an analysis of the primary target groups, to increase user orientation.

**Storage and management of electronic files for third parties** With an eye to the economies of scale in the use of the technical infrastructure, the KB will offer publishers and research libraries facilities, at a price, for the storage and management of electronic files.

## Introduction

Information and communication technology (ICT) is bringing about great changes in research libraries. Libraries are able, through the use of ICT, to develop new products and services which have a higher added value for the user and which are able to develop into modern information centres for both printed and electronic information. It is indeed true that publishers are aiming new information services directly towards the end user but libraries, however, will continue to play a role in the area of information. They offer users a single point of entry for a range of products and services and, because of the social importance of these products and services, they bear a large part of the costs. Libraries also have the task of preserving electronic publications for long periods of time. The preservation of the national output of electronic publications is pre-eminently a task for a national library such as the Koninklijke Bibliotheek (KB).

When the KB brought out its first strategic plan as an autonomous administrative body in 1996, the main points of the innovation process were already visible. Based partly on an analysis of the environment, it was decided to give a new interpretation to the responsibilities of the KB. In the coming years, the KB will continue to follow the course which was laid out at that time. Continuous modernization is necessary in order to be able to meet the requirements which are set for the organisation by a changing environment. The importance of innovation in the provision of scholarly and scientific information has also been recognized at the political and governmental level. The IWI (Committee for the Innovation of Academic Information Services) steering committee, established partly on the initiative of the KB, plays an important role in the stimulation of research and development.

Modernization has certainly changed the appearance of the responsibilities of the KB but, at heart, there is a high degree of continuity. They are generally described in article 1.5 of the WHW (Higher Education and Research Act). This article also specifies that the KB is oriented towards higher education, scholarly and scientific research, public administration and the pursuance of professional and business activities. The general description contained in the Act was detailed further in 1994 and recorded in the memorandum endorsed by the State Secretary of the Ministry of Education, Culture and Science (OC&W) entitled 'Taken en positie KB' (Responsibilities and position of the KB). Three main areas of responsibility may be distinguished:

- Preservation and management of the cultural heritage
- National services
- Humaniora Library

New products and services are important for all the main tasks. The KB has initiated a large number of projects to develop these products and services. Examples are the Deposit Library of Dutch Electronic Publications (DNEP), the Advanced Information Workstation (now integrated into the KB network service) and the Dutch Electronic Subject Service/ DutchESS (the indexing of national Internet resources, previously the Dutch Basic Classification Scheme Web). Based on the responsibilities mentioned, Chapter 'Review of 1996-1997' will discuss further the results from the previous plan

period.

The policy decisions for the coming plan period will be explained in 'Policy decisions 1998-2001'. The process of renewal will be transformed from the project phase into operational tasks and services which will be integrated into the normal working environment. This has already happened to some extent. A new section has, for example, been set up called Network Services which manages the KB network service and which maintains the NL menu on the Internet for Surfnet.

Chapter 'Long-range figures 1998-2001' contains the long-term figures which show the need for additional resources in order to be able to implement all the policy decisions.

With the publication of this strategic plan, the KB is complying with its legal obligation (article 2.2 of the WHW) to produce an institutional plan. In accordance with an agreement with the State Secretary OC&W, the plan covers a period of four years. This plan will be adjusted after two years in order to comply with the legal obligation to produce an institutional plan every two years.

## Review 1996-1997

The implementation of the previous strategic plan is described below in terms of the three main responsibilities of the KB. Management instruments in the fields of personnel, organisation, ICT infrastructure and accommodation will be discussed in the last section.

### **Preservation and management of the cultural heritage**

Care for the Dutch cultural heritage specific to a national library:

- Deposit Library of Dutch Printed and Electronic Publications, Dutch National Bibliography and STCN
- Centre of Expertise for preservation and restoration
- Special collections (the early, culturally valuable collections such as illuminated manuscripts, incunabula and early printed books)

The total effort expressed in personnel and material resources amounted in 1997 to Mf 9,5 (25% of the budgeted resources).

**Deposit of Dutch Electronic Publications** The construction and equipping of the DNEP was included in the strategic plan for 1996-1997. The State Secretary OC&W has stated that great value is attached to the activities of the KB in this field. The primary aim is the preservation of the national cultural heritage, including in the form of electronic publications, so that it will be available for study and research both now and in the future.

The KB has, with limited financial resources, proceeded with research, which was financially supported by the IWI, and with the practical construction of the DNEP. Joint agreements have been made with the Dutch Publishers' Association on the free supply of cd-roms and with a number of large individual publishers about the depositing of electronic journals. The preparations have now reached the phase where considerable funds must be invested in order to actually bring about the DNEP through acquiring, cataloguing and storage of electronic publications.

**Preservation** Following extensive research in recent years, the KB has formulated a national strategic plan (Metamorfoze), on the basis of which the Ministry of Education, Culture and Science (OC&W) has made available a total of 18 million guilders. Metamorfoze is aimed at written and printed material in the Netherlands from the period 1840-1950 which is currently in public institutions which have a preservation role. This involves a core collection of about 580,000 books, 5,000 newspaper articles, 18,000 journal articles (262,000 volumes) and about 2 million sheets of hand-written material. The Koninklijke Bibliotheek coordinates implementation of the programme. In addition, the KB is a participant in the national programme in which, in the years 1997-2000, a number of KB collections will be preserved. The KB has set up an office for the coordination and supervision of the implementation of Metamorfoze and has also expanded its internal microfilm facilities.

**Special collections** A research plan has been drawn up for the strengthening of collection-oriented research which has not yet been sufficiently implemented.

## **National services**

National responsibilities which, for reasons of effectiveness and efficiency, are carried out by the KB:

- Management of national information infrastructure (management of the NCC-database content, and coordination of the Inter-library lending and documentdelivery)
- National coordination (encouragement and support for national and international cooperation)
- Research & development

Resources budgeted for 1997 f6.9 (18%).

**National information infrastructure** The efforts on behalf of the national information infrastructure are concentrated on the management of the NCC-database content and on the ILL coordination. The NCC/ILL system, which the KB administrates jointly with the Pica Centre for Library Automation, is now generally seen as an essential component of the national infrastructure. NCC quality assurance is under pressure because the enormous expansion of the number of titles has led to the corruption of the file. The joint development together with Pica of a structural supply of printed and electronic information has not yet got off the ground satisfactorily. Supplements and/or links with other forms of electronic information such as tables of content, abstracts and complete texts have been partly achieved but further development is dependent on agreements between publishers and libraries.

The quality of the service provided by the KB as a supply library in the ILL has been improved, through logistical measures, to a high level.

**National coordination** At the beginning of 1996 the KB published the research report *Collecties op achterstand*, which gives an idea of the attenuation of library collections in the Netherlands especially in the humanities. This attenuation could only be reversed with supplementary financial resources. Even before that, the Future of the Humanities Commission had published its report *Men weegt kaneel bij 't lood*, which was followed in June 1996 by the Covenant for the Arts between the Ministry of Education, Culture and Science and the universities of Amsterdam (UvA), Groningen, Leiden, Utrecht and Nijmegen. The Free University joined later. Within the Covenant, proposals will be developed for the improvement and strengthening of library facilities. It was agreed at Board level between the IWI, NWO (Netherlands Organization for Scientific Research), KNAW (Royal Netherlands Academy of Arts and Sciences) and the KB that the KB would take on a leading role with regard to the content of this section of the Covenant. The KB has prepared a plan of action, with financial support from IWI, which is to form the basis for national collection management in the humanities.

**Research and development** There is broad interest in innovation in research library facilities, also at managerial level. The innovation is largely brought about in project form. There were, in 1997, more than thirty externally financed projects in existence. Those providing subsidies were, among others, the IWI steering committee, NWO, the Ministry of Education, Culture and Science and the European Commission. Strategic cooperation has been strengthened, especially at the international level, by, among other things, the cooperation agreement with the British Library. The KB plays a prominent role in the CoBRA+ Forum, which is under the auspices of the Conference of European National Librarians (CENL). The KB formulated a proposal in 1997 for the development of a common infrastructure for European national libraries (NEDLIB). This project is currently being implemented.

### **Humaniora library**

Humaniora library:

- At the service of scholarly and scientific research and education
- Collection building aimed at Dutch culture in general
- Supplementary national task in agreement with other research libraries

Resources budgeted for 1997: Mf8,5 (22%).

The KB, as a key library for the humanities, fulfils an additional national task in the field of collection building. The KB accepted this responsibility in 1978 without any additional financing being made available. Collection building, however, is under great pressure. The size of the book budget has been at more or less the same level for years. There has been no price increase compensation in the government grant for ten years. Only since 1997 has modest compensation been received. The supply of publications is rising steadily and prices, especially for periodicals, are rising every year by more than 10% on average. In addition, an ever-increasing part of the book budget should be used for the acquisition of, and access to, electronic publications. The maintenance of acquisitions for the traditionally strong collection segments (Dutch culture in general) has been largely at the cost of collecting for the relatively young and less strong segments of the social sciences.

The posts that came available because fewer and fewer publications could be bought have been used as much as possible for new tasks such as the connection of Internet resources and the selection of on-line data providers. The possible use of professional specialists for new tasks, especially for the selection of electronic resources is, however, limited.

### **Management instruments**

**Personnel** There is now a question of a broad, systematic approach to the advancement of expertise, especially in the areas of information technology and computerization as well as management. Until recently, only modest resources were available for training. Account has been taken in the long-term figures for 1998-2001 of a larger budget for training in view of the necessary modernisation of the organisation.

**Organisation** When the KB became autonomous, it was necessary to subject the instruments for management and control of the organisation to a critical review and to adapt them to the new situation. A decision was made for a business-like approach in order to increase cost-effectiveness and efficiency. Use is already being made of output-oriented action plans per department in which the relationship is established between products, the use of personnel and financial resources. The departmental heads report on the performance of tasks and the allocation of budgets through periodic management reports.

**ICT infrastructure** The renewal of the infrastructure and the implementation of the Advanced Information Workstation have created the conditions for the provision of high-quality service. The intentions have been laid down in the *Computerization Plan 1997-1999*. The strategic objectives are:

- Consolidation of office automation
- Development and innovation for the improvement of service
- Project support

**Accommodation** The KB building fulfils an important function for scholarship and culture. In addition to the KB a number of other large, public institutions and organisations in the field of documentary research are established there, notably the KNAW and the NWO. The building was designed especially for these occupants with their special requirements with regard to air conditioning and layout. The State owns the building and the Government Buildings Department (RGD) takes care of management and maintenance for the owner. As main occupant, the KB is responsible for the user's portion but this responsibility does not extend beyond that which the available financial resources permit. The Dutch Literary Museum (NLMD) and the Netherlands Institute for Art History also have their own position as occupier. Nine other agencies can be identified as occupants. The KB acts as the counterpart for the RGD for the whole building and regulates for all the other occupants matters such as the use and management of common areas and facilities. These include, among others, the auditorium, the conference rooms and the office restaurant which is also used by the General State Archives (ARA) and the institutions housed in the KB. A large number of renovations has been carried out in the previous plan period and many areas have been redesigned.

## **Policy decisions 1998-2001**

For all the tasks which must be carried out in the coming years, only those components have been shown for which an intensification of activity is necessary and which will therefore lead to internal adjustments or require additional financing. The execution of the strategic plan for the preservation of library materials (Metamorfoze) will not be discussed here as the additional financial resources have been promised and the implementation of the plan has already been incorporated into the operational organisation.

### **Deposit Library of Dutch Electronic Publications: from project to operational service**

The KB will have to actively acquire electronic publications in order to develop the DNEP into an operational service. A start has already been made. Particular attention is being paid to the implementation of the advisory arrangement with the Dutch Publishers' Association concerning the free supply of cd-roms.

An attempt will be made to describe, store and make available a minimum of 3,000 electronic publications in 1998. Rapid growth is predicted to 4,500 electronic publications in 2001 (see table 5, page 49). This is a conservative estimate in view of the limited processing capacity available. Most of these publications consist of cd-roms and other off-line publications such as diskettes and magneto-optical disks. In addition, the depositing of on-line electronic publications, mostly electronic journals, will be continued in cooperation with the major publishers. Finally, several hundred Dutch Internet publications will be stored and described each year. Descriptions of the electronic publications will be published in the Dutch National Bibliography and will be included in the on-line KB public catalogue which is widely accessible both for visitors to the KB and to Internet users. The electronic publications themselves will only be accessible to the visitor to the KB, partly directly and partly through the intercession of an employee of the library as, for example, in making cd-rom's available.

The NEDLIB (Networked European Deposit Library) project will establish the common infrastructure for a European deposit library in the form of a network of national libraries. The participants in NEDLIB are nine European national libraries and five other organisations including three major publishers; the KB is coordinating partner.

The costs involved in the outlined development of the DNEP into an operational service amount to more than one million guilders per year of which the greater part is necessary for the personnel costs of acquisition, cataloguing (the largest cost), system development and management, quality control and preparation. The material costs relate in particular to the purchase of the user interface for making it available to end-users (IBM Digital Library), and disk storage capacity. The KB can finance part of this from available resources but additional financing is necessary.

### **Digitization and preservation**

In the coming years, digitization - the manufacture of a digital copy of an original printed or written document - will become more and more important. Digitization promotes the preservation of library material in the long term because a digitized document can be made available to researchers via an electronic network without the original document being damaged. In addition, special material can, through digitization, be made available to a wider public. Digitization could, within not too long a time, become the centre point of, or even an alternative to, the traditional preservation programmes which are oriented towards the filming of material. Provision for research in this area has been made within the framework of Metamorfoze. A number of literary collections which have been microfilmed will, as a trial, be digitized.

The KB drew up a digitization plan in 1996. A number of projects in this area have been formulated and partially initiated such as the digitizing of illuminated manuscripts from the Middle Ages (with a subsidy from NWO), atlases (together with the British Library) and illustrations from the collection of the Netherlands Centre for the Documentation of Legal History and the Iconography of Law (NCRD). A start has also been made with the production of scans for third parties. The efforts made in this area have, however, remained limited in recent years.

In coming years, as the knowledge and the production of the KB in this area grows substantially, the KB wants to fall into step with foreign libraries where large-scale projects have been carried out for years. International cooperation is also important in this area and not just for the exchange of knowledge. Preparations are being made, together with a number of foreign partners, for the digitizing of material relating to the subject 'exchange of people'. A short-term extra effort will be required to ensure the attractive presentation of digitized documents during the bicentenary exhibition in 1998. The costs can be partly met from the KB budget (see 'Policy decisions', page 48 for the long-range figures). An appeal will be made for additional financing from, among others, the NWO. Whenever possible, there will be cooperation with other organisations such as the British Library and the Computer and Humanities Department of the University of Utrecht.

### **Strengthening of library facilities for the humanities**

**Coordination of national collection management** As stated above, the KB has taken the initiative, based on its legal obligation to promote the harmonisation with, and among, the other research libraries, for a plan for national collection management for the humanities. The KB is ensuring, in this way, the implementation of part of the Covenant for the Arts. The plan will have to be implemented during the plan period. Further research and discussion will be necessary. Research will have to be mostly carried out by the universities involved. The KB is prepared to take care of the coordination of the discussions aimed at mutual agreements, and of the monitoring of and reporting on the results.

**Accentuation of the collection building profile** The KB is involved in the strengthening of the library facilities for the humanities not only because of its legal coordinating task but also as a humaniora library with additional national responsibilities. Like other research libraries, the KB is confronted with a decline in its collection. The conclusion of the *Collecties op achterstand* report is that supplementary

financing is necessary. The plan for national collection management should form the basis for this.

Further accentuation and slimming-down of the collection building profile is unavoidable. This will incorporate taking into account the agreements on national collection management.

**Strengthening of collection oriented research** Research into the KB collections will be encouraged. The KB collections are an important research resource, especially:

- The special collections: manuscripts, incunabula, early printed books, book bindings, paper collection
- The deposit library collection
- Special collections such as songbooks, children's books, books on sport and games (including a chess and draughts collection) and the occult sciences.

These collections should be used more intensively both for research by the curators of the KB itself - for access and documentation purposes - and for research in the KB by third parties. In order to be able to develop into a centre for the study of Dutch books and manuscripts, more attention is needed to make the manuscripts accessible and for the documentation systems. Attempts will be made to expand cooperative ventures with other research institutes or parts of them.

### **Facilitative policy**

**Enhancement of expertise, retraining and supplementary training** In view of the financial restrictions, which will be explained in the long-range figures section, the policy objectives will have to be mostly achieved through reallocation of personnel. The organisation will have to be sufficiently flexible to be able to absorb the many innovations. It is for this reason that extra attention will be paid to opportunities for retraining and supplementary training of personnel and to the encouragement of expertise in the field of management. The budget for courses will be increased and the management development programme for middle and upper management will be continued in the years to come.

**Modernisation of the management and control instruments** The planning & control system which was started in 1996 will be implemented further in practice and the harmony between sections will be improved. The instruments comprise planning and control elements. The planning instruments are the strategic plan, the annual estimate and the budgets. Use is made, for the control cycle, of management reports per department (in which the results of implementation are compared to the operational plan), interim reports to the Board, the annual report and the annual statement of accounts. The control function will be further extended to support and control the operations.

**Improved user orientation** Lack of knowledge of the treasures hidden within the library, lack of familiarity with modern technology, lack of familiarity with procedures, long distances from home or work to the library, restricted opening hours... There are

many factors which contribute to the services of the KB not being used in the best way possible.

Much has been done in recent years to meet the individual requirements of KB users but more intensive use of the collections and services is desirable. Based on an analysis of the primary target groups, measures will have to be taken to encourage the use of the collections and the services. Work will have to be done on:

- More products and services attuned to the specific needs of the user, based, among other things, on the use of user profiles
- Making contact with scholarly and scientific research groups and individual visitors; making agreements on possible special facilities
- Tuning information on products, services, facilities and procedures more to the knowledge and needs of the user, especially the network user
- Giving greater publicity to the products and services of the KB, especially through the network service (descriptions of collections, presentation of illustrations)
- Specific improvement of public relations: the celebration of the jubilee in 1998 will be used to give the KB greater national recognition.

**Storage and management of electronic files for third parties** The KB maintains an advanced technical infrastructure in order to fulfil its core responsibilities, in particular for the DNEP. Economies of scale can be achieved if this infrastructure is also used for the storage and management of files for third parties. This might involve taking on the archive responsibility for publishers (for all electronic publications whatever the imprint). In addition, the KB can offer - as a technology provider (host) and in proper consultation with publishers - facilities for the storage and management of files, such as electronic journals, for other research libraries. A charge will be made for this but it will cost the libraries less than doing their own storage and management.

**Meerjarencijfers 1998-2001**

## Long-range figures 1998-2001

In drawing up the figures for the integrated budget as shown in Table 1, the current long-range financial framework has been assumed for the resources, and the implementation of policy decisions has been assumed for the costs. Financial coverage has not been found for all policy decisions. For the years from 1999 onwards, for example, there is not yet a guarantee of additional financing for the Deposit Library of Dutch Electronic Publications. Extra resources are only available for this purpose for 1998 (Kf800 within the framework of the Electronic Highways Programme of Action). There is also no certainty about additional financing for the necessary increase in the book budget (Kf 500 from 1999). ). The total requirement for additional financing from 1999 onwards amounts to Kfl.300. Additional information is given in 'Management', page 44 and 'Policy decisions', page 48.

**Table 1** Long-range figures for the integrated budget 1998-2001, including the costs of policy decisions for which financing must still be found (in Kf)

	1997	1998	1999	2000	2001
<i>Costs</i>					
Operating expenditure	28.814	29.942	31.195	31.242	31.324
Projects	1.130 <sup>1</sup>	2.300	2.300	2.300	2.300
Investments	3.812	3.275	3.275	3.275	3.275
Accommodation <sup>2</sup>	9.291	7.424	7.424	7.424	7.424
<b>Total costs</b>	<b>43.047</b>	<b>42.941</b>	<b>44.194</b>	<b>44.241</b>	<b>44.323</b>
<i>Resources</i>					
Government grant and other resources	39.233	39.761	39.714	40.061	40.143
Project funds	1.130	2.300	2.300	2.300	2.300
Releases from provisions	2.684	880	880	880	880
<b>Total resources</b>	<b>43.047</b>	<b>42.941</b>	<b>42.894</b>	<b>42.941</b>	<b>43.023</b>
<b>Balance</b>	<b>0</b>	<b>0</b>	<b>-1.300</b>	<b>-1.300</b>	<b>-1.300</b>

1 A different methodology was used in 1997 than was used in later years so that the budget amount is considerably smaller than the realization amount. See the explanation in 'Projects', page 47.

2 Excluding circa Mf13 as a result of the change in the accommodation system (estimate used by OC&W for tenant's and owner's portion for the Government Buildings Department; see 'Accommodation', page 48).

Long-range figures are presented in Table 2 based on the available resources within the current long-range financial framework in order to show the possible consequences of not obtaining additional financing.

**Table 2** Long-range integrated budget figures 1998-2001, based on the current government grant (in Kf)

	1997	1998	1999	2000	2001
<i>Costs</i>					
Operating expenditure	28.814	29.942	29.895	29.942	30.024
Projects	1.130 <sup>1</sup>	2.300	2.300	2.300	2.300
Investments	3.812	3.275	3.275	3.275	3.275
Accommodation <sup>2</sup>	9.291	7.424	7.424	7.424	7.424
<b>Total costs</b>	<b>43.047</b>	<b>42.941</b>	<b>42.894</b>	<b>42.941</b>	<b>43.023</b>
<i>Resources</i>					
Government grant and other resources	39.233	39.761	39.714	40.061	40.143
Project funds	1.130	2.300	2.300	2.300	2.300
Releases from provisions	2.684	880	880	880	880
<b>Total resources</b>	<b>43.047</b>	<b>42.941</b>	<b>42.894</b>	<b>42.941</b>	<b>43.023</b>

1 A different methodology was used in 1997 for the project budget than was used in later years so that the budget amount is considerably smaller than the realization. See the explanation in 'Projects', page 47.

2 Excluding circa Mf13 as a result of the change of accommodation system (estimate used by OC&W for tenant's and owner's portion for the Government Buildings Department; see 'Accommodation', page 48).

## Management

Table 3 provides a specification of the long-range figures for the management budget based on the implementation of all policy decisions, including the extra costs for the DNEP and the improvement of the collection (both from 1999 onwards) for which additional resources are needed. In order to show the consequences for management, a presentation of the long-range figures for this sub-budget has been made based on the available resources within the current long-range financial framework, without additional financing (table 4).

The personnel costs for 1998 and following years have been budgeted on the basis of the salary levels at 1 January 1998. OC&W provides an annual supplement to the government grant for increases in wage costs as a result of general salary agreements, the so-call 'ASM' compensation. This compensation is structurally insufficient. This is partly because of the increase in wage costs as a result of increments and partly because

of the fact that the formula, which was fixed in 1990 and which is used by OC&W for the determination of ASM compensation, deviates from the actual strength of the KB. In order to maintain the same personnel strength, an amount of more than Kf200 from other budgets would have to be added to the personnel budget. Compensation from the materials budget is not possible. Releases from the other three sub-budgets (projects, investments and accommodation) to the management budget are equally impossible. In addition, account must be taken of a necessary structural increase in the budget for training (starting in 1998) of Kf100. Based on the long-range figures, a decrease in the number of permanent personnel is therefore unavoidable.

**Table 3** *Long-range figures management budget 1998-2001, including the costs of policy decisions for which financing still has to be found (in Kf)*

	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>
<i>Costs</i>					
Personnel costs	20.668	21.523	22.163	22.163	22.163
Material costs	4.041	4.148	4.261	4.308	4.390
Other costs	10.419	9.819	9.819	10.119	10.119
Book budget	3.551	3.706	4.206	4.206	4.206
Costs of affiliated organisations	554	565	565	565	565
<b>Total costs</b>	<b>39.233</b>	<b>39.761</b>	<b>41.014</b>	<b>41.361</b>	<b>41.443</b>
<i>Resources</i>					
Government grant	35.789	36.858	36.811	36.858	36.940
NWO contribution	300	0	0	300	300
Other revenue	2.590	2.338	2.338	2.338	2.338
Government grant for affiliated organisations	554	565	565	565	565
<b>Total resources</b>	<b>39.233</b>	<b>39.761</b>	<b>39.714</b>	<b>40.061</b>	<b>40.143</b>
<b>Balance</b>	<b>0</b>	<b>0</b>	<b>-1.300</b>	<b>-1.300</b>	<b>-1.300</b>

**Table 4** *Long-range figures management budget 1998-2001, based on the current government grant (in Kf)*

	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>
<i>Costs</i>					
Personnel costs	20.668	21.523	21.523	21.523	21.523
Material costs	4.041	4.148	4.101	4.148	4.230

Other costs	10.419	9.819	9.819	10.119	10.119
Book budget	3.551	3.706	3.706	3.706	3.706
Costs of affiliated organisations	554	565	565	565	565
<b>Total</b>	<b>39.233</b>	<b>39.761</b>	<b>39.714</b>	<b>40.061</b>	<b>40.143</b>
<i>Resources</i>					
Government grant	35.789	36.858	36.811	36.858	36.940
NWO contribution	300	0	0	300	300
Other revenue	2.590	2.338	2.338	2.338	2.338
Government grant for affiliated organisations	554	565	565	565	565
<b>Total</b>	<b>39.233</b>	<b>39.761</b>	<b>39.714</b>	<b>40.061</b>	<b>40.143</b>

As compensation for the unsecured part of the annual increase in the salary level and for the structural increase in the training budget, the fixed complement should, in the period 1998-2001, be reduced by 12 establishment posts (saving more than Kf900, about 5% of the permanent personnel budget in 1997).

In addition to the need to reduce the permanent strength by 12 establishment posts, there is a need for extra personnel for the DNEP, for which there is an annual requirement of Kf640 during the plan period. If the additional financing for the DNEP were to be structural then a smaller reduction in the permanent strength would be required. The DNEP requires an extra Kf160 in materials costs per year which brings the total financing requirement of the DNEP, in the period 1999-2001, to Kf800. An appeal will be made for resources from the Electronic Highways Programme of Action. The book budget was modestly increased in 1998 for the first time in years due to the price compensation which was received. From 1999 onwards, an increase of Kf500 in the book budget has been included in table 3 for which an appeal will be made to the NWO. The application for additional financing is part of the national plan for the strengthening of the humanities. In the remaining material costs it has been assumed that there will be an increase of 3% year in office costs. The increase in computerization costs has been included in accordance with the *Computerization Plan 1998-1999* and has been frozen thereafter (2000-2001) at the 1999 level.

**Reduction of staffing and redeployment of personnel** The required reduction in the permanent strength (12 establishment posts) cannot be found through improvements in efficiency, although this must, of course, be attempted as it has been in previous years. This inevitably means that an end must come to tasks or parts of tasks. A target-oriented setting of priorities which harmonises with the desired development of the KB in the long term is preferable to the use of the cheese parer. Decision-making on the modification of responsibilities and reductions in the associated personnel posts will be carefully prepared. There will be concrete research into what is possible in four areas, the consequences will be mapped out and the advantages and disadvantages will be considered. The draft reports on this must be ready by the end of the first quarter of 1998.

The objective is to achieve the reduction in permanent staff during the coming four years without compulsory redundancies. Experience in recent years shows that there is a natural decrease in permanent staff equivalent to 6 establishment posts per year. This

figure must be set against the necessary reduction of about 3 establishment posts per year for financial reasons. Natural turnover therefore offers a good opportunity to avoid compulsory redundancies but it is, of course, necessary to keep close track of events. Training and education will encourage staff to actively cooperate with internal redeployment of tasks and functions or functional components. The desired modernisation will only be achieved through redeployment.

**Allocation of resources to tasks** A calculation has been made, with an eye to the management and control of the organisation, of the allocation of resources to the various tasks of the KB. Components of the budget (cost categories) have been allocated to the various tasks of the KB based on the products which have been formulated for departmental operational plans. Please refer for the figures to the appendix in which a summary of responsibilities and resources for 1997 has been included. The expectation is that the distribution of resources at the aggregation level presented will not change, or hardly at all, in the plan period. There will, however, be movements within the tasks mentioned due to the implementation of policy proposals.

## **Projects**

In 1997, and in previous years, only externally financed projects were budgeted which, at the start of the year, were thought to be certain to be implemented. No account was therefore taken in the budget of any possible new projects during the year. As these projects do, however, count towards the financial result, the figure for realisation in 1997 (and previous years) is much higher than the amount shown in the budget. The methodology has been changed from 1998 and, for the budget, the average size of the years 1994-1997 (Kf2,300) has been taken as a starting point. The contribution from the operating budget has been set to zero for the period 1998-2001 so that the external projects form a self-financing system.

## **Investments**

An amount of Kf2,000 has been included in the government grant for replacement investment. This amount is supplemented by Kf395 from the Management budget and by an average of Kf300 from the NWO contribution. This latter contribution is guaranteed up to, and including, 1999 and will be applied for again for the years 2000-2001. The annual coverage therefore amounts to Kf2,695. This amount is supplemented by a withdrawal from the equalization accrual investments of which a total of Kf3,275 is, on average, available for replacement investment. The concrete investment plans are still to be finalised

## **Accommodation**

The structurally available resources have been used as the basis for the Accommodation budget (building projects, miscellaneous maintenance and operating costs). These consist of Kf2,424 which was already available in the KB budget through privatization and of Kf5,000 which was structurally allocated by OC&W when the KB became autonomous. The expenses have been budgetted using the long-range figures for the

period 1995-2005 in the report by the Government Buildings Department dated November 1994 and the evaluation report by Berenschot Osborne dated June 1996. The budgeted costs in these reports are greater than the available resources. This problem is known to OC&W.

In the current situation, the Government Buildings Department manages all the accommodation budgets for the government. This will change as of 1 January 1999, when the implementation of the change of system for government accommodation will start whereby the departments will themselves be responsible for management. The new system facilitates, among other things, a move to the leasing and letting model. A lease budget must be determined including the amount for the maintenance of the owner's portion of the Government Buildings Department (RGD). OC&W makes use of an estimate of Mf13 for the total. This is, therefore, in addition to the budget made available in past years to the KB for the user's portion of the accommodation costs. The KB building has now been given the status of a 'specific building' because of its special conditions of use and this means that the budget for the lease will be fixed at the level of the costs to be paid and not standardized per establishment post as is now the case. The details needed for the fixing of the lease budget can, for the KB building, be almost completely derived from the investigation carried out earlier for the KB by Berenschot and from the report by the Government Buildings Department which was based on it.

### **Policy decisions**

An estimate is given in these pages of the resources which will be used during the plan period to implement the proposed policy.

**Deposit Library of Dutch Electronic Publications** A plan has been drawn up for the further layout and construction of the DNEP which is now being considered for partial financing within the framework of the Electronic Highways Programme of Action. The long-range financial figures from this plan of action are shown in table 5.

**Table 5** *Personnel and materials resources DNEP, 1998-2001*

	Personnel in est. posts	1998	1999	2000	2001	Totaal
<i>Personnel costs</i>						
Cataloguing	4,0	250	250	250	250	1.000
Quality control	0,5	32,5	32,5	32,5	32,5	130
Availability	0,5	32,5	32,5	32,5	32,5	130
Technical support	0,5	45	45	45	45	180
System development	1,0	95	95	95	95	380
System management	1,5	135	135	135	135	540
Coordination	0,4	50	50	50	50	200
Subtotal		640	640	640	640	2.560

<i>Material costs</i>	469	469	469	469	1.876
<b>Total</b>	<b>1.109</b>	<b>1.109</b>	<b>1.109</b>	<b>1.109</b>	<b>4.436</b>
<i>Resources</i>					
Subsidy NAP	800	800	800	800	3.200
Contribution KB	309	309	309	309	1.236
<b>Total</b>	<b>1.109</b>	<b>1.109</b>	<b>1.109</b>	<b>1.109</b>	<b>4.436</b>

Table 6 shows an estimate of the number of electronic publications which can be processed with the resources available. It is difficult to predict how the composition of the supply of electronic publications will develop. It is expected that the number of electronic publications on the market will increase considerably. With regard to processing capacity, it has been assumed that every year an increasing number of publications can be catalogued and stored using the same resources (Kf1,109 for four years) because of the experience gained and because of the availability of new tools. If the maximum capacity is reached then extra structural funds will have to be sought.

**Table 6** *Number of DNEP publications to be processed by type, 1998-2001*

	Number of publications			
	1998	1999	2000	2001
Cd-roms	2.000			
Diskettes	100			
Other offline	20			
Journals online	500			
Databases online	10			
Internet/Web publications	370			
<b>Total</b>	<b>3.000</b>	<b>3.500</b>	<b>4.000</b>	<b>4.500</b>

**Digitization and preservation** In 1997, 1.1 establishment posts were released from the fixed establishment for the preparation of digitization projects and the processing of scanning assignments from third parties. In 1998, a total of 2.2 establishment posts from the fixed establishment will be used for digitization activities increasing to 4 establishment posts for the years 1999-2001. In addition, the KB will make use of temporary personnel for the production of images in the plan period (increasing to 2 establishment posts). Included in the use of the existing establishment is the effort involved in the storage and management of digitized material (from 0.1 establishment post in 1997 to 0.5 establishment post in 1999 and 2000).

The resources are available for the financing of the digitization plan in 1998. Financing in the years from 1999 onwards will have to be found through the redeployment of personnel, from the investment budget for computerization, the management budget and from project financing.

**Table 7** *Personnel and materials resources for digitization, 1997-2001 (in Kf)*

	1997	1998	1999	2000	2001
<i>Personnel</i>					
Fixed establishment	98 (1,1 fte)	193 (2,2 fte)	343 (4,0 fte)	343 (4,0 fte)	343 (4,0 fte)
Temporary personnel	62 (1,0 fte)	124 (2,0 fte)	124 (2,0 fte)	124 (2,0 fte)	124 (2,0 fte)
<i>Materials</i>	88	150	150	150	150
<b>Total</b>	<b>248</b> <b>(2,1 fte)</b>	<b>467</b> <b>(4,2 fte)</b>	<b>617</b> <b>(6,0 fte)</b>	<b>617</b> <b>(6,0 fte)</b>	<b>617</b> <b>(6,0 fte)</b>

In view of the importance of the Strategic plan for the preservation of library materials and the relationship with digitization activities, a number of long-range figures are shown below relating to the implementation of this plan. The KB has set up an office (the National Preservation Office of the Netherlands, BCB) to coordinate and supervise the implementation of Metamorfoze and has also expanded its internal microfilming facilities. In addition, the KB will carry out a number of investigations in the areas of paper deterioration and mass de-acidification and into the opportunities offered by digitization as a preservation medium.

The Ministry of Education, Culture and Science pays the full costs of the office concerned with the national preservation responsibility of the KB (BCB) and of the research projects (see table 8)

**Table 8** *Personnel resources for the national preservation responsibility of the KB, 1997-2000 (100% subsidy from OC&W)*

	1997	1998	1999	2000
National Preservation Office of the Netherlands	349	349	349	349
Research projects	100	273	218	120
Preservation of newspapers		163	272	109
<b>Total</b>	<b>449</b>	<b>785</b>	<b>839</b>	<b>578</b>
<b>Subsidy OC&amp;W</b>	<b>449</b>	<b>785</b>	<b>839</b>	<b>578</b>

The implementation projects in which the KB, in addition to other libraries, takes part will only be paid for up to 70% in the programme years 1997-1998 and to 50% in the years 1999-2000. This means that the KB must contribute 30% and 50% respectively of the project costs for these preservation activities. In practice this means that the full personnel costs will be carried by the KB while the out-of-pocket expenses will be covered as far as is possible by the subsidy amounts. This is not a problem for the years 1997-1998. It has been assumed in the costs estimates for the years 1999-2000 that there will be a modest number of projects which will be not too large. A separate transfer to the reserves is not yet necessary. Figures for the year 2001 have been omitted because the Government Culture Policy Document does not go beyond the year 2000.

**Table 9** *Personnel resources for the implementation projects in the field of preservation, 1997-2000 (50-70% subsidy OC&W)*

	1997	1998	1999	2000
Literary collections projects	101	101	101	101
Preservation of Dutch book production	95	120	120	87
<b>Total</b>	<b>196</b>	<b>221</b>	<b>221</b>	<b>188</b>
Own contribution KB	59	66	110	94
OC&W subsidy	137	155	111	94
<b>Total</b>	<b>196</b>	<b>221</b>	<b>221</b>	<b>188</b>

**Strengthening of library for the humanities** The following table gives an indication of the decline in the number of books and journal subscriptions purchased in recent years.

**Table 10** *Number of books and journals obtained for the research collection 1986-1997*

	1986	1988	1990	1992	1994	1996	1997
Books purchased <sup>1</sup>	24.200	22.100	17.000	15.900	12.400	11.200	11.600
Gift books (received)	-	-	-	-	-	-	89.000
Gift books (catalogued)	-	1.900	2.400	5.200	6.300	6.700	6.300
Journal subscriptions	-	-	7.300	4.900	4.640	4.480	4.300

<sup>1</sup> The books were counted at the point of reception registry in the Shared Automated Cataloguing System, the GGC.

The shift in the profile in recent years and the shift being aimed at in the plan period are illustrated in tables 11 and 12. Not shown are the shifts taking place within the disciplines mentioned.

**Table 11** *Acquisition costs of scholarly and scientific publications, assuming additional financing of Kf 500 from 1999 onwards (in Kf and in %)*

	1994		1997		2001	
	Kf	%	Kf	%	Kf	%
Humanities	1.650	70	1.725	74	2.400	80
Electronic publications (emphasis on the humanities)	120	5	150	6	229	8
Social sciences, law, etc.	580	25	475	20	376	12
Total scholarly and scientific collection	2.350	100	2.350	100	3.005	100
Book budget total	3.551		3.551		4.206	

**Table 12** *Acquisition costs of scholarly and scientific publications, assuming the current financial framework (in Kf and in %)*

	1994		1997		2001	
	Kf	%	Kf	%	Kf	%
Humanities	1.650	70	1.725	74	1.954	78
Electronic publications (emphasis on the humanities)	120	5	150	6	175	7
Social sciences, law, etc.	580	25	475	20	376	15
Total scholarly and scientific collection	2.350	100	2.350	100	2.505	100
Book budget total	3.551		3.551		3.706	

The plan to improve the library facilities for the humanities will be mostly implemented within the existing establishment. Attempts will be made to obtain additional financing for the coordination of national collection management. National agreements will be adhered to in the refinement of the collection building profile of the KB.

### **Key figures for use and collection**

A number of key figures are shown in table 13 which give a rough picture of how the KB functions as a whole. These figures do not express the diversity of the responsibilities of the KB. Hundreds of products and services have been defined for the operational plans for the various departments in the KB organisation. Research will have to be done on how this data can be used for the development of key figures for the performance of the organisation.

**Table 13** *Key figures for use and collection*

	1993	1997	2001
Publications retrieved for reading in the library or for lending	198.100	230.700 <sup>1</sup>	240.000 <sup>1</sup>
Books lent out via interlibrary lending	7.100	13.000	15.000
Journal articles supplied via interlibrary lending	23.600	43.700	50.000
KB network services consultations	-	1.700.000	5.000.000
Visits	-	63.300	70.000
Registered borrowers	12.400	9.500	10.000
Growth of research collection:			
Books ordered and received as part of a series	11.000 <sup>2</sup>	11.600	10.500 <sup>3</sup>
Books donated or on loan (received)	4.200	91.500 <sup>4</sup>	22.900 <sup>5</sup>
Books donated or on loan (catalogued)		46.300	
Growth of deposit library collection (Dutch National Bibliography, including electronic publications, excluding journals)	32.300	46.000	50.500

1 Including microfiches consulted in open access

2 The falling trend in the number of books purchased in recent years is not shown clearly in this table (for this, see table 10) because, in 1993, the number of books purchased (11,000) was exceptionally low: in 1994, 12,400 books were purchased; in 1992 this was 15,900.

3 In this figure a constant budget has been assumed. If there were to be an extra Kf500 for collection building, which is the aim, then the growth would be about 13,200 books.

4 The growth of the collection through donations or long-term loan is sometimes considerable but the number of books received varies greatly from year to year: in 1997 an exceptionally large number of books were donated, 75,000 children's books, 15,000 dissertations and 1,500 books on China.

5 Extra temporary personnel will be used for the cataloguing of recent sizeable donations in the coming years

## Appendix

### Summary of responsibilities and resources 1997

	est. posts	amount
<i>Responsibilities</i>		
Preservation and management of the cultural heritage	72,7	7.439
National services	27,3	2.259
Humaniora Library	46,4	7.323
Other services	44,6	3.840
Board, directors and support services	48,7	6.002
Projects	15,9	2.527
Accommodation		9.291
Investments		3.812
Affiliated institutions		554
<b>Total</b>	<b>255,6</b>	<b>43.047</b>
<i>Resources</i>		
Government grant 1997		39.233
Project resources		1.130
Releases from the reserves for accommodation and investments		2.684
<b>Total</b>		<b>43.047</b>

**Explanation** There is no one-to-one relationship between the cost categories in the budget and the costs of the tasks to be carried out. It is possible, however, using the departmental operational plans in which the effort for each KB product (and service) has been included, to establish the relationship between the budget and the task costs.

**Tasks** In addition to the costs of the main responsibilities, a number of other major expenses have been included in the above summary for which an apportionment according to task is not useful. The main responsibilities are:

- Preservation and management of the cultural heritage: Special Collections; Deposit Library of Dutch Publications, Dutch National Bibliography and STCN; Preservation and Restoration
- National services: Dutch Union Catalogue (NCC) and coordination of the Inter-library lending (ILL); research
- Humaniora Library: research collection; subject indexing, and bibliographies

**Other tasks and costs:**

- Other services: direct service provision; stacks services; public relations, publications and exhibitions; interlibrary lending and document delivery; electronic network services
- Board, directors and support services: Board, directors, management staff and secretariat; building and facilities service; financial and economic affairs; personnel and organisation; information technology and computerization; Works Council
- Projects: project personnel and KB personnel on secondment
- Accommodation
- Investments
- Affiliated institutions: refers to resources which are passed on directly to the institutions concerned

**Resources** The budgeted project resources refer only to externally financed projects for which it was certain at the start of the year that they would be implemented. No account has, therefore, been taken in the budget for 1997 of possible new projects during the year. Because these projects count towards the financial result, the figure for realization is much higher in 1997 (and in previous years) than the amount shown in the budget. The system was changed with effect from 1998 and the average size for the years 1994-1997 (Kf2,300) was taken as a starting point (see also 'Long-range figures for integrated KB budget' on page 43 and 'Projects', page 47).