The power of our network

Strategic plan 2015-2018
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Preface
by the Chairman of the Board of Governors and the Director General

This strategic plan of the Koninklijke Bibliotheek (KB), the National Library of the Netherlands, for the 2015-2018 period is published on the eve of a drastic change, the implementation of the Public Library Provisions System Act (Wsob) on 1 January 2015. Under this act, the KB will play a central role in the field of public libraries too, something it has been doing for years in terms of scholarly information provision. The KB will now be able to fully live up to its title of ‘national library’.

The KB organization will be facing a number of major changes following the expansion of tasks, resources and people. This serves to achieve synergy between the various tasks, to create a new, joint organizational culture, to generate added value for all customers of –in particular– the national digital library, and to reinforce and embed the position of libraries in a joint effort with the partners in the national network. The ultimate goal is to make a considerable contribution to our joint customers becoming smarter, better skilled and more creative, customers who will get the best possible free access to information funded by public money.

This strategic plan sets out the first steps on our way to this future perspective. As the Wsob has not come into effect yet, people and tasks have not yet been combined. The transition has been prepared, but not yet effectuated. Our first concern is to continue the existing tasks of the KB and of the SIOB and Bibliotheek.nl organizations, which cease to exist on 1 January 2015. Gradually, we will be publicly working on the new structure of the term ‘national library’ and on the realization of a national digital library for –in principle– everyone in the Netherlands.

We fully understand that these are very big ambitions and we are also aware of the fact that to realize this will demand a joint effort and commitment from everyone working for the KB. This demands adjustment and openness of the organization and members of staff.

We are confident that the organization will be able to achieve this.

L.C. Brinkman,  
Chairman of the Board of Governors  
J.S.M. Savenije,  
Director General
Mission statement and vision

Mission statement
Koninklijke Bibliotheek (KB), the national library of the Netherlands, brings people and information together. To that end, the KB makes the library collection—the Netherlands visible, sustainable and practicable. The free access to this common ownership of publically funded libraries ensures people are given new ideas and will be able to continue on the basis of each other’s insights. This network of libraries is a source for research and helps people to become better skilled, smarter and more creative. The KB assumes a central position in this network.

Vision: the power of our network
The quality of the chain of public access to information and the organizations’ right to exist within that is no longer determined only by their own mission statements, but also by their positions in the networks they operate in. This basic principle demands a thorough knowledge of the KB’s own role and that of others to act on the basis of that. In the execution of its tasks, the KB will use the power of its network as a basis.

Synergy between the various tasks of the KB
During the next few years, the KB will provide a new structure for the term ’national library’; more than before, we want to offer a platform where people and information come together. This platform is not a final destination (like a portal), but a departure point of development for people, technology and information. We can only realize this platform in cooperation with others. As a national library, we operate in different domains: Humanities, public libraries and cultural heritage. Furthermore, we are an active part of the wider digital field of information, as evidenced by our cooperation with Google Books and Wikimedia Nederland.

Along with NWO (Netherlands Organization for Scientific Research) and the KNAW (Royal Netherlands Academy of Arts and Science), the KB is one of three national research institutions funded by the Ministry for Education, Culture and Science (OCW) that focus on improving the quality of scientific research and initiating and encouraging new developments within that framework. To this task, which is laid down in the Higher Education and Research Act (WHW) a new task of similar scope will be added in 2015: a central position in the field of public libraries. In the Public Library Provisions System Act (Wsob), the government has stipulated the public task of a public library: making knowledge and information available, offering opportunities for development and education, encouraging people to read and to introduce them to literature, art and culture, and organizing meetings and debates. Under the Wsob, the KB will have a coordinating role within the network of public libraries and it will be responsible for the execution of system tasks.

In addition to our tasks for Humanities and public libraries we, along with the National Archives, the Netherlands Institute for Sound and Vision and the Cultural Heritage Agency, are responsible for the Dutch heritage in the fields of publications, archives, audiovisual material and museum and spatial heritage respectively. Alongside these parties and the KNAW and DEN (Digital Heritage Netherlands) we collaborate in the Digital Heritage Network, which is managed by the Ministry for Education, Culture and Science. As for the Dutch-speaking part of Belgium, we cooperate for our shared heritage within the framework of the Digital Library for Dutch Literature (DBNL), funded by the Dutch Language Union.
Social value
The social value of the KB is embedded in bringing people and information together. Ultimately, customers from the aforementioned different domains (all of which are funded with public money) will be able to benefit from access to collections that used to be reserved for participants in the own domain. So eventually, all customers will have more and broader information at their disposal and they will be able to benefit from that.

Transition
This strategic plan comes into effect on the day that the tasks of three organizations at the KB are integrated. As such, apart from the activities developed by the KB so far, it also continues on from the activities of Bibliotheek.nl (BNL), the Netherlands Institute for Public Libraries (SI0B) and the DBNL. First, the integration process focuses on continuation of the tasks without loss of the power of the various cultures, and second on the growth towards a new organization in which ‘old’ and ‘new’ KB parties work together on realizing a shared vision. This strategic plan forms a first step during that process and the next policy period will be a transitional period.

Strategic priorities
The mission statement and vision determine the strategic priorities for 2015-2018:

1. To realize the national digital library
2. Reinforcing national and international cooperation.

The realization of the national digital library with all partners from the various domains will be our main challenge during the next policy period. This is a specific ambition we will be realizing with others, one that requires the knowledge and experience of others. As such, the second strategic priority is aimed at the context in which we operate: learning from others and acting in consultation with them. This is realized by developing ourselves through national and international cooperation and research and by reinforcing cooperation throughout the Dutch library field.

This plan ends with the preconditions that are vital for the realization of our ambitions: human resource management, IT infrastructure and management, accommodation and finance.
Strategic priorities for 2015-2018
1. The national digital library

The national digital library is aimed at the customer and it links all publically funded libraries for that customer. While ‘at the back’, various collections and infrastructural elements from various domains, funded from different money flows, together with changing stakeholders will become closely interwoven during the next few years, ‘at the front’, the customer will be benefiting from the synergy. The realization of the national digital library will unite the tasks of the KB from the WHW and Wsob.

As the customer value and the ensuing social value are leading for all tasks of the KB, we formulate the objectives from the customer’s point of view.

The customer:
• will find it easy to see what the library has to offer, whatever he is looking for;
• has a platform for research in Dutch publications;
• has access to as much digital content as possible, freely accessible to all to the greatest possible extent;
• experiences a single library, whatever desk he approaches;
• is tempted and helped to use the library collection-the Netherlands;
• can rely on the fact that Dutch books, newspapers, magazines and international scientific publications remain permanently accessible.

To that end, the KB acts on the basis of the public values of independence, reliability, accessibility, pluralism and authenticity. The image below provides a schematic overview of the national digital library. On the left we see the customers, on the right the library collection-the Netherlands, in the centre we can see the tasks undertaken by the KB in order to bring these people and information together: search and find, temptation and assistance, customer service and delivery models. These tasks are supported by an infrastructure (the back).
Who are the customers of the national digital library?

We see our target groups, our potential customers, as a pyramid with a broad basis. The national digital library is available to all 17 million people in the Netherlands. Four million of them are already members of a public library. Nearly two million adults (15% of the total) use the services of a local public library. This percentage is even higher among youngsters. Nearly a quarter of the population is 20 or younger (4.25 million) and the number of young members rose to 2.25 million (more than 50%) during the past few years. With programmes such as ‘Bibliotheek op School’ (the library at school) and ‘BoekStart’ (to start with books), the national digital library devotes special attention to youngsters both directly and via schools. Those with reading difficulties are given access to the world of knowledge, culture and education made available within the public library work, just like all other Dutch citizens.

The next layers of the pyramid are formed by the target groups that are mainly aimed at research and scholarly information. The KB currently reaches 1 million users with freely accessible and paid services. Solo researchers – who are not yet affiliated with a research institution – and casual historians, such as genealogists, local historians and researchers of local history. And those who, professionally or otherwise, are looking for reliable (validated) information. In first instance, it concerns the thousands of humanities scholars affiliated with an institution, but also supralocal communities that currently do not receive any tailor-made services, not from a library nor from commercial service providers. Such supralocal communities include patients’ associations, amateur archaeologists and freelance journalists.

The top layer is formed by a relatively small, but growing group. They are researchers and developers who use the large textual datasets that the KB has built up with its partners during the past few years. More and more humanities researchers use tools to extract information and visualize data, to get a grip on datasets that can no longer be analyzed in the traditional way (big data). The KB actively supports this form of Humanities, Digital Humanities.

The borders between the pyramid’s layers will gradually fade, and more and more customers of the national digital library will start using content that initially was not intended for them. Not everyone will make constant use of all services, but the opportunity to do so is available to everyone.

In 2018, our customers will give our service provision a score of 8.

In 2018, 20 million visits per year will end up at the services offered by the national digital library.
Objectives 2015-2018 for the national digital library

The customer will find it easy to see what the library has to offer, whatever he is looking for
If the social value of libraries can be found in their use, visibility is the first step. This is structured by realizing the national library catalogue. This provides the customer with all the information offered by all publically funded libraries and how this information can be used. For now, it will often concern information on paper, held in physical library collections, but the amount of digital information (e-books or digitized) is growing. Most of it will be material that can be accessed freely, but at times it may be subject to registration or payment.

The second step is even more important, to not let the customer come to the information, but to let the information come to the customer. That same collection of data, the national library catalogue, supplemented with relevant information if necessary, is needed to be able to present the information at any location searched. As Google is the primary place where people search, it would be relevant to be able to offer a ‘library page’ among the search arguments, presenting transparent information about what the library has and knows and how this can be used.

In terms of finding information about certain subjects, we also think linked data will be popular to increase the findability of library collections. Most search arguments can be reduced to four central ones: ‘who, what, where and when?’. During the next few years, the KB will endeavour to offer information that answers these questions in context, by linking them to national and international knowledge systems (such as DBPedia, Freebase, VIAF – Virtual International Authority File).

A lot of work behind the scenes is required to realize this customer-oriented vision. The various systems used by libraries in order to register their physical, digital and digitized property must be linked to create a platform for everything they have to offer. This enables libraries and others to realize customized services.

In 2018, all relevant names and locations in the digital content of the KB can be used as linked [open] data.

The customer has a platform for research in Dutch publications
As a national library, the KB collects and manages everything that was ever published in or about the Netherlands, from the period of handwritten books, to printed and digital books. We see the Dutch published heritage as a continuum: from the Beatrijs to the most recent e-books. We feel responsible for a high-quality service in this area, both for access to the whole and highlighting the extraordinary.

During the past few years, the published, textual heritage of the KB and other institutions from across the nation was digitized and made available on various websites for texts or images. Some of these projects took years to complete. After a period of ‘a thousand flowers’ we are now on the eve of a period of uniformization and joint searchability. Delpher – developed with the university libraries of Amsterdam, Leiden, Utrecht and Groningen and the Meertens Institute – is the first result of this. Delpher offers users the opportunity to search various digitized text collections in one go, and to find more than on the composite, individual websites (newspapers, magazines, books, other material). During the next few years, Delpher will undergo further developments, both in terms of (search) functionality and content. In order to make as many Dutch books, newspapers and magazines digitally searchable, we will be adding new partners to the existing network.
Our aim is to make the digitized content of fifty Dutch heritage institutions searchable in Delpher by 2018.

Not only do we offer digital resources, we also want to support scholars in searching these resources as efficiently as possible, apart from our end-user services. We want to develop from a portal into a platform for research in Dutch publications. This will enable us to assume our position in the network of research infrastructures (such as CLARIAH, DARIAH and Nederlab). Apart from being responsible for the maximum availability of the collection as a whole, the KB is also responsible for spotlighting and explaining it; presenting the best works on the basis of knowledge of the collection. This is done digitally, with virtual books and web expositions, but also physically. In addition to our own exhibitions – with Museum Meermanno, for instance – we give out special pieces on loan dozens of times a year for third-party expositions in order to show the riches of our cultural heritage. Preservation of the physical collections remains important, also when they are available in a digital format. Is it important for book-historical research to keep a book available in the format it was published, but also for society as a whole (authenticity). This will give the customer an idea of printed and written heritage and he can experience the historic sensation of documents of special value.

The customer has access to as much digital content as possible, freely accessible to all to the greatest possible extent

Digital is the growing standard for use. This is why the KB actively works to increase the available amount of digital content for research and reading, learning and informing. Reducing restrictions may also lead to wider accessibility. The free availability of information is subject to practical, legal and financial restrictions. We endeavour to minimize those restrictions. Our basic principle is free access to as much information as possible; membership and/or a payment model according to use will continue to be a condition for material that is not freely accessible. We want to treat right holders fairly, but we expect the same from them. In terms of copyrights, the KB works alongside other national and international library organizations and heritage institutions as much as possible.

We increase the range of services for each of the various domains in which the KB operates. From the scholarly domain, we focus on making scholarly information available, both technically and financially. For researchers mainly, but also for individuals and organizations outside the universities and research institutions. This is very important in order to encourage a knowledge society and to increase the impact of the results of scholarly research. We therefore see it as an important job for the KB to advocate and support open access of scholarly information. In the event that this high standard –open access– is not yet achieved, we will be looking for other ways to improve wide access to research information: through walk-in use in all Dutch public libraries, for instance.

From the heritage domain, the KB focuses on digitization of all Dutch publications from the start of the art of printing. This is a very big, one-off effort. During the previous policy period, we and our partners managed to digitize 10% of the books, newspapers and magazines that were published in the Netherlands. The digitization process now forms part of the standard organization and will certainly be continued. To achieve this goal, we have to continue to work together with private and public partners. With effect from 2015, the KB will also be responsible for the management and continued development of the DBNL. The Dutch Language Union, the Flemish Heritage Library
and the KB have concluded an agreement to that effect. As such, the organization grows by incorporating a different form of digitization, aimed at the faithful representation of a text. For the digitization of the out-of-commerce services, we continue to negotiate with the right holders and/or copyright organizations, with whom we have already concluded a number of sub-agreements for the availability of newspapers, magazines and books. We want to start pilots with others, while doing justice to the various positions in the network (authors, publishers, libraries and users), in order to fill the digital gap that arose in the second half of the twentieth century.

By 2018, we will have digitized 90% of all books published in the Netherlands and of the most relevant magazines and newspapers originating from before 1940.

From the public library domain, we focus on the availability of e-content. The e-book platform was launched in 2014, which immediately showed in the sales figures of e-books in the Netherlands. The availability of e-content is currently not at the same level of the physical number of books available to people at their local libraries. Agreements with publishers and authors are – especially due to a lack of other legal options, such as application of public lending right – absolutely vital in order to be able to create a valuable range of digital products. A budget is available for the purchase of e-books, e-music and other forms of e-content for a wide public. The local public libraries need to decide on the details of this budget. The coordination about the principles for creating collections takes place on the basis of a national collection development plan that indicates the main features for the purchase of digital content. The plan is procedural in nature and encourages a balanced and efficient collection building, in which the cohesion between physical and digital collections in the public library domain is monitored.

Another important task in this domain is the removal of restrictions by converting titles into adapted reading formats. We pursue a growth of the number of titles that are converted into adapted reading formats.

By 2018, we will have made at least 50 percent of the digital market supply available.

The number of titles that are converted into adapted reading formats each year will have grown by 25% at the end of 2018, to 2,500 titles per year.

By the end of 2018, 50% more registered readers will be using adapted reading formats.
The customer experiences a single library, whatever desk he approaches
To a Dutch citizen, there is only one library, and that is not an organization or a building, but the whole of possibilities he or she will have access to via the library. The national library card, developed by the Netherlands Public Library Association, the shared library logo and the joint recognizable web presence can be powerful tools for the libraries to present themselves as a single unit.

The customer experiences a single library, that has a physical and digital presence. That experience is the natural leading concept in the cohesion between physical and digital. There will be physical customers who do not buy digital services and there will be digital customers who will not be buying physical services and many will do both, but they all have to experience the library as a single unit. Any question, whatever the level, will be seamlessly forwarded to the place in the network where it can be answered best. That is why we aim for a joint digital ‘My Library’ environment.

This ambition requires all library facilities to be coordinated with each other in order to serve the customer. The aim of the KB therefore is to eventually have all public library facilities take part in this network, which is aimed at public value through use, one way or the other.

The customer is tempted and assisted in using the library collection-the Netherlands
Everything depends on reading. In today’s knowledge society, 80% of our work is related to reading and writing, and a good command of language and reading skills are vital if you want to be active in society. There is a reason why the Cohen committee, which studied the social function of libraries, highlights the contribution of libraries to the knowledge society, through support for reading improvements and media awareness. Reading improvements, but also improving the enjoyment of reading, are central activities of the national digital library in alliance with a system of libraries. Together, we are offering services to combat semi-literacy and to teach people to gain a better insight into the value of [online] information [media awareness].

Libraries do not restrict themselves to making information available, instead helping customers to get everything out of it by organization, signalling and explanations. This applies to all customers of the national digital library, from the general public to the scholarly community. We will be uniting digital, nationally funded activities in this field within the library domain for all target groups, and integrate them, where possible.

The customer can rely on the fact that Dutch books, newspapers, magazines and international scientific publications remain permanently accessible
As a library with a long history, the KB is responsible for large physical collections and, since the mid 1990s, also for a growing number of digital collections. Library literally means ‘storage place for books’ and although the functions of a library have considerably increased over the years, ‘storing books’ is still a core function. If a library wants to ensure that people can continue to build on existing knowledge and information, it will have to remain available and practicable. That is why guaranteeing permanent access to collections is a central task of the national library.

By extension from the physical storage task, the KB stores digital Dutch books, newspapers and magazines. We also want to store a representative share of the Dutch Internet [web archiving]. However, the growth of the number of Dutch e-books available lags behind expectations, which is why we still collect a lot on paper. For our own collection building, digital is the standard, and
where possible we aim to phase out the physical stream in favour of its digital counterpart. During the next few years, we will be tightening our policy in the field of digital preservation. Should a publisher be unable to deliver for some reason, the continuity of the (scientific) information provision must be safeguarded. The use of the national digital library has to remain safeguarded for future generations too, both for the university community and for the general public. This strategic objective can therefore be regarded as the backup of the national digital library.
2. National and international cooperation

The KB is developing in cooperation with others. In order to operate effectively in networks, it is vital to keep a finger on the pulse with regard to the interests, plans and concerns of other players in the network. The KB plays various – at times conflicting – roles in various domains. In general, any consideration is first made from the perspective of the customer and public values of the library, and then from the controllable and efficient use of public resources. Below we first name the two networks we will be making extra investments in during the next few years: the system tasks for public libraries and research and cooperation in the field of permanent access. The image on page 19 provides a schematic overview of our national and international context.

System tasks public libraries
The Public Library Provisions System Act (WsoB) provides an innovating, modern basis for the functioning of public libraries and for the digital developments in the sector. The act gives the system more coherence by means of, among other things, the central coordinating role for the KB and as such it provides a structure for the responsibility of the national government. Local and provincial authorities also have responsibilities for the public library facilities. In general, these libraries are funded in order to serve a specific group of people, which is usually determined on a geographical basis. The KB has the task to devote attention to the subjects that transgress the local aspect, such as a joint infrastructure, non-geographically bound target groups and supervising innovation, knowledge-sharing and research in the sector.

We recognize three fields in the system: 1. the system tasks: coordination and advice, facilitating and coordinating tasks and the management of large-scale programmes and projects for the entire library system, 2. the Wsob part of the national digital library and 3. local entrepreneurship and local networks. In conjunction with the other parties involved, the libraries themselves, the provincial service organizations (PSOs), the Netherlands Public Library Association (V0B) and other partners, we will be structuring the system tasks.

One element of those system tasks is the libraries’ uniform approach to customers. This ambition requires all library facilities to be coordinated with each other in order to serve the customer. The aim of the KB therefore is to eventually have all public library facilities take part in this network, which is aimed at public value through use, one way or the other. That is why we aim for a joint digital ‘My Library’ environment. In addition, the national library card, developed by the Netherlands Public Library Association, the shared library logo and the joint recognizable web presence can be powerful tools for the libraries to present themselves as a single unit.

The libraries together support children and adults with large-scale programmes in order to help them understand and process information. With the Dutch Reading Foundation, the Foundation for Joint Publicity for Dutch Literature (CPNB), the Dutch Reading and Writing Foundation and the Netherlands Public Library Association, who together form the national Reading Coalition, we try to bind as many relevant partners to the objectives of the reading policy as possible. With ‘Art of Reading’, a cooperation between the libraries and the Dutch Reading Foundation we gained the necessary experience – continuing on from many years of reading improvement policies – and booked favourable results. Successful programmes that have a demonstrable effect on the reading enjoyment of children, such as ’Bibliotheek op School’ and ‘BoekStart’ will be continued. Furthermore, the KB coordinates the facilities for those with reading difficulties and guides them. The implementation is currently being effectuated by the Dutch Adapted Reading Foundation, in collaboration with the Dedicon foundation and the CBB.
By the end of 2015, the ‘BoekStart’ programme will have been implemented at all basic libraries; by the end of 2018, 55% of Dutch babies will be reached via their parents. Also, by the end of 2018, 85% of basic libraries will be implementing the ‘BoekStart’ programme at nurseries, in which 45% of childcare organizations will take part in their respective areas.

By the end of 2018, 85% of basic libraries will have implemented the ‘Bibliotheek op School’ programme. This way we will be reaching 60% of pupils in primary education by 2018. By the end of 2018, 25% of basic libraries will have started the approach at secondary education schools (dBosVMBO [pre-vocational secondary education]) and we will be reaching 25% of VMBO students.

From 2015 onwards, we will be developing a ‘Bibliotheek op School’ approach for HAVO and VWO (dBosHAVO/VWO [senior general secondary education/pre-university education]). By 2018, 10% of libraries will have introduced that approach and will be reaching 10% of HAVO/VWO students.

Permanent access

The KB manages and maintains its own paper collections. Apart from being responsible for its own heritage, the KB assumed responsibility for the national printed heritage as early as the 1990s. Following analyzes and prioritization in cooperation in the field and with scholars, the Metamorfoze programme was set up, which is aimed at preserving the paper heritage. Many collections of university libraries, public libraries, museum and archiving libraries have been preserved. A number of years ago, the switch was made to digitization as preservation strategy, and the focus was extended to written heritage (archives). Metamorfoze will be continued during the 2015-2018 period and the results will be made available via Delpher.

During the 1990s, the KB took the initiative to preserve publications of large international scientific publishers that are Dutch in origin, such as Elsevier and Kluwer. After all, the geographic place of origin is increasingly irrelevant, particularly when it comes to research material. We aim to preserve 95% of articles included in the Dutch big deals and to supply them to participating libraries, if necessary. We also wish to store all e-magazines and e-books from the Directory of Open Access Journals and Directory of Open Access Books.

The digital collections that the KB has built up during the past twenty years are much more susceptible to deterioration than the paper collections that were gathered in the two hundred years before that. We assume our customers want to be able to use digital information as completely and authentically as possible in the long term too. That is why the KB takes part in the national and international study in the field of digital preservation. We participate in national consultations in this field within the NCDD (Netherlands Coalition for Digital Preservation). On an international level, we consult and work together with organizations such as LIBER (the European cooperation of
research libraries) and Portico (a large American digital storage service). Digital preservation demands systems that are technically smart and robust and members of staff whose knowledge and skills in this field are up-to-date.

By 2018, we will have preserved all publications from or about the Netherlands held by us. This will be certified in accordance with step 1 in the European Data Seal of Approval certification model.

By 2018, all magazines from the Directory of Open Access Journals (DOAJ) will have been stored. By 2018, the digital repository will contain 95% of the articles of the big deals and can make them available for onsite [= in the KB building] ordering; in the case of a trigger event, they can be supplied to affiliated libraries.

By 2015, we will be harvesting the ten thousandth Dutch website, we will preserve them and make them accessible, if possible. Thousands of new websites are added to the web archive each year.

**National and international cooperation and research**

Both Europe (Horizon 2020) and the Netherlands (top sector policy) aim for creative solutions to social and economical problems with the aid of research and innovation. The complexity of developments demands an interdisciplinary and creative approach. This is why the KB likes to work with strong national and international partners, in order to come to more effective solutions for all fields the KB operates in.

In the scholarly domain, we hook up with research infrastructures such as CLARIAH, DARIAH and Nederlab. On an individual level, we also work with external researchers in the field of Digital Humanities; the results will also benefit the general public.

In the heritage domain, we concentrate on making the library collection—the Netherlands more visible, practicable and sustainable. Along with the National Archives, the Netherlands Institute for Sound and Vision and the Cultural Heritage Agency, we are responsible for the Dutch heritage in the fields of publications, archives, audiovisual material and museum and spatial heritage respectively. Together, these parties (along with KNAW and DEN) form the Digital Heritage Network. The National Strategy provisions Digital Heritage will be implemented in 2015 in order to increase the use of Dutch digital heritage. The KB concurs with the objectives of this strategy. For the KB, this means active participation in the joint programme lines for vizibility [presentation], practicability [links] and preservation [sustainability] in the next couple of years.

We continue to be a strategic partner of Europeana, which helps people and institutions in Europe to deal with their cultural heritage in new ways. We contribute to The European Library, which gives access to the metadata and full-text files in library collections of European national libraries and research libraries.
On a local level, we continue to collaborate with organizations that also make use of our building. At the end of 2013, we signed an agreement with Museum Meermanno, expressing our wish to set up a joint book centre at Meermanno. We are conducting a feasibility study into the viability and funding of this centre. When the result is positive, both organizations intend to make Meermanno the responsibility of the KB.

Each year, we develop or explore a minimum of 10 new solutions in the research environment. At least one new solution per year is actually used as part of our service provision.
3. Preconditions

During the next policy period, the KB’s budget will be nearly doubled. At the same time, the expenditure for most resources has already been determined (for personnel costs, accommodation costs and IT costs, for instance). In order to be able to effectuate changes, it is vital for these resources and our members of staff to move along with and contribute to the objectives. That is not an automatic process, but one that needs careful managing. We cannot realize our ambitions without motivated and professional members of staff who are not given the room to be effective. We will not be able to operate effectively without a powerful IT infrastructure that is embedded in the information policy. Also, our building will have to be modified in accordance with changing insights about working and the function of libraries.

Human Resource Management

Major changes to the external environment of the KB, such as the digitization of society, the implementation of the Wsob and the integration of SIOB, BNL and DBNL have considerable consequences for the KB as an organization. These changes mean adjustments to the work, at management level, at departmental level and at the level of individual members of staff. The competencies of all members of staff will specifically have to contribute to working in a changing internal and external environment. That means everyone is expected to be flexible and prepared to learn from each other. Sharing knowledge is one of the main tools to realize synergy.

The year 2015 will not immediately see a coherent new KB organization. First, we want to guarantee the continuity of tasks, while preserving the power of the integrating organizations. During the next few years, a lot of effort will be expected from ‘old’ and ‘new’ KB people in order to reach synergy between ‘old’ and ‘new’ tasks.

There are of course also cultural differences between ‘old’ and ‘new’ KB people, which will not manifest themselves until the actual integration. Acknowledging these differences and achieving a new culture that is supported by all will demand good guidance of the transition process by the organization, giving members of staff the room to help shape that new culture.

In order to shape our ‘new’ organization, we have prepared a transition plan that pays attention to working methods and cooperation, culture and leadership development, among other things. An integration assessment is scheduled for the first quarter of 2016. Further adjustments to the organization may be necessary in order to reinforce the execution of tasks and to promote cooperation with our network partners.

2.5% of the personnel budget of the KB is spent on training/education/attending conferences (acquiring and preserving competencies for the digital library).

IT infrastructure and information policy

According to the long-term strategy of 2011, the future of the KB is digital. That is why this strategic plan refers to IT as an explicit precondition for success. The information policy ensures that the ICT provisions are perfectly in line with the objectives of the organization. Scalable and flexible are key definitions in the information policy needed by the KB, with proper application of openness and
safety. The developments in the field of IT and statutory obligations also demand extra attention for digital safety. To that end, a Digital Safety Reinforcement programme was set up, which will be executed during the next few years.

The actual integration of the IT systems of the KB and those of Bibliotheek.nl is a large operation, and we expect it to take all of the next policy period. To make that integration run smoothly, a new target architecture – the target situation – will be set up for the KB. In that architecture, existing dependencies between technical infrastructures and applications/services will have been removed to the greatest possible extent, and a doubling of systems, applications and services will be prevented as much as possible. At the same time, we are working on the implementation of the platform schedule linked to the architecture, describing the transition to the target situation. The relationship between national systems, systems of KB suppliers and systems of suppliers to other libraries will be subject to continuous coordination. The basic principle is that the national infrastructure will focus on supporting the service provisions by libraries, and not just on the service provision to libraries.

Accommodation
The building of the KB stands in an A-location, next to The Hague central station, and dates back to the early 1980s. After more than thirty years, the building needs an overhaul. Furthermore, the fire safety facilities must have been adjusted in accordance with the requirements under the Buildings Decree 2012 before 1 January 2016. Also, by 2020 the building must be free from asbestos, as stipulated in the 'Building block costs of asbestos analysis and removal' [Government Buildings Agency 2002].

At the same time as these large-scale maintenance processes, the entire building will be modified in accordance with today’s and future requirements we and other tenants of the KB building have in terms of accommodation.

We have started a renovation process in cooperation with the Central Government Real Estate Agency (RVB) and the co-tenants of the Dutch Literature Museum and the Netherlands Institute for Art History (RKD), in order to realize improvements for the public function (service provision), office function and storage function (warehouses).

The preparations and execution of the renovation process will be implemented in the next and subsequent policy periods. The leading principle is that the building develops alongside the changing organization. In a primarily digital future, where the physical collection service provision is mainly aimed at special collections, the office and storage functions of the building will grow in relation to the physical service provision. In addition, the representative function of the building will have to be emphasized more.

Finances
The changes to tasks and activities will affect finances and the planning & control cycle. So far, the frameworks for the KB tasks and activities were formed by the Higher Education and Research Act (WHW), but as from 2015, the Public Library Provisions Systems Act (Wsob) and the Non-Departmental Public Bodies Framework Act (Kzbo) will also apply. We will adjust the planning & control cycle in accordance with these three legal frameworks.

The multiannual budget will be prepared with regard for the targets imposed on non-departmental public bodies (cumulatively increasing to 5.3% in 2018) and the financial frameworks of the government grant.
The table below shows the anticipated developments for the government grant for the KB during the next policy period. Any positive results will be added to the appropriated reserve for accommodation.

<table>
<thead>
<tr>
<th>Multiannual developments Government Grant KB - 2015-2018 period</th>
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<tbody>
<tr>
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<tr>
<td><strong>Tasks ensuing from WHW</strong></td>
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<tr>
<td>1 Government grant normal business operations and projects</td>
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<tr>
<td><strong>Total multiannual framework WHW</strong></td>
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<tr>
<td><strong>Tasks ensuing from Wsob</strong></td>
</tr>
<tr>
<td>1 System tasks &amp; Digital infrastructure</td>
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<tr>
<td>2 People with reading difficulties</td>
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<tr>
<td>3 Digital Library – Purchasing e-content</td>
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<tr>
<td><strong>Total multiannual framework Wsob</strong></td>
</tr>
<tr>
<td><strong>Development Government Grant KB 2015-2018</strong></td>
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Note: for the year 2015, the Ministry for Education, Culture and Science has granted a sum of EUR 2.3 million to compensate for the loss caused by a negative VAT effect. In contrast to the Bibliotheek.nl foundation, the KB is not entitled to turnover tax being deducted as input tax. This compensation has not yet been incorporated in the table above.