Strategic plan of the Koninklijke Bibliotheek,
National Library of the Netherlands 2019-2022

Working with
WORDS
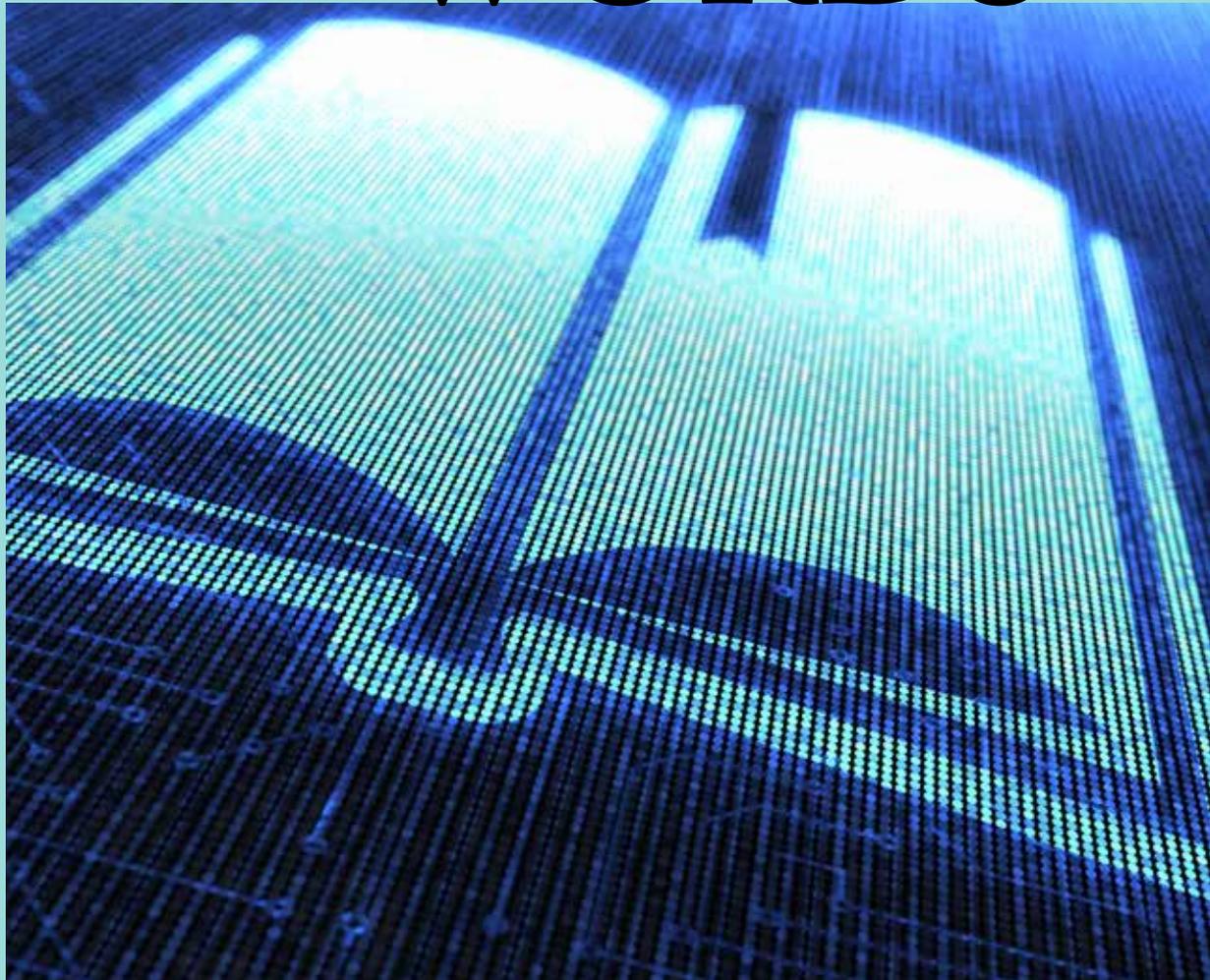
FOREWORD

Presenting the strategic plan of the Koninklijke Bibliotheek (KB), National Library of the Netherlands for the next four years is always a significant moment. It marks a point on the path that our organisation is taking, and explains how we intend to perform the social tasks entrusted to us as a national institution.

As a network organisation we cannot exist in isolation, therefore it is also an invitation to all our associates to join us on our journey whenever and wherever our paths cross.

Over the next four years, the KB, National Library of the Netherlands as a network organisation wants to continue using the power of the written word to help make the Netherlands smarter, more competent and more creative. We will do this in an open, connective, innovative and reliable manner. As a social institution with national interests we are keen to make a real impact on society. We have therefore linked our ambitions to the sustainable development goals (or SDGs) of the United Nations. Together with our partners, we want to help make information available to the public, promote science, improve literacy, and safeguard heritage so that it can be experienced by the public.

As a national library, our work is fuelled by the power of the written word. The written word preserves stories, essays and ideas, both printed and digital. When people come into contact with these words, whether through reading, studying or conducting research, it has an impact on their lives. But this is not all that we and our partners do: together with the public libraries, we want to help people along the path to personal development, with the university libraries we aim to unlock science and through the Digital Heritage Network, we work hard to make the Dutch national memory visible, usable and sustainable in every possible form. The principles that guide this strategic plan are to focus on value to society, prioritise the digital and think in terms of networks.

In the summer of 2018, the KB presented the draft version of this strategic plan on its website, inviting all its network partners to respond. Many of them took advantage of this opportunity. There was a lot of praise, both for the transparency of this initiative and for the content of the strategic plan. There were also a few critical comments. These reactions added to the value of this strategic plan, as they enabled us to reformulate it in certain places, improve the positioning and strengthen the arguments. We would like to thank everyone who made the effort to respond in this way.

T.H.J. (Tjibbe) Joustra
Chair of the Board of Governors

dr. E.J.B. (Lily) Knibbeler
Director General

CONTENT

Working with
WORDS

This plan is intended to share our strategic priorities for the next four years. In the first instance, it primarily aimed at the Dutch government, more specifically at the Ministry of Education, Culture & Science, to show them how we are meeting our statutory commitments. But we would like everyone to read our plan: after all, our ability to realise it depends on the extent of the support from our networks and users.

The KB in an ever-changing environment

The plans we have made for the next four years were made against the background of an ever-changing environment. We have seen the huge impact that the digital transformation of society is having on people and organisations. This transformation is still in full swing: combinations of new technologies will enable us to do things that were never deemed possible. Unlimited possibilities however do not always lead to positive developments. Control and regulation are needed, to safeguard privacy or confidential information, for example, or to prevent loneliness and social isolation.

Digital development

The KB was and continues to be a pioneer of digital development and has been consciously advancing in this, capitalising on digital opportunities for reading, learning and conducting research. In the last strategic plan, we introduced the term 'National Digital Library'. This refers to everything that we undertake with our partners to give the Dutch population access to publicly funded library collections.

The power of the network

As an institute for academic research, we take an active part in academic networks, particularly in the network of university libraries and networks revolving around the use of text in academic research. As a heritage organisation, we do all we can to develop the Digital Heritage Network, so that digital collections will be more visible, usable and sustainable. As a national digital public library, we want to ensure user-friendly, easy access to digital reading material for all Dutch people. As a public library authority, we strive to build up a powerful network of public libraries, with an active role in the heart of society, to help create an informed, motivated and committed society.

Living and working together

Society is developing alternative forms of living and working together. We named our last strategic plan 'the power of the network', because we believe that we will only achieve our goals in consultation and collaboration with our asso-

ciates. We want to be an active participant contributing to social developments and providing help to enable relevant initiatives, such as community librarianship, Open Science, Wikipedia and Public Spaces, to grow and flourish. To function in an information society, we must change the way we organise matters. We must be egalitarian rather than hierarchical, more flexible and focus on people rather than systems. We aim to incorporate these developments into our own organisation.

Housing

We know that our current building – although relatively new – is not suitable for the future. In 2017, we have learnt that it would be more expensive to renovate our premises than to build a new library. As a result, we decided to take a long, hard look at the various functions of our accommodation - storage space, public areas and offices – and use our findings to develop a vision for the future. The basic principle of realising our goals in consultation and collaboration with our partners and users requires a more natural transition from public areas to areas where people work. Our physical collections: over 3.5 million books, 650,000 periodical binders and over 100,000 newspaper binders, need to be moved into separate storage areas at some distance from the public areas and offices to ensure a stable climate and security regime, customised to the collections.

We hope to accomplish this move during the next policy period (2023-2026). For now, we must ensure that staff can continue to work safely in the current building. But more importantly, we will have to spend the next few years shaping

and developing the new National Library. 'We shape our buildings, thereafter they shape us' said Churchill about the English House of Commons. The KB will be housed in the Central Innovation District of The Hague, in line with our role and ambitions. People will no longer be obliged to visit the location to consult our collections, unless they need something that is either physically valuable or unavailable in digital form. This makes it even more important that the building celebrates and enhances the value of the written word, that it is an icon for the importance of knowledge, the value of creativity and the worth of personal development. We want to work in a place that inspires and entices visitors to be smarter, more competent and more creative together.

Sustainable development goals

The impact that we have on people's lives constitutes our value to society. When compiling our strategic plan our board and staff members identified the areas of society in which we could make a difference. We took our lead from the 'to-do list for humanity', formed by the United Nation's SDGs. [full list on: un.org/sustainabledevelopment/]

4. Literacy
4.6 By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy. [Goal 4, Quality education, target 4.6]

9. Science
9.5 Enhance scientific research (…) and encourage innovation. [Goal 9, industry, innovation and infrastructure, target 9.5],

11. Heritage
11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage. [Goal 11, Sustainable cities and communities, target 11.4]

16. Public access to information
16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements. [Goal 16, Peace, justice and strong institutions, target 16.10]

We aim to increase the value of all four of these points for all Dutch people. This is what makes our work inspiring, enriching and purposeful.

Mission

For centuries, the KB, National Library of the Netherlands has been a source of inspiration and innovation. Since our foundation in 1798, we have developed into a broad-based, versatile organisation, which guarantees the visibility, usability and sustainability of the national library collection for all Dutch people, for any purpose, both now and in the future. We are responsible for the written word, particularly Dutch publications, and for ensuring that everyone is able to read, learn and conduct research. This is our way of contributing towards making the Netherlands smarter, more competent and more creative.
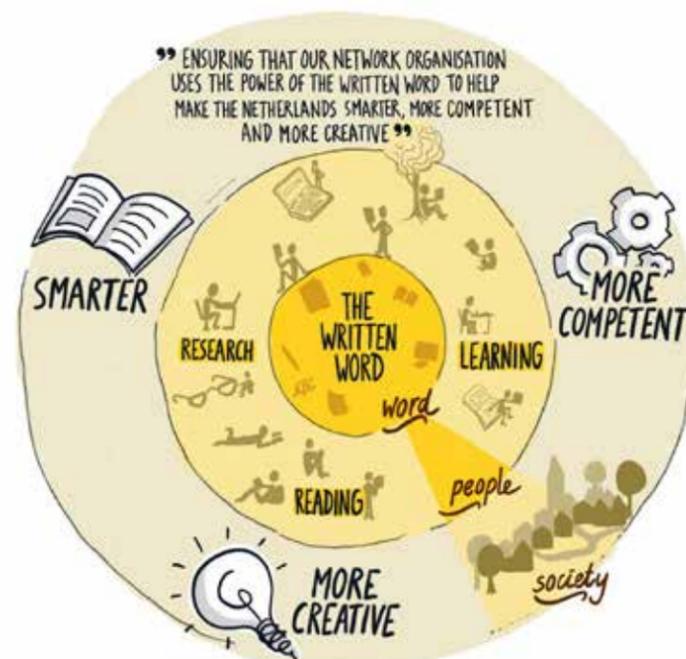
Vision

We are approaching these changes and developments actively and in a spirit of optimism. Our three guiding principles are:
1. Value to society first
   As a publicly funded organisation, the contribution we make to society is paramount. To this end, we constantly monitor the progress and success of all our activities.

2. Digital at the forefront
   In order to function fully within the information society, the whole organisation must learn to think and act digitally.
3. Thinking in networks
   Thinking in networks is an intrinsic part of our social role in the information society. We are joining forces with users and partners to ensure continued progress.

Values

The core values that we share are: open, connective, innovative and reliable. Our aim is to use these core values to shape and develop our mission and remain active within our networks.

Open means providing everyone with access to knowledge and information, in the simplest way possible. We are interested in what is going on in and outside our own organisation, we promote freedom of speech and actively encourage open dialogue.

We create dynamics and cross-pollination by connecting people, technology, information, science and heritage in the best way possible. To say that we cannot do this on our own would be an understatement: making connections is the only way to secure progress and action in this current network era. The KB is keen to share its expertise and experience, expanding it every day through contact with others.

We innovate continuously, based on technological and socio-societal development. Making data available prompts new scientific questions. We read and listen via digital media these days, and this is reflected in the services we provide. We continue to fulfil our duty, but using new resources. This ensures that the KB will remain visible and relevant in an ever-changing world.

We are reliable. We build relationships through mutual trust. We are experts, we share our knowledge and ensure that our collections are (and continue to be) retrievable and accessible. Customers, colleagues and partners can rely on us and our services, both now and in the future.

Strategic priorities

Over the next four years, we want to book success in the following areas:
1. Setting the written word to work in society;
2. Taking care of the written word;
3. Organising an infrastructure for the written word;
4. Developing our organisation and our networks.

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Setting the written word
to work in
SOCIETY

1.
Setting the written word to work in
SOCIETY

We want to introduce the written word to as many people as possible through reading, learning or conducting research. We help people to improve their digital literacy. We support and provide easy access to scientific research. We celebrate the written word and emphasise the importance and pleasure of reading.

What is happening?

The Netherlands holds a firm top 10 position in European and international indexes in the field of innovation and digitisation. This is a strong basis for building a digital society for all. The unanimous decision made by the European Ministers for Research and Innovation (under Dutch presidency) to grant standard free access to all academic articles in Europe and work towards optimum re-use of research data is a great help in this respect. Although digitisation offers opportunities for development and interaction, it is also widening the inequality gap within society. Approximately 2.5 million Dutch people are not sufficiently literate to participate in society.

Finally, we see long texts (such as books) losing ground to other media. The time use survey carried out by the Netherlands Institute for Social Research (2017) shows that people have been spending increasingly less time on reading since the 1950s. This drop is particularly sharp among young people. As a result we are operating in a context that provides opportunities as well as risks

What are we going to do?

The KB exists for all Dutch people. We and our partners ensure that anyone who wants to enhance their reading or information skills is able to do so. In order to provide a 'made-to-measure' service, the KB makes a distinction between target groups and the generic needs that users may have. This is how we realise the sustainable development goals of promoting literacy and science.

We know that the Netherlands has three million children under age of 15. According to figures from Statistics Netherlands, approximately one third of all people over the age of 15 did not complete a senior secondary vocational education course, another third have senior secondary vocational education qualifications and the final third have a degree from a university or a university of applied sciences. The library is there for anyone who wants to learn and develop, whether formally or informally, to help them take a step in the right direction. We want our services to be accessible to all these groups and to people from other countries who are interested in Dutch publications. We make a particular effort to help people with a disability by providing modified forms of literature and modifying our services.

READING & LEARNING
Let us help you

SMARTER MORE COMPETENT MORE CREATIVE

literature

research

Wikipedia

'reading for pleasure'

class presentations

ABC
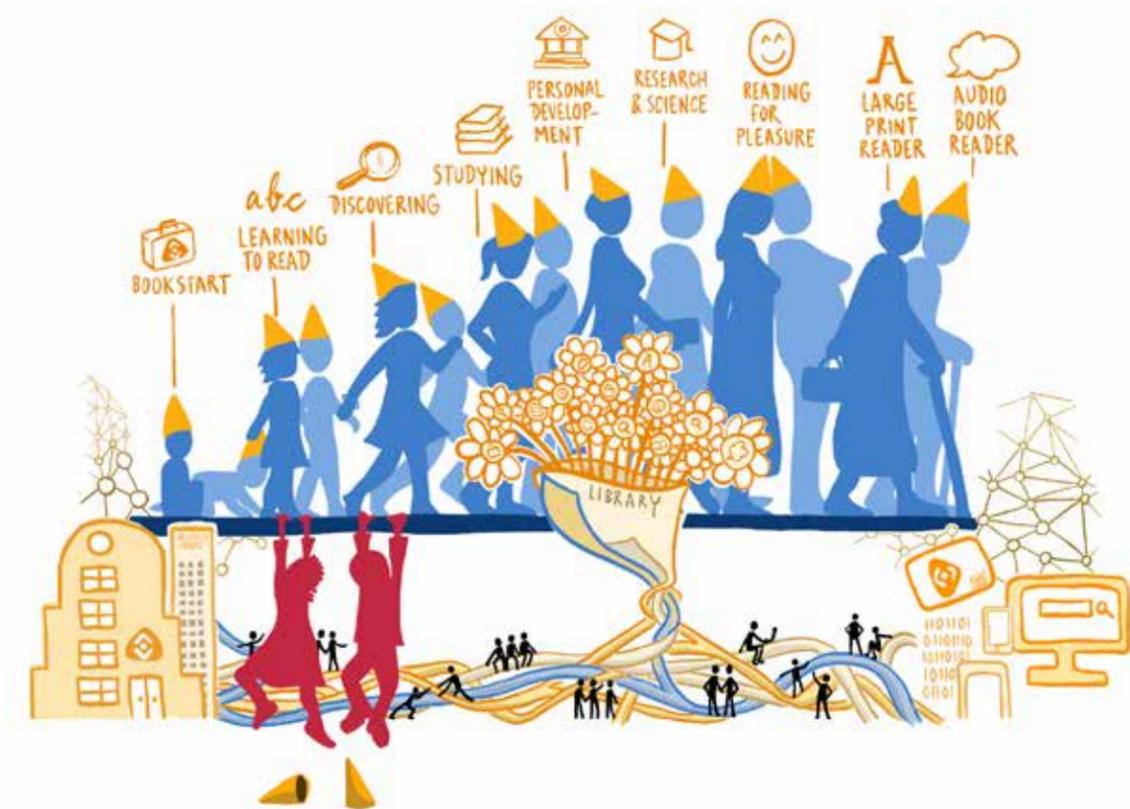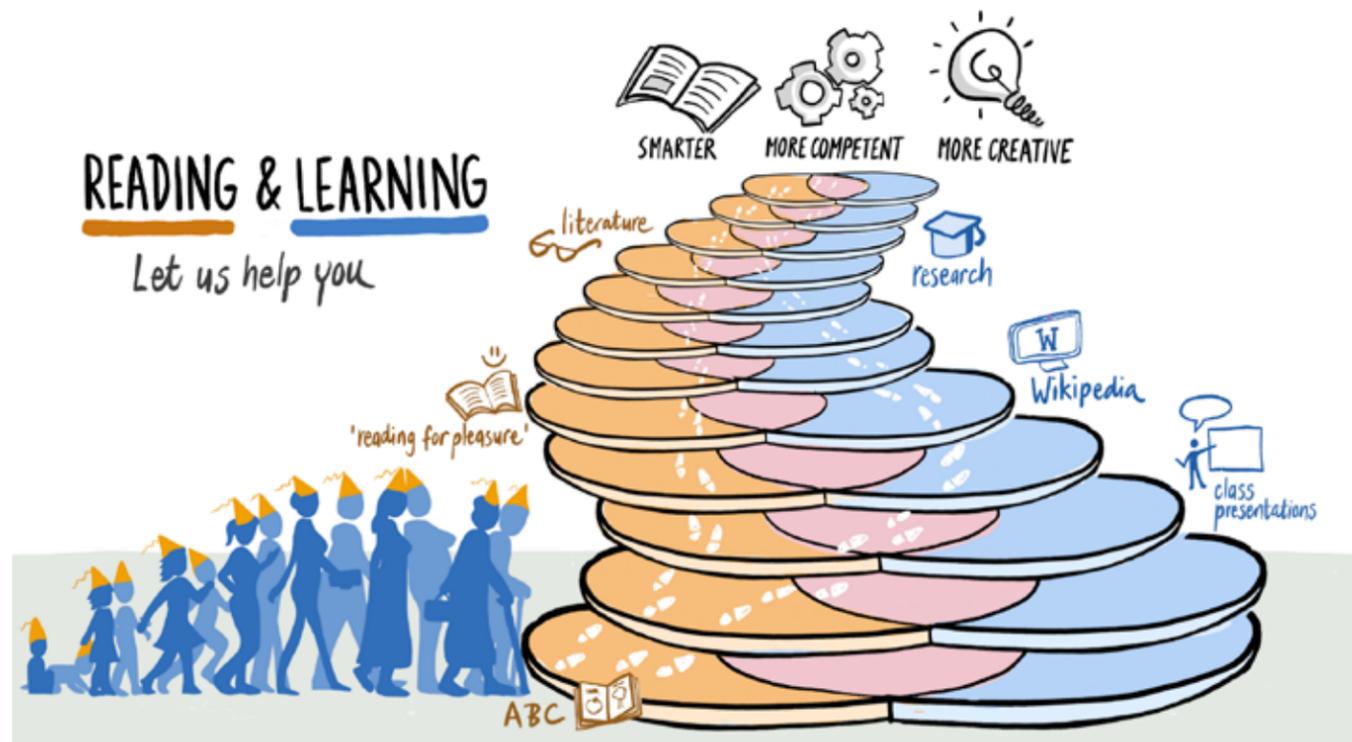
Thinking in terms of networks means that we always try to find the best ways of adding value in collaboration with our users and partners. We do not just offer them services, we ask them to work alongside us. We give people the opportunity to enhance the knowledge and information we provide by writing reviews and transcripts. Where possible, we also make content available for people to use as a basis for developing their own new services.

Services that grant access to Dutch books, newspapers and periodicals (such as the Digital Library of Dutch Literature (DBNL), Online Library and Delpher) account for over two-thirds of the total number of visits to our websites. Our digital services currently reach approximately one fifth of the Dutch population. Our goal for this policy period is to increase this percentage to 25%, mainly by simplifying access to our services.

Stimulating reading

Dutch libraries are the motor for reading in the Netherlands. Despite the fact that the actual number of readers is dropping, the Dutch are relatively frequent readers and relatively literate compared to other countries (Reading Monitor, 2017). We would like this to continue. We operate within a broad

coalition of partners, known as the Reading Coalition, to promote reading.

The partners in this coalition are the Collective Propaganda for Dutch Literature Foundation (CPNB), the Reading Foundation, the Reading & Writing Foundation and the Netherlands Association of Public Libraries (VOB).

The KB facilitates easy-access digital reading in the national libraries and supports local libraries with national programmes such as 'BookStart' and the 'Library at School'.

Over two million children are members of a library. A digital youth library was realised in the previous policy period and is still being expanded. We think that all children in the Netherlands should be able to develop and maintain pleasure in reading. We know that a stimulating setting, at home and at school, is the key to igniting the reading spark in children. The aim of the Reading Coalition is to help create and maintain this type of setting for as many Dutch children as possible

Together with the Reading Foundation, we run a reading development programme called 'The Art of Reading', which in turn, is part of the national 'Tel mee met Taal' action

programme designed to prevent and tackle low literacy. The 'BookStart' programme stimulates reading with babies and toddlers at home and in childcare situations. It invites parents to bring their children (between 0 and 4) to the library. 'Book-Start' has been running for ten years now and reaches almost half of all Dutch babies. In what we refer to as the 'continuous reading line', 'BookStart' is followed by the libraries' youth range and 'Library at School', aimed at primary schools (in which over 40% of all Dutch primary schools take part) and secondary schools (pre-vocational secondary education). We also provide digital support for reading from reading lists in secondary schools.

Pleasure is an important factor when developing reading skills and encouraging people to read more and for longer. We aim to entice people with our services, as well as with various campaigns and activities. Reading literature teaches people to step into someone else's shoes, see their environment from a different perspective. We believe that it is important to encourage people to read and to challenge them to read books that they would not normally choose.

Our customers are as varied as our collections. We know that there is no 'one size fits all' when it comes to reading, and recognise that people need different media at different times; printed or digital reading matter, audio books or plain texts. We cater to both frequent readers and people who see listening as the new form of reading, and try to make our services easy to use and appealing.

Literacy is an essential condition for understanding difficult texts. Together with the public libraries, we provide a continuous reading line that corresponds with the reading education and also forms a challenge for advanced readers. In the next few years, we will be digitising the literary classics for re-release by publishers and the digital public libraries.

On January 1st 2019 the e-lending agreement came into force. This agreement formalises the cooperation between producers, publishers and libraries with regard to digital availability. Libraries are given early access to new titles in the required one copy multiple user-model, authors are given fair rewards and producers and publishers are given greater transparency about the number of titles being borrowed. The agreement will result in more titles for the digital public libraries – including new titles and youth books.

Since Minister Jet Bussemaker borrowed the first title in 2014 (Vaslav by Arthur Japin), over 10 million e-books have been taken out. The current fee model is being evaluated in 2018; a new model will be devised for introduction in 2020.

Modified Reading

It is not always easy for people with reading difficulties or disabilities to gain access to reading material, although nowadays there is increasingly more (mainly digital) information available in modified formats. We contribute to 'Onbeperkt meedoen' (unlimited participation), a participation programme that implements the UN Convention on the Rights of Persons with Disabilities (2016).

'Modified Reading' helps people with reading difficulties to participate fully in society by providing modified access to books, newspapers and periodicals (audio books, Braille, large print, combi-reading). We do this together with our partners and in consultation with our customers.

As previously mentioned, over 1.1 million Dutch people have a reading difficulty and the ageing population means that the number of people with a visual impairment is expected to rise by around 20% during the forthcoming policy period. In the next few years, we will expand the part of our collection aimed specifically at young and elderly people with a visual impairment, and we will encourage people to explore and use the modified reading facilities. We will continue to work on improving our services, products and production, and try to anchor Modified Reading more deeply into the local public libraries and the national digital public library.

Improving digital literacy

To participate fully in society, people must be literate, i.e. be able to read and write. But as we are now living in an increasingly digitised society, people must also be digitally literate. Digital literacy comprises information skills, IT skills, computational thinking (taking a logical approach to problems, so that they can be resolved using digital technology) and media literacy.

To help people learn the skills needed for literacy and digital literacy, we work alongside local partners who can ensure personal contact and supervision. Once people have the skills they need to get started, they can make use of the services and activities (including digital) that will activate and eventually develop these skills. We and our partners aim to take a million people out of this group of people with low digital literacy. To start with, we want to deploy support programmes to steer at least part of the group towards a primary skills level.

In recent years, the KB and the Reading & Writing Foundation have encouraged the establishment of Language Houses (digital and otherwise) in libraries. These are places where people are offered informal help contacting digital government bodies, for example, or with educational material or referrals to help organisations. Our aim is to create a straightforward educational digital range for different needs: language, digital, work and income, e-government, numeracy and money, family and health.

In the current media landscape, it is essential that people are aware and critical in their dealings with media, whether gauging the validity of information or simply using social media. Together with our partners, we are targeting groups that need help developing their media literacy skills. This also includes the skills that researchers need to look critically at their digital sources.

Academic research

The KB supports academic research in the Netherlands by providing access to its physical and digital collections and the relevant knowledge it has acquired and recorded since its foundation in 1798.

Over the next few years, we will work as a partner in CLARI-AH-PLUS, an infrastructure that provides researchers in the Humanities with access to large collections of digital text and innovative, user-friendly applications for processing this data. Both the data and the applications will be managed sustainably, so that they will be of use to academics into the future: from literature experts, historians and archaeologists to linguists, speech technicians and media scientists.

The position of the KB in CLARIAH-PLUS is partly a result of the digitisation efforts carried out in recent years with the support of the Ministry of Education, Culture & Science and the Netherlands Organisation for Scientific Research (NWO) which, working in collaboration with the university libraries, led to the launch of Delpher in 2013. Delpher now comprises over 60 million pages from over a hundred institutes. Work was also carried out on integrating the Dutch texts that were digitised for the Digital Library of Dutch Literature (DBNL) during the past policy period. The largest collections of Dutch text are now available in their entirety. Texts are added to both Delpher and the DBNL every year. In the case of the DBNL, this is primarily funded by the Dutch Language Union on the basis of selection by a working group comprising representatives of the Dutch Language Union, the KB and the Flemish Heritage Library. When

selecting Dutch texts, the working group is assisted by advisers to the various fields and allows room for digitisation on request. In the case of Delpher, most of the funding comes from the Metamorfoze conservation and digitisation programme.

In addition to the results of mass digitisation, we also grant access to controlled data collections for research purposes, such as data from the Dutch Bibliography and the DBNL corpus. We work alongside researchers in the KB LAB to develop new knowledge and tools for use with our digitised collection.

Access to academic information

Learning is not a road that ends when we leave school, but a process that continues throughout our lives. Libraries can play an important role in this. The KB promotes open science, more specifically open access: making academic publications that came about thanks to public funding freely available for people to consult and re-use. Together with organisations including the Netherlands Organisation for Scientific Research, the Association of Universities in the Netherlands, the Association of Universities of Applied Sciences, the Royal Netherlands Academy of Arts and Sciences and the IT innovation cooperative SURF, the KB is working on the open access ambitions through the 'National Platform Open Science', which promotes a transition towards open science. Our role is to act as a guide to people who would not normally have access to scientific information.

To make access to our physical and digital collections as simple as possible for all Dutch people, we have integrated the information about collections in publicly-funded libraries into a single national library catalogue. We work hard to ensure that this information is more visible and easier to find, by optimising search engines, for example. We have gone a step further for the digitised collections by making it possible to see the content itself if it is free from copyright, or by allowing text and data mining if not. The basic premise is free access to as much information as possible, with due respect for copyright and image rights.

Over the next few years, the Digital Heritage Network will take significant steps in opening up digital heritage collections and promoting them under the public trademark the 'Dutch National Memory'. The Memory is an early example of collaboration between heritage institutions working to raise the profile of digital collections, with the backing of the Ministry of Education, Culture & Science.
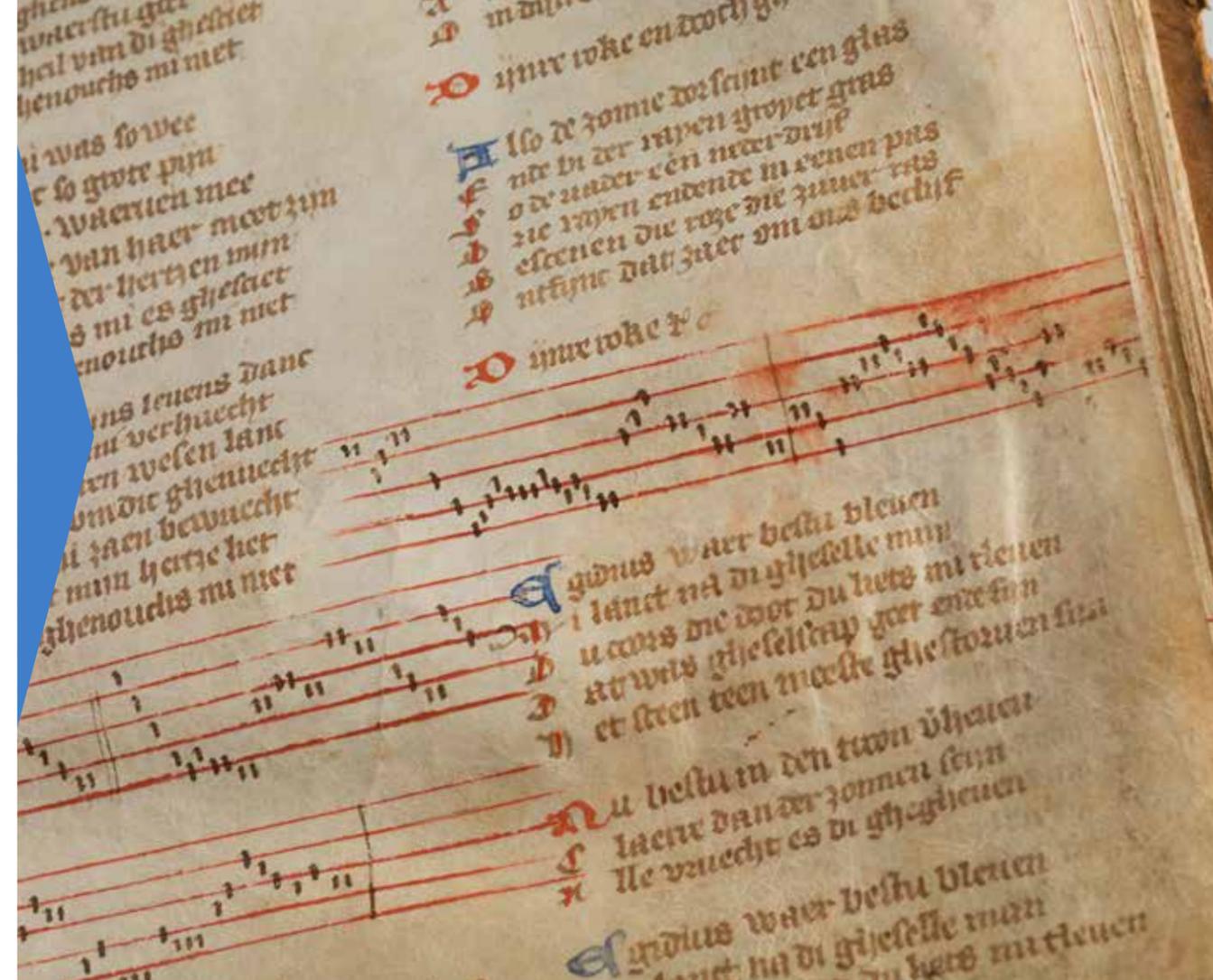
It is therefore fitting to change the meaning and design of this trademark for the Digital Heritage Network.

Celebrating the written word

We celebrate the written word, the importance and pleasure of reading, everyone's right to personal development and freedom of expression. We believe that it is important for people to encounter the power of the written word, not only through our services, but also by enjoying the historical sensation and the creativity and aesthetics evident in publications. We want to inspire and surprise people, let them feel and experience the written word, encourage interaction and fulfilment. Our aim is to ignite a spark via social media, the press and programming: get people thinking, show them how to enjoy our cultural heritage.

We are preparing for the new accommodation by experimenting with exciting ways of celebrating the written word

in the existing building. As KB, we also want to raise our profile in places where the written word is discussed, such as schools, book clubs and festivals.

Although writers are finding other ways to express themselves and new life is being breathed into texts by converting them to digital forms, many readers are still enchanted with printed books. A book combines content, layout and material, a trinity that was uncontested in eras past. But we cannot ignore the fact that the world of books is changing and developing, thanks to other types of media (audio-visual), other carriers (including digital) and other ways of reading (fewer lengthy texts). De KB plays an active role in these developments. This is illustrated by our services, by our work with the Meermanno Museum in the 'House of Books' and by our contribution to the activities of KVB Bookwork, the knowledge centre of the Royal Dutch Book Trade Association (KVB).

TAKING CARE
of the written word

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2.
TAKING CARE
of the written word

Retaining the written word for now and the future is a key role of the KB. We want to process and store new digital work in a stable, reliable way. We pay extra attention to our metadata. And we are working on a new warehouse to store physical collections.

What is happening?

The amount of information in the world doubles every two years. The traditional role of national libraries has always been to store a country's printed publications in order to retain and build upon human knowledge. Now that websites, blogs and social media are also on the scene, deciding what to store has become a more challenging task. Providing long-term access to these new formats is relatively uncharted territory. New technology is enabling us to process the information flows in ways that we had never imagined.

What are we going to do?

Digital Warehouse

Retaining the written word for now and the future is a fundamental role of the KB. We have been managing some collections since 1798 and we still add printed publications to our collections. Over the past twenty years, we have been storing increasing numbers of digital publications. In addition to everything published in the Netherlands, we also have non-Dutch open access monographs and periodicals in our Digital Warehouse. We store a selection of items from the Dutch internet in consultation with our partners in the Digital Heritage Network. We are exploring the legal conditions that will enable us to do this in an effective manner.

Over the past few years, we have been working on a design for a new Digital Warehouse, that is due to be completed in the years to come. We are working on an application for the international quality mark for reliable digital storage in 2019. This is known as the Core Trust Seal and verifies that we are on the right path in this respect. We want to join other national libraries in an international collaboration to guarantee a Safe Places Network, whereby each country manages its own national collection. This ambition is part of the UN sustainable development goal to safeguard the world's heritage (including publications).

The processing capacity of the KB is increasing at a slower pace than the volumes of information in need of storage. It is therefore important to ensure that our collections grow at a decided, controlled pace. In consultation with other parties, we intend to be more selective about what we store, as well as using new technology to expand our storage and processing capacity.

Metadata

Since 1969, the KB has been recording digital information (metadata) about its collections in various formats and in various systems. In past decades, these systems have grown organically and become deeply interwoven in the processing procedures of the KB. In forthcoming years, we want to link these systems to provide even better access to the wealth of information stored within them. We will set out this information and the links between sets of information in an information model.

A national library must, at the very least, ensure that reliable information about authors and titles of all Dutch publications is available: this is the National Bibliography. We aim to publish this information in the form of linked data, so that other people are able to re-use it. The National Library Catalogue records information about the national library collection. We also want names and places to be available as linked data in the Digital Heritage Network. To do this, we use stable access systems known as resolvers, persistent identifiers and URIs.

Digital possibilities have also enabled us to alter our working methods. Whereas in the past, typing information up was the only way to standardise data, new technology now allows us to do this faster, more cheaply and in a better way. Our descriptions can be more in-depth (by stating who a particular article is about, for example), and broader (by providing links to other information about the same subject, for example). We use the information model as a basis for devising plans setting out which information we need at which level.

New warehouse for physical collections

The current KB building is no longer fit for purpose. For future needs, our new warehouse, being built for our physical collections, has been designed to provide the optimum climate and security regime. We believe that this will be a safer, more sustainable, more efficient and cheaper way to manage our physical collections. Preparations for the move to this new warehouse are already underway as relocating a 115-kilometre collection is no mean feat. We hope that building work can start by the end of this policy period.

h3

Organising the
INFRASTRUCTURE
for the written word

3.
Organising the
INFRASTRUCTURE
for the written word

We can only take care of the written word and get it working in society if our digital infrastructure supports this process. We let our infrastructure grow in an organic but controlled way and, together with our partners, explore ways of becoming a powerful public hub within the information network. We do this with due regard for our legacy and reliability in our operations.

What is happening?

A next step in the digital transformation is that information networks will become increasingly intertwined. An open network provides the best opportunities for this, although large platforms are becoming less inclined to allow this open character. As a result, a public movement supporting the open and public character of the web is evolving. We encourage the Distributed Web, in which ownership is retained by the source. We acknowledge the importance of digital security. We keep abreast of fast-developing technologies (AI, Voice, IoT, robotization) and implement it if it helps us to realise our goals. Libraries were quick to start the task of digitisation, but are now paying the price for having led the way. The infrastructure that was pioneering in previous decades no longer meets present day requirements. We are therefore paying structural attention to weighing up our legacy (the existing, often disjointed and sometimes outdated infrastructure) against the importance of being flexible and able to adapt to an ever-changing environment.

What are we going to do?
Managed growth of our infrastructure

In 2018, the KB developed an information vision based on the idea that the KB acts as a hub for information networks, and that digital infrastructure can itself be seen as a network of hubs and their interconnections. We prefer to talk in terms of connections and chains designed to help us meet our goals, rather than boundaries and confinement.

A new information strategy is another step towards developing the KB into a more mature digital organisation. We are currently in the phase of making our IT more efficient and cheaper. We are aiming for a situation in which we use information technology to enable other methods of working and ultimately to accomplish real innovation (such as the co-development of CLARIAH-PLUS).

Unlinking and decentralising are the basic principles. This should help our infrastructure to grow in an organic, but controlled, fashion. We do not need to be experts ourselves to keep control of a process. Understanding this has brought about a radical change in the processes, thinking and organisation surrounding our information systems. There is no doubt that we will need the full four years of this policy period to effectuate these changes.

Powerful public hub within the information network

'The web has not become all that I had hoped it would be' said Tim Berners Lee in 2018 ('although Wikipedia helps a lot'). The web was originally intended to be open and decentralised, but the dominance of large platforms has decentralised the web and is actually serving to contain it. There is currently a public movement, originating from academia and knowledge institutes, to offer an alternative. Take the distributed or decentralised web, the allocation of communal public spaces and the emergence of cultural commons, whereby national heritage and the preservation of national heritage are considered to be matters of general interest that should not be left to the free market (at least not wholly). The wider trend is for societal organisations, including the KB, to take part in peer-to-peer communities and play a bigger, more intensive role in networks.

Usage of national digital infrastructure

Legend:
- Projected 2019
- Projected 2018
- Already affiliated

X-axis categories:
- Website as a Service (WaaS)
- Affiliated to National Library Catalogue
- Use of National Library Catalogue
- Data Warehouse
- Authentication Facility/ Customer Registration System
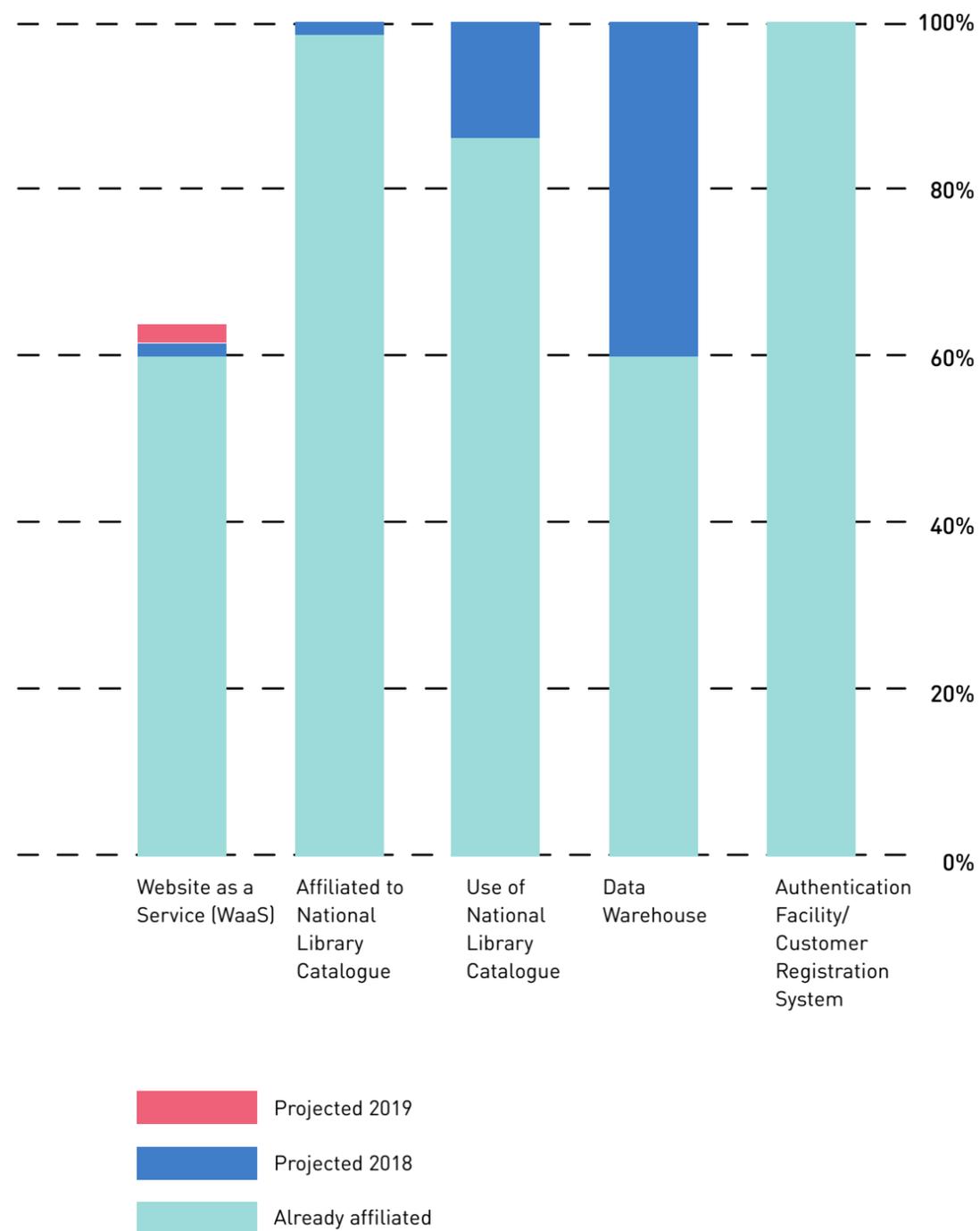
We support the Public Spaces Manifesto put out by an alliance of Dutch parties, one of whose goals is to realise public space on the internet. We ask experts to assess the openness and reliability of the algorithms we use and make our datasets available as alternative test sets for other parties' algorithms. We are also working hard in the international arena for a public alternative to socially important activities, such as the Safe Places Network mentioned in the previous section.

Shared infrastructure

Our principle of distributed functions in information networks is a priority in any new partnerships we enter into. We have a statutory responsibility for the national digital public library, which comprises an infrastructure and content. The national digital infrastructure for public libraries comprises the e-book platform, the national library catalogue (NBC), a communal website infrastructure (WaaS), a facility for registering and recognising users (AV/KRS) and a data warehouse for collecting and reporting on information from and about libraries (DWH). We will continue to develop these components and interconnect them with other components in the library infrastructure. All libraries are affiliated or have access to the e-book platform, the national library cata- logue, AV and the DWH. Libraries may decide for themselves whether they wish to make use of the facilities provided by the WaaS and/or make local use of the national library catalogue.

We aim for optimum use of the nationally funded amenities. In consultation with our network partners, we are eliminating double entries in systems wherever possible so that nobody has to pay twice for the same functionality. This is why we and our network partners will continue to explore the possibility of forming a collective national library system, which is a strong wish within the public library network.

The Digital Heritage Network (NDE) previously mentioned is an initiative that has been growing in significance over the past few years. It now plays an important role in boosting the value of digital collections to society by raising their profile and making them more accessible and sustain- able. The largest national heritage institutions (National Archives, the Netherlands Institute for Sound & Vision, the Cultural Heritage Agency, the Royal Netherlands Academy of Arts and Sciences and the KB) serve as hubs in an expan- sive, ever-growing network of Dutch heritage institutions. These institutions want to stimulate active use of heritage collections and to this end, are willing to organise their own collection systems using linked data, linked to terminology bases, and to publish in an open, permanent manner (persis- tent identifiers). These principles are laid down in the jointly

endorsed Digital Heritage Reference Architecture (DERA). We actively encourage strengthening the network, we are helping to intensify the national strategy on digital heritage and are adapting our own activities to suit the Digital Heritage Network principles.

Legacy and operational reliability

The KB will only achieve its goals if we modernise our IT infrastructure. Outdated technology, insufficient functionality and slow, arduous changes are taking up disproportionate amounts of time and effort. We are fully aware that as we gradually introduce the new information strategy, we must also gradually reduce our system 'legacy'.

The more people who use services, the more important operational reliability becomes. This also applies to our data centre and its back-up at locations in The Hague and Hilversum. Over the next four years, we must decide whether to partially or wholly contract out the auditing and storage facilities of the KB.

DEVELOPING
our organisation and
our networks

h4

4.
DEVELOPING
our organisation and our networks

We invest in the development of our organisation and in working in national and international networks, including the network of public libraries. We boost our processes with data and we learn by working together with other national libraries and library organisations.

What is happening?

The digital world demands a different way of thinking and working. If we are to contribute to the sustainable development goals that society needs in this world, we ourselves must also be prepared to learn and change. The KB was originally a static organisation, in which stability and durability led to a bureaucratic organisational structure and culture. Although we are keen to retain our good qualities, we also need to become more pliable and develop our capacity for learning. We want to manage our organisation differently, basing our strategies on cooperation and a sense of purpose. This is why we are experimenting with other ways of organising ourselves and adding value.

What are we going to do?

Investing in development

The digital world demands a different way of thinking and working. If we are to contribute to the sustainable development goals that society needs in this world, we ourselves must also be prepared to learn and change. The KB was originally a static organisation, in which stability and durability led to a bureaucratic organisational structure and culture. Although we are keen to retain our good qualities, we also need to become more agile and develop our capacity for learning. We want to manage our organisation differently, basing our strategies on cooperation and a sense of purpose. This is why we are experimenting with other ways of organising ourselves and adding value.

As an organisation, we strive to create a working climate in which we can learn from and with each other, and take responsibility for helping the organisation to achieve its goals. We are inquisitive about what other people in the organisation are doing and know where to find each other if we need help. We still want to explore ways of making a difference, boosting our value to society and find ways of going about this. This is a process of trial and error and we are very much aware that the best way to learn is by doing something.

We understand that there are more paths that lead to Rome, and we want to learn to incorporate diversity and perspective into our strategies. We want to be reliable in preserving our collections, but agile in reaching our target groups, by responding adequately to changes in consumer standards for

our services, for example. And at other times, perhaps in the area of digital security, resilience will be essential.

In any case, we want to learn through our connections with others. We have a long tradition of collaboration with university libraries, which we are keen to uphold. We are investing in two newer networks, the Digital Heritage Network and the academic network around CLARIAH PLUS. And we are paying attention to the network of public library facilities for which we hold systemic responsibility, as shown below. In the wider library network, we participate actively in the FOBID, Netherlands Library Forum, along with the libraries of universities and universities of applied sciences, the public libraries and the trade union for information professionals. We have a research agenda to help us to pay structural attention to new insights for our core tasks. Our willingness to learn from sources inside and outside the organisation and to capitalise on the strengths of all our staff, has helped us to become a happy, proud organisation.

Public libraries

Public libraries make a huge contribution to the personal development and social position of citizens. They serve as the links in the chains of local networks. Libraries offer access to the written word, help people to acquire knowledge and skills in the broader sense, are a source of inspiration and provide experience. Librarians work in the heart of their community, helping to create a well-informed, inspired, committed society. The KB is responsible for ensuring that the system as a whole runs smoothly and is able to evolve. We work with our partners at local and provincial level, and their representatives, the Netherlands Association of Public Libraries (VOB) and the Partnership of Provincial Support Institutions (SPN), to strengthen the network of public libraries.

Public libraries are keeping pace with the digitised network world: a national online library and local branch libraries are within the reach of every individual. The KB is happy to work alongside the libraries to learn how to deal with the impact that technology is having on society and the role that libraries can play in this development. The library building is a strong element in the physical public domain, a place where people can come and meet each other without obligations. It is also one of the few public places that is used by people from all walks of life.

Every year, we provide the Ministry of Education, Culture & Science with information about public libraries. This information includes research data on local libraries, the digital

library and provincial support institutions. Current trends include a rise in youth membership and a rise in the use of the digital library.

Libraries do not exist in isolation but work with local partners to help form new connections and networks. The KB supports the network by creating connections in the system with regard to collections, innovation, research and sharing knowledge. The foundations for this have been laid over the past few years and the network that has developed around these subjects is expected to yield joint results in the next few years.

Boosting processes with data

We know that making better use of the information we have at our disposal helps us to become a more effective organisation. This applies to our own business operations as well as the network of libraries.

With regard to our own organisation, we are trying to gain a greater understanding of the impact of our efforts on the outside world. Collecting and interpreting data is an important aspect of our social embedment and responsibility, as well as a means of enhancing our learning capacity. By the end of this four-year period, we want to have a system up-and-running that will record all the movements in the infrastructure and make it available as information. We can then use the information to gain insight into what is happening, interpret this information and respond accordingly.

In the network of public libraries, we are working hard to generate data to support policy and compensation for lending rights. As libraries with a public function, we set great store by being transparent and reliable in our dealings with user data. We record personal details for our customer administration system, to provide and improve products and services, and to communicate with customers. Personal details are only used for these purposes and for purposes that are directly related with them.

International collaboration

We are keen to learn from foreign libraries and act together where possible. As we are a national library, a lot of our challenges can only be compared with those of other national libraries. For this reason, we are active in the Conference of European National Librarians and globally, in the Conference of Directors of National Libraries, which will be chaired by the KB for the next few years. To learn more about aspects

that will benefit both our own organisation and the network of public libraries, we play an active role in international library cooperatives, such as IFLA, LIBER and Eblida and in Euro-peana, the network of European heritage institutions.

The KB also provides a physical base for many of these parties. We will be happy to continue providing space in our new accommodation, as this will serve to boost the profile and effectiveness of our international network.

Stakeholders

The knowledge that we do not operate in a vacuum is interwoven through our entire plan. We want to be an open, connective, innovative and reliable partner for our users and in partnership with other organisations. Most of these parties have been named in the relevant sections. Here is a visual overview.

Our sole intention is not only to work on the fabric of society based on the UN's sustainability goals; we also want to make our own operations more sustainable. Both now and when we move to our new building, we will strive towards a greener KB. We want to contribute to the Paris climate agreement and the Netherlands' ambition to be circular by 2050. We are already making good progress with regard to mobility, thanks to our location close to the main station in The Hague and our efforts to encourage cycling, but we also want to take steps in other areas, such as purchasing, sorting waste and energy.
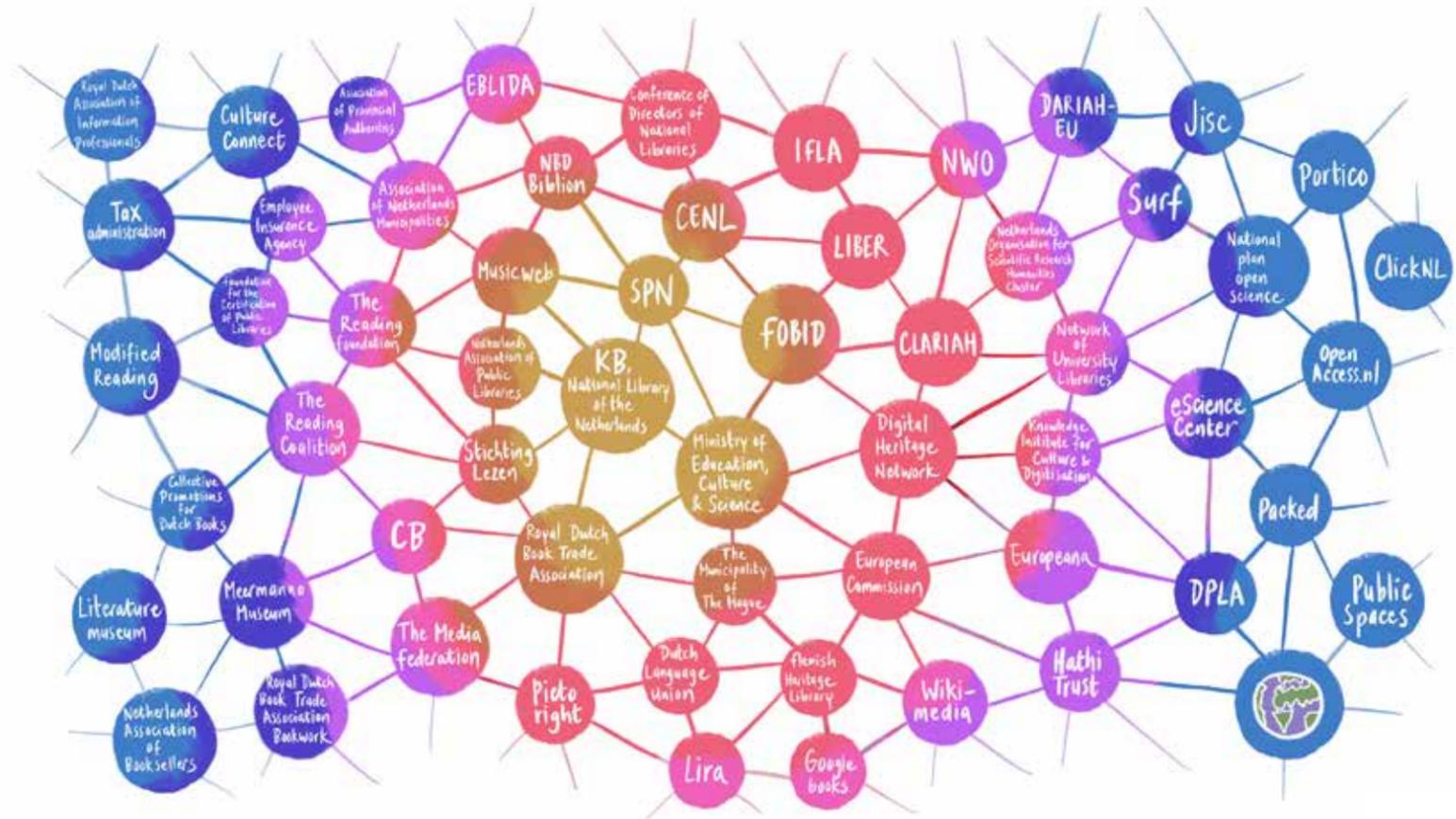
Financial framework and indicators

Financial Framework (x € 1,000)

Year	2020	2021	2022
Funding through Higher Education and Research Act (WHW)	46,869	46,867	46,930
Funding through Public Library Provisions System Act (WSOB)	49,039	49,289	49,289
Other income	1,524	1,524	1,524
Total revenue	**97,432**	**97,680**	**97,743**
Staff costs	34,052	33,557	32,222
Material costs	27,809	28,051	29,449
National programme and funding for external projects	5,749	6,000	6,000
Purchase e-content	15,141	15,391	15,391
People with reading difficulties	11,550	11,550	11,550
National system tasks	1,515	1,515	1,515
Purchases for collection	1,438	1,438	1,438
Upkeep and binding collection	178	178	178
Total expenditure	**97,432**	**97,680**	**97,743**

This financial prognosis is based on the projected profits. The forthcoming budget rounds should provide more clarity about the actual cost trend.

The main assumptions are:
- Annual indexation of material expenditure 2%;
- Government funding for the Public Library Provisions System Act (WSOB) and Purchase of E-content: the government funding for the WSOB includes structural revenue of € 1 million VAT compensation relating to E-content. In addition, we expect the following amounts from the cultural resources provision: 2020 - € 1.75 million; from 2021 - € 2 million per annum. These additional amounts are included in Purchase of E-content;
- As of 2020 a gradual reduction in staff costs in favor of material costs;
- More specified cost categories;
- Rising E-content costs and the associated funding as shown above;
- € 846,000 higher other revenues (particularly € 700,000 from Taalunie);

- An estimate of personnel expenditure for the national programmes has now been included under 'personnel costs'.

Neither expenditure nor revenue from the following activities have been included in the financial framework shown above because the funding still needs to be confirmed:
- Tel mee met Taal activities (for BookStart and dBos), to be funded by a grant from 'Art and Reading';
- Activities relating to Digital agenda government/basic skills to be funded by a grant from the Ministry of the Interior & Kingdom Relations;
- Activities ensuing from collaboration with the Tax Administration;
- CLARIAH PLUS activities, because these assume a grant from the Netherlands Organisation for Scientific Research (NWO) consortium;
- Activities relating to intensifying the National Heritage Network;
- Activities relating to the Collective National Library System (CLB).

The costs of developing the digital warehouse and preparation costs for the new accommodation have not been included because it is assumed that this will be covered by reserves earmarked for the purpose. An annual transfer to the accommodation reserves has been included.

Indicators

These indicators, which have been published on www.kb.nl, show how the KB helps the public to access information, science, heritage and literacy. In this respect, we report on the availability, use and satisfaction of our services and on the development of our digital and physical collections. Moreover, the Public Library Provisions System Act (WSOB) requires us to report specific key indicators for the national digital public library.

Colophon