

National Library of Latvia – Development strategy 2019–2023

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NLL operating mandate

The National Library of Latvia (NLL) is a state cultural institution of national importance, under the supervision of the Ministry of Culture, operating in accordance with the Law on the National Library of Latvia, Cabinet Regulation No 436 of 30 May 2006 – Regulation of the National Library of Latvia, and other laws and regulations of the Republic of Latvia.

The Law On the National Library of Latvia stipulates that the NLL shall be a universally accessible, universal academic library of the Republic of Latvia that serves the intellectual development of the whole

nation; a repository for all Latvian printed matter, a national bibliographic–resource generator and a state centre for library–system development, an integral part of the national wealth of the Republic of Latvia; the NLL’s collections and databases shall be freely accessible. The NLL shall represent Latvia in international organisations related to library work, participate in the elaboration and implementation of international programmes for the sector, and cooperate with foreign libraries in accordance with the procedures specified in intergovernmental and direct contracts.

According to the Law on Libraries, libraries, including the National Library of Latvia, shall have the following functions:

- To accumulate, systematise, catalogue, compile bibliographies and preserve the world’s cultural heritage: printed publications, audiovisual materials, manuscripts and other documents;
- To provide public access to and use of the information contained in the Library’s collection and provide library services.
- According to the Law On the National Library of Latvia, the NLL has the following fundamental functions:
 - To create a collection of national publications, ensure its utilisation and perpetual preservation for future generations;
 - To create a collection of foreign publications important for Latvia’s development and to ensure its utilisation;
 - To be responsible for the development of a national bibliography and to organise and create a common catalogue system for Latvia’s libraries;
 - To promote the development of the country’s libraries, their effective and appropriate operation, to facilitate the theoretical and applied development of the sector.

In accordance with the Law on Legal Deposits, the National Library of Latvia has the right and the duty to receive and retain all Latvian printed matter, unconventional literature, electronic publications and online publications.

The following laws and regulations of the Republic of Latvia also regulate the NLL’s operations:

- National Library Collection Regulations (Cabinet Regulation No 317, 30 March 2010);
- Library Accreditation Regulations (Cabinet Regulation No 709, 29 August 2006);
- Regulations on Paid Services Rendered by State Libraries and Methodology for their Pricing (Cabinet Regulation No 680, 22 August 2006);
- Price List of Paid Public Services Rendered by the National Library of Latvia (Cabinet Regulation No 251, 26 April 2016);
- Regulations on the Salaries, Qualification Levels for Officials and Employees of State and Local Government Institutions and Procedures for their Determination (Cabinet Regulation No 66, 29 January 2013);
- Regulations on the Number of Employees Required for Library Operations and Education Required for Staff Positions (Cabinet Regulation No 371, 14 August 2001);
- Regulation on Library Material and Technical Requirements (Cabinet Regulation No 395, September 11, 2001);
- Financing Regulations for Library–operation Requirements (Cabinet Regulation No 415, 25 September 2001).

Public services provided by the NLL

In order to perform the functions specified in the Law On the National Library of Latvia, the Law On Libraries and the Law On Legal Deposits, the NLL provides a wide range of public services, the main target audiences of which are the general public, other libraries and publishers. According to Paragraph 5 of the Law On Libraries, user services,

use of library information systems and other basic services are provided to the public free of charge. Individual services, as defined in Cabinet Regulation No 251 of 26 April 2016 Price List for Public Services Rendered by the National Library of Latvia, shall be provided by the NLL for a fee that constitutes the NLL's own revenue.

Services for the general public

Issuing of books, periodicals, audiovisual materials and other collection items:

The NLL collection contains more than 4 million items available to library readers. The core of the collection is the so-called national collection, supplemented by special collections – rarities and manuscripts, graphic art, sheet music, maps, audiovisual materials *ephemera* – and sector collections, which are mainly based on foreign-language publications in the NLL's priority fields, primarily the social sciences and humanities. The NLL only issues materials for use in NLL reading rooms, offering the option to pre-reserve the publications required. For certain groups of readers, a personal loan service is available for a fee.

International Interlibrary Loans: The NLL offers its readers the use of international interlibrary loan services in cases where the NLL and other Latvian library collections or subscribed databases do not have publications required by readers, ordering them from foreign libraries.

Use of electronic resources: The NLL offers readers more than 6 000 e-books, both those published in Latvia, and those in subject collections, more than 40 electronic databases, both general databases created in Latvia (LETA, Letonika.lv, Lursoft, NAIS, etc.) and major foreign subject databases (EBSCO, Emerald, JSTOR, ScienceDirect, SCOPUS, etc.). Copyright restrictions mean that most of the databases can only be used on Library premises.

Inquiries and consultations: The NLL provides readers with information and advice on NLL services and their availability, on the NLL collection, information searches in NLL electronic and traditional information resources (the electronic catalogue, databases, digital library, card catalogues, card files), in the internet and other Latvian and major global library information resources. Fine-

tuned, targeted, subject- and fact-based information is prepared upon request. The *Jautā bibliotekāram* (Ask a Librarian) service enables readers to ask questions about the NLL, its collection and services via e-mail. The NLL prepares and publishes the *Latvijas jaunākās grāmatas* (Latvia's Newest Books) newsletter twice a month, from which it is possible to reserve a publication from the catalogue.

Copying, printing, and binding: the NLL offers its readers the option to make black-and-white, colour and digital copies of the Library's collection items for a fee. Printouts can also be made from digital resources and a publication-binding service is available.

Digital copy delivery: the NLL offers readers the option to remotely order digital copies of publications for a fee; depending on the publication's copyright status, the NLL can deliver copies of either an part of the entire publication the entire publication by email or online.

Information-literacy services: the NLL offers readers training programmes in information literacy: on information searches in the NLL's electronic catalogue and in the Joint Electronic Catalogue for Libraries of National Importance; information searches in the Analytics' database (magazine, journals, newspaper articles); information searches in the NLL digital library; information searches in online databases the NLL subscribes to, information searches in the internet.

Excursions: the NLL offers group tours through the library, during which guides introduce the library building at Mūkusalas iela 3, its reading rooms and services. The tour is free for residents of Latvia. For foreign guests, excursions are offered in accordance with the NLL Price List of paid public services.

Exhibitions: the NLL annually mounts a significant number of exhibitions, ranging from small expositions in reading rooms, where readers can find out about new acquisitions to the collection and reveal the diversity of the NLL collection, up to significant themed exhibitions, which, after being

displayed at the NLL, are often exhibited in other Latvian libraries, as well as abroad. Given the new NLL building's significant increase in the number of exhibition areas, their extent and technical equipment, the exhibition service has been expanded considerably.

Services for libraries

Interlibrary loans: the NLL offers Latvian libraries and their readers the use of the interlibrary loan service, which allows every Latvian resident to order and read books from the NLL and other Latvian libraries at their nearest library.

Support services for libraries: the NLL, in accordance with the provisions of the Law On Legal Deposits, distributes legal-deposit items to other libraries in Latvia, maintains a free-access exchange collection, whose purpose is to provide support to Latvian libraries and other cultural institutions in their collection development, distributes free-of-charge publications to Latvian libraries. The NLL also implements reading-promotion programmes for children and young people – *Bērnū, jauniešu un vecāku žūrija* (Children's, Young People's and Parents' Jury) and *Grāmatu starts* (Start a Book). The NLL also offers travelling exhibitions to other Latvian libraries.

Bibliographic services: The NLL is creating a national bibliography, i.e. bibliographic records and authoritative records of national publications, which can then be used, free of charge, by all Latvian libraries to describe their collections, is also implementing quality control of the Joint National Catalogue.

Consultative support: the NLL provides consultations on library operations to all libraries in Latvia, so improving the quality of services provided by Latvian libraries. The main areas of consultation are cataloguing (MARC 21 and RDA standards), indexing (classification and subject analysis), creation of bibliographic descriptions, metadata creation, assistance to children's and young people's librarians, reading-promotion activities, digitisation of cultural heritage, copyright in libraries, formal and informal education on the library sector, exhibition activities, strategic planning and management of library operations, collection development, including electronic ones, etc.

Professional development services: The NLL is an institution for continuing vocational education and training (Certificate No.3360300678 of 25 June 2008) registered with the Register of Educational Institutions of Latvia's Ministry of Education and Science. The NLL Competence Development Centre (KAC) offers courses and educational programmes for various target groups of employees at public, academic, special and educational institutions. The KAC offers a 160-hour professional-development education programme Information and Library Study Basics (Licence No P_1064, issued 13 March 2019), the 960-hour continuing education programme Library Studies (Licence No P-13329, issued 28 January 2016), as well as opportunities to take the national qualification examination for the 3rd vocational qualification level in the profession of Librarian.

The activities of the Library Development Centre (BAC) are characterised by a wide and varied range of services aimed at providing professional and practical support to Latvian libraries. The BAC organises professional conferences, meetings and workshops for library-sector specialists at both the NLL's premises and other Latvian libraries, and with the help of NLL specialists, supports professional development events organised by regional libraries and library training centres (Meeting on the Librarians' Floor, Masters' Readings, Latvian Library Directors' Seminars, Library Methodological Seminars for Specialists, School Library Seminars, Local History Research Workshops, etc.). The BAC also carries out educational activities to promote media literacy.

Development of standards, terminology and guidelines: In cooperation with the Subcommittee on Information and Documentation of the Terminology Commission of the Latvian Academy of Sciences, the NLL is developing terminology for libraries and related sectors and maintains a database of library, museum and archive terms, and, in cooperation with the Technical Committee for Standardisation of Information and

Documentation, is translating standards for memory institutions. The NLL translates and publishes the guidelines and recommendations of the International Federation of Library Associations and Institutions (IFLA). Library operating guidelines are devised for the needs of libraries, data- and knowledge-organisation policies developed, as are consultative and information materials.

Statistical production: The NLL compiles library-sector statistics, as well as collecting and analysing library annual reports.

Generation and distribution of sector information: The NLL creates content for the Latvian library portal www.biblioteka.lv and maintains several library-employee newsgroups.

Services for publishers

Assignment of ISBN, ISMN and ISSN numbers: The NLL provides international standard numbering – ISBN, ISMN and ISSN – operations in Latvia. These are exclusive identifiers designed to uniquely identify books, periodicals, and sheet music. The NLL assigns these identifiers (ISBN for fees, ISSN and ISMN for free) to works at the request of publishers.

Assignment of UDC indexes and author marks: At

the request of publishers, the NLL assigns UDC classification and author-mark codes to their publications.

Publishing statistics: The NLL produces official statistics on publishing in Latvia on the basis of legal deposits and information provided by publishers, and ensures the transmission of this information to the Central Statistical Bureau of Latvia, as well its publishing, in summarised form, on the NLL website – Latvian Publishing Statistics.

Online services

Bibliographic information: The NLL provides free access to the NLL collection, enabling users to find the publications they need in its electronic online catalogues and databases. The NLL's catalogue and database system consists of an electronic catalogue, digitised card catalogues, the national bibliography, including a national analytical database compiling information on press articles, as well as dedicated subject databases for specific sectors. The catalogue enables required publications to be reserved, search results to be saved, collections to be created on an e-shelf and information on books reserved and issued to be viewed. Registered users have access to full text articles from the national analytical database. A newsletter – Latvia's Newest Books is published twice a month, while the Periodical Indicator is issued once a year.

Latvian National Digital Library: the NLL has been digitising its collection since 1999, and has been establishing the Latvian National Digital Library since 2008. It is comprised of digitised materials from the NLL's and its content partners' collections (periodicals, books, maps, images, audiovisual materials) and the archive of Latvian websites. The periodical portal

includes approximately 1400 titles of newspapers and magazines, with more than 5 million pages, of which publications issued before 1948 are freely available. Some 10 000 books are available on the book portal, with more than 2.5 million pages in total, commencing with those published in 1677, of which about 3 000 are freely available. Both of these resources provide full-text search and extensive personalisation capabilities. The map portal includes several thousand maps issued from the beginning of the 17th century to the present day, and it provides browsing of historical maps, place-name searches and comparisons of historical cartographic data with contemporary data. The *Zudusī Latvija* (Lost Latvia) collection of images enables more than 45 000 photographs, reflecting Latvia's history, to be viewed. The collection of sound recordings allows more than 70 years of music recordings to be listened to, as well as the speeches of Latvian politicians. The archive of Latvian websites is made up of about 3 000 Latvian websites, which have been randomly collected since 2008. Some of the digital objects are freely accessible to the public, others, because of copyright restrictions can only be seen in the *Gaismas tīkls* (Network of Light) – on site at the NLL and Latvia's public libraries.

Paid services

The NLL's range of paid services includes copying, printing, scanning services, digitising of text documents and images, international interlibrary loan services, personal loan services. The Reference Information Centre provides high value-added information services to both individuals and legal entities: through in-depth information searches compiles bibliographic lists by subject, summaries of information and press reviews. Digitisation services of library materials and binding services are available to individuals. Publishers are provided with ISBN and ISSN barcode assignment services. Museums and other memory institutions can receive publications from NLL special collections for exhibition purposes. In turn, any interested party can purchase bibliographic indexes and other publications issued by the NLL.

The NLL's range of paid services is supplemented by the rental of premises and audiovisual equipment. The NLL hires out more than 20 rooms with a total area of 5 300 m² for events – the conference and concert hall with 380 seats, conference centre with 400 seats, exhibition halls, chamber hall, event rooms on Levels 11 and 12 and other premises – for putting on concerts, shows, cinema screenings, conferences, seminars, discussions, exhibitions, presentations, symposia, fairs and other events in the fields of science, education and culture. Classrooms and computer classes can also be hired. In addition to venues, audio-visual equipment – sound systems, screens, interactive whiteboards, projectors, videoconferencing equipment, etc. – can also be hired.

Evaluation of the previous period

The previous planning period (2014–2018) has been very significant for the NLL. The Library moved to the new building at Mūkusalas iela 3, turning a new page in the Library's history. This largely determined the priorities of the previous planning phase – to populate the new Library and bring it to life, to create a positive experience for visitors and instil in them a desire to return.

The relocation process implemented by the Library (14.04.2014–17.10.2014) has proved to be a unique precedent in the history of the world's national libraries – implementing a logistically complex process, the Library was never closed at any time because of the move. In addition, the readers' service was immediately launched in the new building, opening reading rooms progressively, level by level. Consequently, the Library's collection now found itself in appropriate conditions, located on reading rooms' open access shelves and in their storage facilities. The NLL repository at Silakrogs, where the collections of rarely requested literature are stored, continues to operate after the Library's five other buildings were moved to Gaismas pils (Castle of Light). The most challenging period was the first half of 2015, when the NLL was the main venue for the Latvian Presidency of the Council of the EU, and the Library's operations continued in parallel with this event, providing invaluable professional experience in hosting elite guests.

Over the past five years, the Library has achieved a steady working rhythm. At the same time, this has been an opportunity to evaluate the services offered and the functionality of the layout and arrangement of the premises. Through implementing a number of collaborative projects, as well as evaluating the NLL's layout and suitability for readers' needs, new reading rooms have been created in the Service Department – the Internet reading room, the Baltic Research Centre for East Asian Studies library (AsiaRes) and the John Fitzgerald Kennedy reading room. The Reference and Information Centre has a reading room for people with visual impairment and a room for young people – *Telpa –15+* – has been opened. At the beginning of 2019, the NLL has 18 reading rooms.

Public interest in the Library is relentless, the total number of visitors continues to grow. This has also had a positive impact on the number of readers and the use of librarian services. Since the move, the number of readers registered with the NLL has increased threefold. The NLL's relaxed working environment, collection accessibility, and the responsiveness and knowledge of staff have changed learning culture in Latvia, as evidenced by the growing number of readers. There has also been a significant increase in the use of the collection, which can be explained not only by the increase in the number of readers, but also by the scope of open access and the introduction of the new Primo resource-searching system.

The period since the relocation has been used to review the current organisational structure and evaluate the need for change. In order to provide contemporary and effective internal and external communication, to provide high-quality services to customers and cooperation partners, to produce events and exhibitions to promote the collection, as well as to guarantee technical support for every event at the Library, the Communications and Marketing Department was reorganised at the beginning of 2015 and became the Communications Department. Significant structural changes have taken place through the merger of the Institute for Library Development and the Strategic Development Division, establishing a Development Department with four structural units: the Library Development Centre, the Competence Development Centre, the Children's Literature Centre and the Digital Heritage Centre. Implementing the task set out in the strategy, in 2015, the editorial board of the National Encyclopaedia was launched under the NLL, the aim of which is to create an information resource of national importance in the virtual environment and in printed form. In 2017, the Lettonica and Baltic Centre was reorganised as part of the Special Collections Department, its aim being to provide the comprehensive collection of, research into and availability of materials related to Latvia, Latvians and the Baltic States.

In 2016, the State Education Quality Agency accredited the NLL as an adult education institution, which provided the option to implement formal adult-education programmes. On 14 August 2017, the NLL obtained the state's delegation and the right to assess (by examination) professional competence acquired outside the formal education system, which allows people who pass the examination to attain the 3rd-level vocational qualification in the profession of Librarian and to receive a document recognised by the state – a certificate.

Between 2018 and 2020, the Competence Development Centre, as a partner of the State Education Development Agency (VIAA), is implementing four educational programmes in the library sector funded by European Social Fund project No 8.4.1.0./16/l/001 – Improvement of the Vocational Competence of Employed Persons.

Thanks to the opportunities offered by the Library's extensive, convenient and accessible facilities, the opportunity has arisen to expand its educational activities even more and diversify them. In order to develop this sphere purposefully and in a coordinated manner, in 2017 the NLL Strategy for Educational Activities 2017–2021 was adopted. In this document,

the NLL put forward three basic directions for its educational activities: literacies, culture and science, specialist vocational education in and improvement of the library and allied sectors. In parallel with developing the NLL Development Strategy 2019–2023, the Educational Activity Strategy was partially integrated into this document. As a result of its successful activities in several educational activities, the NLL has taken a leading role in the national context. The NLL has a strong leadership role in promoting reading literacy and reading habits. In 2017, a new reading-promotion programme – the National Reading Aloud Competition – was launched, involving more than 7 000 pupils from grades 5 and 6 in its first trial year. The reading-promotion programme Children's, Young People's and Parents' Jury was run for the 18th time in 2018, bringing together more than 20 000 readers from 570 Latvian libraries and 57 Latvian diaspora centres in 26 countries. In 2017, agreement was obtained from the Education and Information Services of Riga City Council for the professional-competence improvement class A programme: Information Resources of the National Library of Latvia: Support for the Study Process in General Education. The Reference and Information Centre implements programmes for general school teachers and provides information literacy classes to other target groups, including schoolchildren and students. Services for adolescents and young people are an important part of the Library's activities. Cultural education events that promote career and personal growth, talent and ability are regularly held in Telpa –15+.

NLL is also a facilitator and support point for the development of Latvian libraries and allied sectors. In recent years, collaboration with academic libraries has been particularly encouraged, including the launch of the Academia open-access repository for academic publications in 2017. The implementation of best practice is underway: the introduction of a new international information descriptor standard (RDA) and the introduction of national cultural-heritage object identification systems (VIAF, ISNI, ORCID) into a joint catalogue for academic libraries, and other library data and knowledge organisation for the purpose of promoting the publication of cultural-heritage data on the web. One important innovation in collaboration with allied sectors is the launch of the NLL publishers' portal in 2017, creating a unified environment for all NLL services (ISBN, ISMN, ISSN, UDC). The NLL has established a sector-data centre, and NLL specialists are also leading experts in the digitisation and preservation of cultural heritage.

In 2017, the Digitisation of Cultural–heritage Content (Stage 1) project was launched, implemented by the NLL together with cooperation partners – the Latvian National Archives, the National Cultural Heritage Board and the Centre for Cultural Information Systems. The implementation of this ambitious project has already taken a lot of work during the preparatory phase and will take up a lot of time in the daily work of NLL employees until its implementation is completed. At the same time, the benefits of the project are invaluable – the amount of digitised content will increase by several million items, a management and preservation system for digital objects is being developed, several open data sets have been published, including a linked open data set, the 1st phase of an integrated, centralised open information–system platform developed, etc.

Along with taking up residence in the new building, the NLL's presence and place in the environment of academic institutions has also changed – the NLL has not only purposefully attracted new researchers, invested in research on publishing and related issues, but also played a leading role in highlighting and promoting these issues. In 2014, an ambitious exhibition – 1514. The Book. 2014 – was organised; the NLL's permanent exposition Books in Latvia, with its extensive educational programme, was opened in 2016; the Luther. The Turn exhibition was opened in 2017. In the context of

Latvia's centenary, the NLL has become the focal point of centenary events, organising, for example, the State Before Statehood conference series and publishing the Latvia volume of the National Encyclopaedia. Moreover, every other exhibition organised by the NLL has striven to highlight the treasures of the NLL collection, its research power and diversity of subjects. The new building has enabled research to come to the forefront and become one of the main criteria for awareness of the NLL. The NLL is also a promoter of the Cultural Canon website project. In research terms, the field of digital humanities and digital social sciences is being developed. The service offered by the NLL is open to research and study projects and provides for individual approaches through agreement on the form of cooperation and the required content, format, volume and other information parameters.

The National Library of Latvia was founded almost simultaneously with the Latvian state – on 29 August 1919, and is perceived as one of its many cornerstones. 2019, which is the start of this planning period, is also the NLL's centenary. A time for the Castle of Light to become a brand of state independence and national identity in the most diverse of its various forms. The Library has unswervingly maintained its significance throughout its existence and development. Awareness of this will continue to be present in our future operations.

Our fundamentals

NLL Mission:

Maintaining the significance of the Library in a changing world.

NLL Values:

Openness – The Library shall be accessible to everyone. Everyone is welcome in the on–site or virtual environment.

Competence – our knowledge is the foundation for growth.

Integrity – our work and professional relationships shall be based on a respectful and trustworthy attitude.

NLL Vision:

The NLL shall have a presence in the education of people of all ages, shall firmly embed itself in the academic environment and provide an inspiring cultural experience, assisting in the development of a smart, capable and skilled society.

Priority 2023:

The NLL's priority and lynchpin for this planning period **is the Library's collection**. We will work purposefully to develop, preserve and research a versatile collection, ensuring its inclusion in the European and global cultural space and its accessibility in the digital environment. We will improve our data and maintain services, conduct research, create exhibitions and events, creating user–friendly access to the NLL collection. Our collection is an indispensable part of Latvia's and international cultural heritage that provides a unique scope of knowledge and content in all areas of Lettonica and other research. The NLL collection will continue to develop as support for Latvia's representation and international recognition and for people's sense of belonging to the Latvian cultural space.

The attainment of the NLL's intentions is based on five pillars

| | | | | |
|--|---|--|--|---|
| 1. The Library collection in the digital age | 2. The Library as an environment open to growth | 3. The Library collection as a unique and irreplaceable research resource and research into it | 4. Creating a cultural experience in the Library | 5. Driver of library–sector development |
|--|---|--|--|---|

1. The Library collection in the digital age

Collect and preserve all Latvian publications in perpetuity – in all subjects and irrespective of their scientific, artistic or cultural–historical value – this is one of the key library functions delegated by the Law On the National Library of Latvia, and that is precisely what makes the Library a place where a very important part of Latvia's cultural heritage is stored and is accessible. The uniqueness of the NLL collection is largely determined by its special collections – the Lettonica and Baltic collection, rare book and manuscript collection, map and geospatial–information collection, music, sheet–music and audiovisual–material collection, art–publication collection, *ephemera* collection. To ensure the preservation of the physical collection, as well as increasing access and use options, a significant part of the collection has already been digitised and it is planned to continue this process in the coming years. The challenge in 21st century circumstances is the born–digital content.

Vision 2023: We will continue to build and maintain the Library's collection, keeping the goal unchanged – a complete as possible, national collection, supported by data, and its practical preservation and conservation. We have found a balance between physical and digital formats. We possess a complete collection of physical collections and a targeted collection of born–digital national publications. In the context of the digital collection, borders between institutions have been dismantled, combining the digitised content of archives, museums and libraries. In terms of its collection, the NLL has primarily digitised the most threatened publications, as well as those most in demand. The digitally created heritage collection is representative and built on internationally recognised principles. The reader's experience with the collection is created by a knowledgeable, skilled and responsive employee. Use of the latest technologies ensures the creation and utilisation of a smart digital collection.

Tasks

1.1. We will agree on the boundaries, selection and retention criteria for the Library collection of national significance in the digital age, and will work purposefully to ensure that we can still provide the most complete and as representative as possible continuation of the national collection in the 21st century digital environment.

1.2. We will improve the content and organisation of the physical collection, evaluate it from various aspects with the aim of creating an optimal placement of the collection between repositories and items in open access, reserve planning and preservation of resources, options for readers to receive complete

information about the resources in the NLL collection and access to them.

1.3. We will make effective use of ERDF funding and internal digitisation capacity to provide access to the digitised part of the NLL's physical collection – publicly and in the Network of Light – to all the main central and regional press publications, maps, books, sheet music and other publications. In partnership with other cultural institutions and leading researchers in relevant fields, we will take care of existing collections and create new subject ones in a contemporary execution. We shall ensure that guidelines for the digitisation of cultural heritage remain relevant.

1.4. We will create data as a significant added value to the national collection by acting as the national bibliographic centre in accordance with international guidelines and best practice. We create data not only for easy and effective access, but also for research. We will enrich data of national importance for re-use and will publish it on the web in the form of linked data, so that the data created by the NLL are compatible with the data of other institutions, creating user-friendly and comprehensive forms of access.

1.5. We will carry out careful storage and restoration of the collection and develop a strategy for the preservation of the collection of national significance in order to ensure the long-term preservation of

the NLL's unique collection. In order to stop paper degradation and preserve publications printed and published in Latvia in the period from the middle of the 19th century to the 1990s, we will start a systematic de-acidification project on the collection (paper acid neutralisation).

1.6. We will ensure the reliable and secure long-term preservation of online publications and production files, creating good relationships with publishers and strengthening the position of Latvian publishing in the 21st century knowledge society.

1.7. We will develop a contingency plan to be able to respond appropriately to critical situations and keep the Library's collection safe.

Most typical performance results and their performance indicators

| No | Indicators | Base value 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|----|---|-----------------|--------|--------|--------|--------|--------|
| 1. | Number of legal copies in NLL collection (increase per annum): | | | | | | |
| | physical collection | 21 241 | 20 000 | 20 000 | 20 000 | 20 000 | 20 000 |
| | e-legal copies | 1 386 | 1 500 | 1 500 | 1 700 | 2 000 | 2 000 |
| 2. | Creation of national bibliography (number of entries per annum) | 85 314 | 85 000 | 85 000 | 85 000 | 85 000 | 85 000 |
| 3. | Creation of authoritative data (number of records per annum) | 12 599 | 13 000 | 13 000 | 13 000 | 13 000 | 13 000 |
| 4. | Collection digitisation: | | | | | | |
| | – text documents (million pages); | 6,03 | 6,07 | 6,6 | 7,1 | 7,14 | 7,18 |
| | – images, incl. sheet music and cartographic publications (million pages); | 0,31 | 0,32 | 0,37 | 0,42 | 0,47 | 0,48 |
| | – audio and video recordings ('000 hrs). | 1,75 | 1,85 | 2,25 | 2,85 | 3,45 | 3,55 |
| 5. | Objects entered in unified digital-object management system (DOM) (million) | 0,67 | 0,8 | 0,92 | 1,2 | 1,22 | 1,35 |
| 6. | Web harvesting numbers (collections per annum) | n /d | 1 000 | 1 000 | 1 000 | 1 000 | 1 000 |
| 7. | Number of re-catalogued publications, per annum | 4 293 | 5 000 | 5 000 | 5 000 | 5 000 | 5 000 |
| 8. | Restored collection units (number per annum) | 887 | 800 | 850 | 850 | 850 | 850 |

2. The Library as an environment open to growth

Libraries have a special and unique role in the process of building a knowledge society. The NLL performs this task by working on collection development – the physical collection and e-resources, as well as by offering information services, training and educational activities. In recent years, the NLL has been working hard to promote the acquisition of numerous life skills by organising educational events and exhibitions in a variety of formats, creating the Library as a place where resources are organised and freely available, where discussion can take place and where learning becomes more approachable. In implementing the project Events Promoting Public Media Literacy, as delegated by the Ministry of Culture, special attention is paid to the acquisition of media literacy.

Vision 2023: The NLL provides the public not only with free access to information and services, but also with high-quality educational activities that create a smart and skilled civil society. The NLL's resources and educational activities strengthen national security capacity, support the development of innovation and the economy, and improve individual skills. The central characteristic of any service provided by the NLL is high quality, reliability of information, and our goal is to create added value to information. An NLL employee is responsive and knowledgeable, taking an individual approach to visitors' growth and searches.

Tasks

2.1. We will evaluate the collection by subject, including the relevance of the open-access collection's content and placement with the requirements and demand of readers, as well as in the context – the presence of the NLL in the Zināšanu jūdze (Knowledge Mile) evolving in the Pārdaugava suburb. We will develop cooperation with subject experts to ensure the high quality of collection content and that the role of the NLL in Latvia's academic environment increases significantly.

2.2. In cooperation with specific target groups, we will purposefully and proactively create resources, collections and services so that interaction between the values of the NLL's collection and readers creates new knowledge.

2.3. We will build partnerships and co-ordinate the collection development with other academic libraries to, as much as possible, avoid duplication, especially in the supply of e-resources, thus ensuring that resources are used as rationally as possible and the availability of a wide range of resources for readers.

2.4. We will continue to actively pursue educational activities to promote the growth of the knowledge society. Various literacy-promoting exercises and activities will enhance people's skills in obtaining

information from reliable and high-quality sources, critically evaluate the information they see and hear in the media, recognise disinformation, tendentious information and propaganda, observe security in the virtual environment, understand and apply their civic skills and rights.

2.5. Being aware of the role of reading in the development of human intellectual abilities, imagination and language, we will maintain and promote literacy and a reading culture, especially among children, young people and the Latvian diaspora.

2.6. We will work toward the situation where people seeking information in the Latvian National Digital Library and other resources obtain experiences that encourage them to return.

2.7. We will analyse the needs of readers to work more closely with target groups to develop the collection, services and the research environment.

2.8. We will continue to work on the Latvian National Encyclopaedia to create a resource that contains reliable knowledge and will become the most frequently used source of written, Latvian-language information in the internet.

Most typical performance results and their performance indicators

| No | Indicators | Base value 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|----|---|-----------------|---------|---------|---------|---------|---------|
| 1. | Total number of NLL readers (number of registered readers at end of year) | 144 327 | 150 000 | 155 000 | 160 000 | 165 000 | 170 000 |
| 2. | Number of active readers (number of unique visitors per annum) | 26 218 | 26 200 | 26 300 | 26 400 | 26 500 | 26 600 |
| 3. | Issues from physical collection | 338 347 | 337 500 | 337 500 | 337 000 | 336 500 | 336 000 |
| 4. | Total number of database issues | 115 585 | 115 800 | 116 000 | 116 200 | 116 300 | 116 400 |
| 5. | Virtual library visits: | | | | | | |
| | – total visits (number per annum, million) | 1,52 | 1,6 | 1,68 | 1,76 | 1,85 | 1,94 |
| | – unique users (number of per annum, million) | 0,76 | 0,8 | 0,84 | 0,88 | 0,92 | 0,97 |
| 6. | Participants in general and specialised reader training (information literacy) (number per annum) | 1 515 | 1 600 | 1 650 | 1 700 | 1 750 | 1 800 |
| 7. | Number of participants in reading–promotion events | 28 429 | 30 000 | 32 000 | 34 000 | 36 000 | 38 000 |
| 8. | In–depth information searches | 6 667 | 6 100 | 6 100 | 6 100 | 6 260 | 6 260 |
| | – incl. corporate customers | 2 795 | 2 600 | 2 600 | 2 600 | 2 700 | 2 700 |
| 9. | Information and consultations | 46 204 | 45 000 | 45 000 | 45 000 | 45 500 | 45 700 |

3. The Library collection as a unique and irreplaceable research resource and research into it

The Library is the guardian of national intellectual heritage; part of the NLL collection is the perpetually preserved part of the national collection, the part that will always be relevant. The NLL is close to learning in two senses – as a custodian, creator and access–provider of resources, and as an executor of academic work. Since 2007, the NLL has had the status of a research institution and has been included in the national register of research institutions. In accordance with the Law On the National Library of Latvia, the NLL carries out academic research in library studies, bibliography and book studies. Time has given us the opportunity and necessity to expand the range of research issues, especially as regards research into various collections in the NLL collection, and to intensify the promotion and dissemination of the NLL's research results to the public through publications, exhibitions, conferences and themed events.

Vision 2023: The NLL is one of the most visible and significant supporters and promoters of Latvia's intellectual strength. The NLL's collection is being built to support the development of learning in Latvia and plays an important role in the study and research environment. We are developing both traditional library services and digital services to support research, with a special focus on the development of the digital humanities and digital social sciences sectors within the NLL. By actively cooperating with partners in Latvia and internationally, we are promoting research into book studies, library studies and allied disciplines. Research into the NLL's collection allows us to deepen our understanding of the collection itself and its component groups, bringing their value to light. The NLL provides space for displaying research results, their presentation to the general public, and we use them purposefully. The NLL's academic publications are a valuable source and contribution to the development of academic discourse in a variety of spheres.

Tasks

3.1. We will cultivate the tradition of researching and describing our collections and regularly producing high–quality publications so that everyone can find out about Latvia's intellectual heritage.

3.2. We will pass on the knowledge created by the NLL's experts and researchers by publishing academic publications, creating exhibitions and events, organising and participating in national and international conferences, enabling the treasures of the NLL collection to be discovered and known about by the general public.

3.3. We will work purposefully with representatives of various academic disciplines to encourage the presence of experts from every field of learning in the NLL and offer as profound/meaningful support as possible to research.

3.4. We will prepare and offer NLL collection resources for digital research and digital creativity (for the development of digital creative projects). We will provide support for the use of digital tools and will organise educational activities by building a collaboration–oriented digital research and innovation platform in order, together with higher education institutions and research institutes, to create a favourable environment for digital humanities and digital social sciences research and the promotion and dissemination of its results.

3.5 We will apply the *Open Science* principle to our scientific and professional–activity results to promote the creation and further reproduction of new knowledge.

3.6. We will encourage people to participate in the co–creation movement – error correction, transcription, geo–tagging and other processes to allow the public to get to know the treasures of our collection while contributing to the reflection of resources.

Most typical performance results and their performance indicators

| No | Indicators | Base value 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|----|---|-----------------|------|------|------|------|------|
| 1. | NLL scholarly publications (number per annum) | 2 | 2 | 2 | 2 | 2 | 2 |
| 2. | NLL staff scholarly articles in printed and electronic publications (total number of articles, incl. those submitted for publication, number per annum) | 50 | 50 | 50 | 50 | 50 | 50 |
| 3. | Scholarly lectures (at conferences, etc.) | 87 | 85 | 85 | 85 | 85 | 85 |
| | incl. abroad (number per annum) | 19 | 20 | 20 | 20 | 20 | 20 |
| 4. | Number of scholarly conferences organised by NLL (incl. cooperation, number per annum) | 5 | 5 | 5 | 5 | 5 | 5 |
| 5. | Learning–promotion events (readings, seminars, etc., number per annum) | 43 | 45 | 45 | 45 | 45 | 45 |
| 6. | Exhibitions mounted by NLL (number per annum) | 9 | 6 | 5 | 5 | 4 | 4 |
| 7. | Open data sets published (in total) | 1 | 3 | 8 | 10 | 18 | 20 |

4. Creating a cultural experience in the Library

Along with its fundamental library functions, the NLL is also a place of inspiration, meeting and exchange of ideas. The NLL building is a symbol representing the state and a popular tourist destination. A place to obtain a high-quality cultural experience, which arises through bringing together national and international values. Since 2014, the Library has been the epicentre of several events of European scale. The Library itself, and in cooperation with its partners, has organised high-quality events – international conferences, exhibitions, concerts, performances and practical activities, which have enabled people to find out about the NLL and place it on their cultural map.

Vision 2023: We are creating cultural activities that bring added value to Library visits and are part of the lifelong-learning process. The Library is a place to spend high-quality, educational and inspiring time. As a result of these activities, a person is more fully aware of their place, role and responsibility in shaping the present and future of our country. The NLL is helping build a knowledgeable, self-assured and cohesive civil society whose values are based on its knowledge of the Latvian language and roots. The Library collection is not only an active source of information, but also a valuable museum artefact. The contribution of the NLL to Latvia's cultural life strengthens and augments the importance of culture in the existence and development of the state, society and every individual.

Tasks

- 4.1.** We will make sure that people feel welcome, awaited and appreciated at the NLL.
- 4.2.** We will be a platform for discussing change processes and innovation in science and technology that, with their high added value, will contribute to the competitiveness and gainful development of the economy in order to foster the welfare of the Latvian state and population.
- 4.3.** We will create a rich and varied cultural–experience service based on the treasures of the collection, so that the riches of the NLL collection will continue to find their way to its readers and viewers in new contexts.
- 4.4.** We will address and invite people from the diaspora, various social and ethnic groups, so promoting the creation of a socially and nationally responsible society.
- 4.5.** We will organise events that will help us feel what Latvia means to everyone, individually and collectively, and how important the part of the national collection held by the NLL is, to strengthen the self–assurance of society at the individual level.
- 4.6.** We will create high–quality exhibitions based on research into the collection to make a valuable contribution to the understanding of the processes that shaped and continue to shape Latvian and European society and culture.
- 4.7.** We will cooperate with/be responsive and open to other institutions in jointly organising events that are important to Latvian culture, loaning the treasures of our collection in order to emphasise to society that the collections of all of Latvia’s memory institutions comprise a whole and are mutually complementary.

Most typical performance results and their performance indicators

| No | Indicators | Base value 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|----|--|-----------------|--------|--------|--------|--------|--------|
| 1. | Number of cultural–educational events run by NLL | 440 | 400 | 400 | 350 | 300 | 300 |
| 2. | Visits to NLL permanent expositions | 30 502 | 35 000 | 35 000 | 35 000 | 35 000 | 35 000 |
| 3. | Visits to events/activities | 60 518 | 60 518 | 62000 | 60000 | 60000 | 60000 |
| 5. | Exhibition–hall visits | 76 083 | 76 083 | 75000 | 80000 | 80000 | 85000 |
| 6. | Number of participants in group excursions | 29 028 | 26 000 | 25 500 | 25 000 | 24 500 | 24 000 |
| 7. | Number of individual excursion participants | 50 000 | 50 000 | 50 000 | 50 000 | 50 000 | 50 000 |

5. Driver of library–sector development

One of the functions of the NLL is to serve as the competence centre for Latvia's entire library system and to ensure the transfer of knowledge to that library system. The NLL accumulates best-practice experience and passes it on to other libraries, engages in standardisation processes, prepares consultative and methodological materials, provides information and advice, provides professional development and further education to library staff, publishes information on current events in the library sector, collects library statistics, initiates and manages projects addressing library development. The NLL has also become a digitisation competence centre for allied sectors.

Vision 2023: The NLL is a reputable and equal partner for leading European libraries, archives and museums, as well as educational institutions, through participating in international library organisations and networks, jointly implementing projects and organising international sector activities. The NLL is a present and active participant in decision-making processes that affect the development of the library sector, academic issues and cultural heritage. In Latvia's state administration, the NLL fulfils the role of a unifying centre for identity, memory and knowledge institutions. The NLL is a lighthouse, a signpost for the library sector, helping guide the implementation and development of best practice, and is a respected partner for any memory institution.

Tasks

5.1. We will make sure that the Latvian National Digital Library is available throughout Latvia, using the Network of Light, and that every librarian knows how encourage the local community to use these resources.

5.2. We will fully grasp aspects of information management and library operations, focusing on the latest trends in the sector, transferring and adapting the guidelines and recommendations of professional international organisations to the environment of Latvian libraries.

5.3. We will promote professional networking so that Latvian library, museum and archive specialists work more closely together on joint projects, share resources and experience, build personal contacts and expand the knowledge base on the resources available in these institutions' collections.

5.4. We will facilitate the development and growth of our staff and their participation in international platforms in order to strengthen the NLL's professional capacity and maintain the high prestige of the NLL internationally.

5.5. We will be a responsive cooperation partner for institutions and initiatives, so as to work together as a

creator of a dynamic and modern cultural, educational and learning environment.

5.6. We will develop an internal working culture and quality that will ensure that every Library visitor, partner, and sector specialist is met by an NLL staff member with a helpful, interested and knowledgeable attitude, whether we are providing the service in person or in virtual communication.

5.7. We will evaluate and improve the functionality of the existing spatial environment to provide readers and visitors with as comfortable and appropriate space as possible.

5.8. We will develop an international cooperation strategy so as to clearly define the NLL's international cooperation priorities, issues and networks of interest to the NLL and to formulate the NLL's own international cooperation offer, principles and potential areas of cooperation.

5.9. We will take quality-control measurements and undertake benchmarking in individual operating segments and services of the Library in order to achieve the most efficient use of resources and high service quality.

Most typical performance results and their result Indicators

| No | Indicators | Base value 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|----|--|-----------------|---------|---------|---------|---------|---------|
| 1. | Number of professional development and informal education course programmes for library–sector employees run by NLL. | 40 | 18 | 20 | 35 | 35 | 35 |
| 2. | Number of participants obtaining professional qualification: | 45 | 69 | 154 | 80 | 24 | 24 |
| | – incl. successfully completed <i>Library Studies</i> distance–education programme | 9 | 8 | 90 | 8 | 8 | 8 |
| | – incl. passing examination recognising competences gained outside formal education | 36 | 61 | 64 | 71 | 16 | 16 |
| 3. | number of library–sector conferences, seminars, discussions, readings organised by NLL | 20 | 22 | 22 | 25 | 25 | 27 |
| 4. | Number of participants in library–sector conferences, seminars, discussions, readings organised by NLL | 1 100 | 1 200 | 1 200 | 1 300 | 1 300 | 1 400 |
| 5. | Number of visitors to library portal | 210 474 | 225 000 | 200 000 | 200 000 | 200 000 | 200 000 |

Fulfilling the vision

Financial basis

The NLL is a state–funded, direct administration institution under the supervision of the Ministry of Culture of the Republic of Latvia (MoC). The budget for its core activities is allocated by the MoC under the annual State Budget Act. In 2017, 7.37% of the budget (€ 652 309) came from paid services and other NLL revenues. For several years, in addition to fundamental operations, a number of activities for which the Ministry of Finance allocates funding in the form of a grant have been implemented – the development of the Cultural Canon project, the State United Information Network of the Libraries the reading promotion

programme Children’s, Young People’s and Parents’ Jury. Starting from 2015, Latvian centenary events have been implemented, funded as grants by the Ministry of Finance. Starting from 2017, a significant part of the NLL budget consists of an ERDF project, which provides development of both services and personnel, and improvement of infrastructure. All additional activities are implemented within the NLL’s existing staff structure, which has been set up to provide core operations, resulting in increased workload for the staff involved in the projects.

2017 budget

| Parameters | euros | % |
|--|------------|---------|
| TOTAL | 10 295 938 | 100,00% |
| Basic budget | 8 852 186 | 85,83% |
| Other budget programmes | 678 931 | 6,59% |
| European Regional Development Fund (ERDF) projects | 660 417 | 6,40% |
| Other foreign–state projects | 104 404 | 1,01% |

The NLL also receives support from the Latvian National Library Foundation, which helps the Library implement the reading–promotion programme Start a Book and the Children’s Literature Centre project Seventh Heaven for Children, to purchase books to supplement the Library collection and in support of other activities.

When evaluating future financing perspectives, it must be concluded that the financing granted for the medium term of the plan is not sufficient for the NLL to fully ensure the performance of its core operating functions. This situation has already existed for two years and several necessities have been postponed and transferred to other years. At present, base funding remains unchanged until 2020, which means that the NLL may find it difficult to carry out its fundamental operations.

In order to ensure the fulfilment of all the functions necessary for the operation of the NLL and to manage the financial resources available to us as rationally as possible:

1. We will upgrade the energy–management and utility–management system to save resources and practice ‘green thinking’, including seeking possibilities to install solar panels for electricity generation on the southern side of the NLL building.
2. We will continue to drive the plan to construct underground parking under the building at Mūkusalas iela 3 to complete the NLL project and provide a more complete service to NLL visitors, as well as to increase the appeal of the NLL as a concert and conference venue.
3. We will draw up and maintain a strategic vision for the technology required for the operation of the Library so that it can be maintained and refurbished in a planned manner.
4. We will be responsive to offers and seek cooperation partners to implement joint projects that support the Library’s mission and vision.

Staff competence and capacity

The only key to executing the 2019–2023 Strategy in real life is the Library’s staff. Only with the involvement, experience, dedication and willingness of everyone to be a part of the Library’s entirety will it be possible to bring this vision to life. The daily operations of the Library and performance of its core functions are a support point for the achievement of the objectives and tasks of this vision.

The National Library of Latvia is one of the largest cultural institutions in Latvia. Also in terms of the number of employees – 375 positions. In ensuring fulfilment of the NLL’s diverse functions and operations, the NLL, in terms of trades and professions, is very diverse, in many cases unique and incomparable. During the economic crisis, the NLL experienced a significant reduction in the number of positions, while over the past five years new posts have been created without increasing total numbers. Despite this, the NLL has been able to ensure the successful implementation of both existing and newly developed functions, moreover at a high quality.

As a direct public administration institution, the NLL is bound by the regulatory framework that determines the remuneration system for public administration employees, as well as to having to take into account state funding, which is unfortunately very limited. Nevertheless, NLL employees are provided with benefits such

as health insurance, in–service training opportunities, and paid additional leave. At the same time – the opportunities for professional growth, relatively flexible working–hours’ options, also opportunities to attend various cultural, educational and other events run by the NLL, privileges as NLL library readers, and free parking near the city centre – are motivating.

The key challenge for the planning period in terms of personnel is to be able to balance the performance of the NLL’s functions and future goals with staff numbers and their capacity, while ensuring the professionalism and competence of staff, as well as the appropriate quality of work performance.

1. We will evaluate the current functions, division of duties and workload of structural units and, when planning the provision of personnel, we will primarily consider the functions to be performed and the knowledge and skills required for the position.
2. We will develop a unified view and understanding of the NLL’s strategic goals and development plan and will work to ensure that managers at all levels are able to motivate their team to implement changes and bring ideas to fruition and that every Library employee can see their role on the path to achieving the Library’s goals.

3. We will evaluate each new project – its usefulness, benefits for the Library, potential capacity of staff, also increase the range of employees involved in project implementation, so that the work invested in projects will be more evenly distributed across staff workloads and opportunities for self-improvement, so that projects are also implemented at the highest possible quality.

4. Mēs turpināsim kopt esošās un iedibināsim jaunas

tradīcijas kopīgiem darbinieku pasākumiem, lai stiprinātu kolektīva vienotību un piederības izjūtu LNB.

5. We will promote employees' understanding of complying with ethical principles, both in their relations with NLL customers and cooperation partners, and in their mutual relations in order to avoid the emergence of problem situations and to ensure the NLL maintains a positive image, as well as to promote the creation of a favourable internal climate at the Library.

Legal framework

The NLL is a state cultural institution of national importance, operating in accordance with the laws and regulations listed in the chapter on the NLL's mandate.

The NLL's operations, services provided, and functions performed are partly fixed, however, some have experienced change related both to structural changes within the organisation and the NLL's areas of responsibility and services. The legislative basis, including internal documents, need to be updated, making them relevant to the current situation.

1. We will work on updating and aligning the NLL's internal and external legislative documents in order to ensure a common understanding of the organisation and processes of the Library's operations.

2. The Law On the National Library of Latvia was adopted in 1992 and the latest amendments were made in 2007. We will work on new amendments to the Law to legally strengthen the NLL's function as creator and developer of the Latvian National Digital Library and the Latvian National Encyclopaedia, as well as to obtain the government's mandate to implement diverse reading–promotion programmes.

3. We will review and organise the NLL's legislative basis as an academic institution and develop a strategy for the academic activity of the NLL in order to make possible the development of research on the conditions that are responsive to the situation, as well as purposefully identify the NLL collection and we become fully integrated into the academic environment.

Updating the Strategy and evaluating its implementation

We plan to update the strategy by 1 March of each calendar year of its validity, making the necessary amendments and adding in the numerical values for the performance indicators of the respective year, based on the latest data and updated forecasts. Implementation of the vision and targets set out in the strategy is based on annual yearly plans. The implementation of the strategy will be assessed through elaborating the NLL's annual public report.

Andris Vilks, Director, NLL

2019
