

Development and Operational Strategy of the National Library of Latvia 2024 – 2028

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Preface

The Development and Operational Strategy of the National Library of Latvia (hereinafter - NLL), like all strategic plans, has two main parts. The first part describes and assesses the previous period, while the second part outlines intentions and plans for the next period. Both parts are described in a sequential manner. The first part is introduced by an exposition of the NLL's role, mandate and its place in the sector, followed by an analysis of the previous period. The description of the new period covers a time period from 2024 to 2028 outlining priorities, directions and implementation methods.

The previous period has been very successful. It should be noted that during this period several dramatic circumstances occurred. First, the COVID pandemic. The NLL was directly affected by it. The face-to-face service mode was radically changed, employees had to work remotely, etc. It significantly contributed to the development of remote services, including digital ones, providing for a rapid increase in digitization processes and the availability of digital resources.

Second, the war in Ukraine. To support Ukrainian libraries and other memory institutions, the NLL donated both technological and material resources, as well as provided intellectual and professional support – both institutionally and individually.

Third, the library, like many people, had to face unprecedented fiscal problems. It must be said that due to the mobility of employees, government support and the projects of the European Structural and Investment Funds, we managed not only to “survive” these critical years, but also to take significant steps in many areas that helped reaching the goals set by the NLL. They include radical energy saving, the agreement on the availability of digital resources, and the creation of the Digital Library of Latvia.

Apart from the above three factors, the NLL structural units and personnel representatives had to solve many other smaller-scale issues.

The strategic directions for 2024-2028 result from the previous period. It balances relationships between analogue and digital, library's internal processes and external collaboration priorities, as well as innovation and motivated traditional activities. The new strategy, unlike the previous plan, pays significantly more attention to both library employee and user surveys, as well as to public surveys in general. So, emphasis on the needs of society.

As for the specific priorities, I would like to highlight those that have been in the centre of attention for a long time (for example, the Legal Deposit Law, long-term preservation of online publications, etc.). We will always strive to be included in the “Knowledge Mile” with the aim of expanding the range of services, their diversity and quality. The activities of the “500 Years of Latvian Books” are coming to an end and have to be properly finalized in 2025/2026. The Latvian National Encyclopaedia is a never-ending priority.

In general, new activities include the implementation of the physical collection preservation strategy 2022-2027 or the implementation of the relevant Library Information System (LIS) with the aim of integrating it into the Digital Cultural Heritage Platform. Likewise, we plan to work at coordinated availability and use of digital resources for all libraries and interested memory and research institutions for the sake of information circulation. The NLL has also an increasing role in promoting reading habits and media literacy.

New initiatives include also projects aimed at promoting energy efficiency and security of collections and library buildings. This also includes aspects of digital transformation – research and cooperation, as well as the development of personnel skills and knowledge.

Andris Vilks
Director of the National Library of Latvia
January 2024

Specific role of the National Library of Latvia

The NLL is a national-level cultural, educational and scientific institution founded and maintained by the State of Latvia, the purpose of which is to ensure the continuity of collective memory of Latvian society for the present and future generations, taking particular account of the development, challenges and opportunities offered by the digital environment.

The NLL is responsible for the creation of the national bibliography, the development of the Latvian library system and the creation and lifelong preservation of the national collection, the NLL conducts scientific research, as well as promotes cultural education, technological development and knowledge transfer. The specific role of the NLL in the context of the State of Latvia results from the direct interaction of its operations with all sectors.

The NLL is a symbol and also a tool for Latvian knowledge society and its development, as well as for the written word and its dissemination and viability in the Latvian language in various formats. The NLL is a keeper of significant values of the Latvian documentary heritage.

The NLL preserves, creates and makes available knowledge of national and international importance about Latvia, its society and the Latvian language, as well as systematically collects and makes available in Latvia the most important world-class works in sectors important to the Latvian society.

The NLL is a repository of knowledge freely and widely available to people and a site of creative activity contributing to the cultural, social and economic development of Latvia as a free and democratic society.

The NLL provides highly reliable and safe information by creating the National Encyclopedia, identifying, collecting, preserving, creating, opening and preparing nationally important data and bibliographic resources for further use, as well as providing links to other resources both nationally and internationally.

The NLL is included in the European knowledge and data space, it fulfils the State order ensuring the operation of the Data Centre of national significance, and is a creator of services and resources on a national scale, developing the National Encyclopedia, the Digital Library, the Digital Cultural Heritage Platform.

The NLL continues and promotes the implementation of sustainable development goals: by pursuing and improving good management practices; by making more use of factors that trigger action and policy change, conducting comprehensive discussions with the society

about the reality we want to live in. The NLL consistently advocates for the sustainability of the State of Latvia, purposefully contributes to the overall sustainability of the world, thus making the world more prosperous, greener and safer.

Operational Mandate of the NLL

The NLL is a national cultural institution of national significance under the supervision of the Ministry of Culture, and it operates in accordance with the Law "On the National Library of Latvia", Cabinet Regulations No. 436 "Regulations of the Latvian National Library" of 30 May 2006, and other regulatory enactments of the Republic of Latvia.

Sectoral policies implemented by and related to the operations of the NLL

Commission Recommendation (EU) 2021/1970 (10 November 2021) on a common European data space for cultural heritage

(..) encourages Member States to put in place appropriate frameworks to enhance the recovery and transformation of the cultural heritage sector and to support cultural heritage institutions in becoming more empowered and more resilient in the future. This will lead to higher quality digitisation, reuse and digital preservation across the EU (..).

European Union Work Plan for Culture 2023 – 2026: activity – the role of libraries

Libraries play a key role in Europe's democratic, social, cultural, and educational landscape at all levels. They make a significant contribution to building democracy, citizen engagement and public-participation activities across the EU, including in rural and remote areas, including the outermost regions. .

Sustainable Development Strategy "Latvia2030"

Goal 30 (..) The first priority is the development of cultural space of Latvia because the identity of a strong and creative nation lies in our unique, inherited and newly created material and spiritual values. (..)

The National Development Plan of Latvia 2021 – 2027

[356] A dynamic range of cultural and sports services is available to everyone allowing developing talents and creating a strong image of Latvia in the world. [370] Preservation and transfer of the cultural heritage, sports traditions and values to future generations, involving

citizens and ensuring the use of the latest information and communication technologies to fully integrate into the world's cultural space and sport.

[27] (..) International cooperation and involvement in European scientific developments is a prerequisite for future growth, access to new knowledge and resources, as well as the flourishing of creative sectors.

Guidelines for Science, Technology Development, and Innovation 2021 – 2027

(..) Publicly financed research should become more open and available to wider society (..).

Cultural Policy Guidelines 2022 – 2027 “Cultural State”

(..) the necessary measures shall be taken to ensure (..) the promotion of the culture of book publishing, reading and writing, as well as to enrich the collections of museums, archives and libraries and to develop their services, promoting creative use of the cultural heritage.

(..) every citizen and inhabitant of Latvia has access to cultural services appropriate to their cultural needs regardless of the individual's place of residence, material means and other socio-economic characteristics. (..)

(..) In order to build awareness of culture in the Latvian society, especially in children and youth, it is important to ensure the sustainability of the programmes “The Latvian School Bag” and “Children, Youth and Parents’ Jury”, the presence of culture in the content of general education, to preserve the significance of books and the written word in Latvian in order to promote the development of Latvian cultural landscape and society (..).

Library Sector Strategy 2023 – 2027

(..) to strengthen the role of the National Library of Latvia as a driver of sectoral development, an implementer of quality standards and advanced technological achievements in the sector.

Strategy of the Literature and Publishing Sector 2021 – 2027

(..) to achieve favourable conditions for the development of book publishing by promoting availability of high-quality literature and other books to different audiences (including people with special needs) and awareness of the significance of books in the development of society.

National Language Policy Guidelines 2021 – 2027

(..) supplementing, maintaining, providing access to various types of texts, using them in scientific research, developing terminology databases, dictionaries – all of these will ensure sustainability, dynamic development and competitiveness of the Latvian language both in Latvia's multilingual society and in the world language market. (..) The development of computer linguistics, the

development of terminology, translation science and new modern language research based on digital technologies will determine the adequate functioning and sustainability of the Latvian language.

(..) In order to ensure Latvian language skills in the diaspora, more attention should be paid to young people and children learning the Latvian language, especially to the younger age group and those born abroad.

Guidelines for the Development of a Cohesive and Civically Active Society 2021 – 2027

There is a network of libraries and community centres in Latvia, where the staff involved acts as catalysts for community life. (..)

In order to ensure citizens' involvement in public processes, it is necessary to provide constantly available information about the nature of democracy and participation, and to develop such forms of civic education and participation that correspond to citizens' resources and are adapted to citizens' possibilities to participate.

(..) Public awareness of disinformation methods and resistance to the effects of disinformation should be promoted, paying special attention to public education to distinguish objective information from disinformation and propaganda (..).

Digital Transformation Guidelines 2021 – 2027

(..) There is an infrastructure related to humanities and culture and corresponding services aimed at the development of the digital space, including text, sound and image recognition, person identification, handwriting recognition, and other solutions, as well as research with mathematical methods.

(..) To continue digitization of the cultural heritage, digital documentation and competence building in accordance with the needs of the projects implemented by public institutions, entrepreneurs and NGOs. To ensure the development and transfer of knowledge and competences acquired by the existing competence centres, as well as the development of new competences, including the ability to explain and reuse data, to interpret and explain technologically complex data to the general public.

(..) It is necessary to provide access to NLL's digital online resources – such as periodika.lv, filmas.lv and other resources, the use of which is not limited by the terms of subscription agreements – to educational institutions.

The principles of open science have been implemented in practice, ensuring the management of and public access to research data and scientific publications, following the FAIR (..) principle, ensuring the availability of digital research data infrastructure and tools, as well as providing

integration into the European science space. (..)

Latvian Open Science Strategy 2021 – 2027

The Open Science Strategy envisages the promotion of citizen science by providing free advertising for citizen science initiatives and access to scientific e-Infrastructures (for instance, research data repositories); implementation of citizen science principles; integration of citizen science into Latvian science communication activities (..).

Educational Development Guidelines 2021 – 2027

(..) In the future, the essential characteristics of Latvia's education system are as follows: individualized teaching approach, acquiring balanced skills relevant to the future needs, functional transformation of educational institutions, improved education management system.

Regional Policy Guidelines 2021 – 2027

(..) The role of libraries in promoting the availability of services should be strengthened (..).

Previous period assessment

The priority and central axis of the NLL's development strategy in the previous planning period (2019-2023) was the **library collection** – its comprehensive development, preservation and research. Despite the restrictions and difficult circumstances, all the strategic directions set by the NLL were gradually implemented, even exceeding certain performance indicators.

Library collection in the digital age

Ensuring the preservation of the physical collection and continuing improving security issues of the collection, as well as increasing access and possibilities of its use, the NLL continues developing and preserving the library collection, keeping the goal unchanged – the possibly complete, in data reflected national collection and its practical preservation.

The NLL, in cooperation with the Latvian State Archives, the National Cultural Heritage Board and the Culture Information Systems Centre, implemented the ERDF projects "Digitization of the Cultural Heritage Content (1st stage)" and "Digitization of the Cultural Heritage Content (2nd stage)", as a result of which the Digital Cultural Heritage Platform and the Digital Library – digitalabiblioteka.lv were created. The Digital Library brings together content from more than 500 partner collections from all over Latvia and the world. The NLL combines digital content in the Digital Library and manages the Digital Cultural Heritage Platform which is a national scale infrastructure and service. The opening of the Digital Library was on 26 October 2023. More than 3.8 million digital items are available in the Digital Library.

A Data Centre of national significance was also established in the NLL offering the following services: provision of computing resources, data processing, provision of short-term data storage resources, information system hosting, as well as long-term data storage for public administration, especially scientific research institutions, educational institutions and cultural institutions.

The library as an environment open to growth

The NLL has a specific and unique role in the formation of the knowledge society. By intensifying work on promoting the acquisition of various literacy skills, educational events and exhibitions of various formats were organized, ensuring systematization and free availability of the NLL resources even during the state of emergency and epidemiological restrictions established in the country.

The NLL has organised its range of activities and services to be present at every stage of human development, starting from the childhood and the development of reading habits. Strengthening the reading tradition in society and a family, the NLL provides reading promotion programmes for children and youth. The largest programmes are the reading promotion programmes "Children, Youth and Parents' Jury" and the "National Read Aloud Competition".

In 2018, the National Encyclopedia was published in print form, while in digital form it continues to provide highly reliable content created by experts; thus, the National Encyclopedia becomes the most used source of academically created knowledge on the Internet.

Library collection as a unique and irreplaceable research resource and its research

Research of the NLL collections and communication of results to society through publications, exhibitions, conferences and thematic events.

A large-scale cycle of events "500 Years of Latvian Books" over a period of five years has been launched, highlighting the most important processes that once set in motion the spread of the Latvian written and printed word, and marking the development of the Latvian language and identity, book publishing, the written and printed word in relation to the circulation and distribution of knowledge, ideas and innovations in the territory of Latvia. The NLL researchers, in cooperation with experts from other scientific institutions, study testimonies of writings, notes and translations into Latvian, which have survived to this day and which have played a significant role in the development of small languages in Europe. The NLL has become one of the leading scientific institutions in Latvia also by implementing several national and international research projects related to the history of book publishing.

The NLL researchers have received the Baltic Assembly Prize (for outstanding achievements) in science for the collective monograph "Catalogue of the Book Collection of the Jesuit College of Riga (1583 – 1621). History and Reconstruction of the Collection".

In the beginning of 2021, the Ministry of Education and Science carried out an international assessment of the operations of the NLL as a scientific institution, and the NLL got the high rating of 4 (very good), while in terms of development potential, it got the highest rating of 5 (excellent).

Creating cultural experience in the NLL

Apart from the basic functions of the library, the NLL is also a site of inspiration, meeting and exchange of ideas. The NLL building is a representation symbol of our country and a popular tourist destination. The cultural events organised by the NLL create added value and are part of the lifelong learning process.

In 2019, together with other institutions of national significance, the NLL's 100th anniversary was celebrated with an ambitious programme. In honour of this event, the project "Invisible Library" was also implemented: an exhibition, publications and a museum pedagogy programme.

During this time, other excellent exhibitions were also organised, the content of which was based on research of the NLL collection. The exhibition "B as Baroque" received the highest award of the Latvian creative excellence festival "Adwards" in the category "Space and Experience Design". After winning the national competition, the exhibition was nominated for the European festival of creative excellence "ADC*E", where it received the silver award in the space design category.

The Castle of Light has become a visiting card of Riga and has received international recognition, as well as it was included in the list of State protected cultural monuments in 2023. The inclusion of a new building in the list of cultural monuments is a special event and a message about Latvian culture in the world.

Promoter of the Development of the Library Sector

The NLL exists as a competence centre for the entire library system and ensures the transfer of knowledge to the entire library system. The NLL collects good practice experience and provides it to other libraries. The function of the NLL as a provider of support for education and professional development of the sector is embedded in the law.

The development of the national library system is promoted by raising the prestige of libraries and the librarian profession, while the quality and sustainability of

the sector are ensured by promoting the professionalism of librarians. The situation in the sector is documented (overview reports on Latvian libraries are prepared), and the guidelines and recommendations of international organizations are adapted to the needs of the sector. It is essential for every Latvian library to provide high-quality and relevant services, to be a driver of changes, and a Castle of Light in its community.

In 2022, the NLL was re-accredited as a professional continuing education centre. The Latvian Library Portal and educational activities in media literacy have been developed in a new quality. During this period, special attention was paid to the performance and impact indicators in libraries and their role in library advocacy.

Results of public surveys

In 2023, during the process of preparing the Development and Operational Strategy 2024-2028, the NLL implemented a complex study which included four surveys the purpose of which was to obtain information for planning operations of the new period.

The **results of the survey on the use of the NLL services by residents of Latvia** conducted by the research centre "SKDS" in July 2023 show that a quarter or 25% of the residents tend to use one of the NLL services. Relatively most often, people look for information in periodicals – periodika.lv (13%), they look for information in the National Encyclopedia – enciklopedija.lv (11%) and in the image collection "Zudusi Latvija" (Lost Latvia) – zudusilatvija.lv (11%).

Accordingly, as for the possibilities offered by the NLL, people are most interested in using the library's electronic resources – online databases and e-books of various sectors (31%), using the NLL collection and digital collections (24%), as well as attending cultural events in the NLL building (21%).

In 2023, from June 13 to July 27, the NLL conducted a survey of the **registered NLL users** aimed at finding out the opinion of its users about the value, cultural and social impact of the NLL, as well as about the services provided by the NLL. The survey data provided by the NLL's registered users show that the largest target audience of the NLL is young people aged 18-24, who freely use resources and services offered by the NLL to write research papers or to study, and they also use the NLL premises for work, studies and as a meeting place. Almost 90% of the NLL users believe that the NLL preserves our cultural heritage for future generations.

For the first time, the NLL asked its users to indicate to what extent they would recommend the NLL to others. In 2023, the **NLL's Net Promoter Score was 72**, indicating strong loyalty and satisfaction.

In July and August 2023, the NLL conducted a **user, especially tourist, survey** to find out their interest in the NLL as an object of sightseeing and the purposes of their visit. The NLL was mostly visited by tourists from European countries, and they were very satisfied with the opportunities provided by the NLL. Most of the tourists indicated that they wanted to visit the NLL due to the impressive architecture, and also were recommended by friends and acquaintances to visit the NLL.

The results of the **NLL employee satisfaction and engagement survey** show that the majority of

employees are proud to work for the NLL. Such loyalty is considered to be a psychologically persistent bond with the NLL which manifests as an emotional attachment to the NLL, and as the internalization of its values and goals and the investment of efforts in the support and development of the NLL.

In general, it can be concluded that the NLL implements commitments set out in the policy goals – the NLL is a strong promoter of the national cultural landscape, making available our unique, inherited and newly created material and spiritual values already today.

Our fundamentals

Our Mission

To facilitate continual education and growth of the Latvian society, strengthening independence and democracy in Latvia.

Our Values

Humanity – we will welcome everyone with respect and responsiveness, and accompany them on the path of knowledge;

Curiosity – we will seek knowledge ourselves and encourage others to acquire knowledge;

Professionalism – we will use our competences, skills and knowledge for the benefit of society.

Our Vision

The NLL has become a habit, support and value in the life of every inhabitant of Latvia.

Priority 2028

A human.

Our daily work and development goal is to be a support and ally for everyone in the process of learning, research, self-education and creativity, jointly building strong, democratic knowledge society.

Strategic Directions 2024 – 2028

1. Collection:

We have and will have a unique, diverse and publicly available library collection.

2. Services:

We will provide services, encouraging to use the library content so that every inhabitant of Latvia can improve their knowledge and skills throughout life.

3. Cultural Site:

We will strengthen the NLL as a cultural site for the nation's democratic growth and international recognition.

4. Cooperation:

The NLL is a leader in the library sector, in the field of book science and digital cultural heritage, an important research centre of humanities and social sciences, and a cooperation partner in culture and education.

Strategic Direction 1: Collection

Goal: We have and will have a unique, diverse and publicly available library collection.

Result to be achieved: The NLL collection as a whole – diverse and easily accessible to the public due to high-quality information about the collection and successfully applied technological possibilities.

- We want to bring every person in Latvia closer to the NLL collection. By developing a physical and digital collection as a whole, we will make the NLL collection the basis for new discoveries, new knowledge and reliable information for the population of Latvia.

- We will implement the function of the NLL – the compilation of the legal deposit copy, including the digitally created content, and the creation of the national bibliography – in a modern way. We will continue improving reliable and secure long-term preservation of online publications, offline publications and production files, purposefully cooperating with publishers. We will develop convenient and easy-to-use services for publishers providing instant data transfer.

- We will take care of the preservation of the NLL's physical collection according to internationally accepted principles, protection in the context of contemporary challenges and availability in the digital environment,

we will continue digitization, prioritizing the preservation of unique cultural values for security purposes and digitization for high-quality library services and research. We will highlight the NLL's special collections which we are proud of as the core of any national library.

- Information about the collection and its quality is an integral part nowadays. Therefore, we will improve searchability and findability of the collection, the quality of digital objects, their metadata and reference data by enriching the data, creating an interrelated (semantic) network and using capabilities of artificial intelligence tools. We will share digital content and data, encourage re-use, make it open and encourage others to step out of the closed data environment.

- We will stabilize and develop the established national-scale digital cultural heritage infrastructure and implement a policy for long-term preservation of the digital cultural heritage.

Objectives:

1.1. to develop the collection – analogue and digital – as a whole and integrated service, proactively referring to the needs of target groups and development trends;

1.2. to implement national interests in creating a comprehensive collection, including advocating for the adoption of a relevant Legal Deposit Law and improving cooperation with publishers;

1.3. to purposefully implement the NLL's Physical Collection Preservation Strategy 2022 - 2027 and to ensure the restoration and conservation of the NLL's physical collection, to improve the internal organization of the collection, security and protection of the collection, its development and management workflows, also assessing the possibilities of modern technologies;

1.4. to move towards a new, modern, web-based library information system;

1.5. to improve the creation of the national bibliography, including to continue improving the quality of historical data, to publish new open data sets, to ensure the identification and openness of national entities in the international metadata circulation, to be included in international catalogues and databases;

1.6. to create unified management of metadata using modern technological solutions, open and linked data (knowledge graphs), as well as international guidelines¹;

1.7. to improve availability of the library collection and to continue targeted digitization, arrangement of digital items of the historical collection and audit of the digitized analogue collection, to improve digitization workflows and processes, to develop technological solutions;

1.8. to develop and implement the long-term preservation policy of the library's digital collection, including preservation of the digital collection handed over to the library by other institutions, and to stabilize the operation of the Digital Cultural Heritage Platform.

¹ For example, the FAIR principles which ensure data finding, availability, compatibility, reusability, and the CARE principles which determine the use of data for the benefit of society, while respecting rights, responsibility and ethics in management thereof.

These objectives comply with the UN Sustainable Development Goals:



Started or planned projects related to the strategic direction:

- 2.1.1.1.i investment project No. 2.1.1.1.i.0/1/23/I/VARAM/007 "Integration of Media Content in the Digital Cultural Heritage Platform of Latvia" (2023 – 2026) of 2.1 reform and investment direction "Modernisation and Digital Transformation of State Processes and Services" of the 2nd pillar "Digital Transformation" of the European Union's Recovery and Resilience Facility (hereinafter – the RRF);
- 2.1.1.1.i investment project 2.1.1.1.i No. 2.1.1.1.i.0/1/23/I/VARAM/004 "ICT Unified Management and Digital Solutions for Cultural Sector Institutions (2023 – 2026)" of 2.1 reform and investment direction "Modernization and Digital Transformation of State Processes and Services" of the 2nd pillar "Digital Transformation" of the RRF;
- Project No. 1.2.1.4.i.0/1/23/I/CFLA/003 "Solar Park for Self-consumption of Electricity for the NLL" (2023 – 2026) of 1.2.1.4.i investment project "Improving Energy Efficiency in Public Sector Buildings, including Historical Buildings" of 1.2. reform and investment direction "Improving Energy Efficiency" of the RRF;
- Project No. 1.2.1.4.i.0/1/23/I/CFLA/004 "Improving Energy Efficiency in the NLL Repository "Raksti" of Ropaži municipality (2023 – 2026) of 1.2.1.4.i. investment project "Improving Energy Efficiency in Public Sector Buildings, including Historical Buildings" of 1.2. reform and investment direction "Improving Energy Efficiency" of the RRF.

Performance and impact indicators of the strategic direction:

number of new acquisitions compared to the entire collection	1,04 %
number of digitized units per 1000 collection documents	241
digitized items from the priority parts of the collection to be preserved in emergency situations	N/A
percentage of collection items reflected in electronic catalogues and databases	N/A
user satisfaction with the availability and provision of the collection	38 %

Strategic Direction 2: Services

Goal: We will provide services encouraging to use the library content so that every person in Latvia can improve their knowledge and skills throughout life.

Result to be achieved: A relevant, organized and clear offer of the NLL services providing added value for society, improving knowledge and skills. A dialogue has been established especially with youth, young professionals and children, making the library a habit and a value in everyone's life.

- We will continue developing services on-site, provide users with a diverse NLL's analogue collection, and use modern technologies to ensure access to the NLL content and services remotely. We will create opportunities for each user to individually find what they need, taking into account people's habits. We will be proactive in preparing individualized offers for users and focused target groups.

- We will especially focus on identifying our user needs and on in-depth research of NLL's target audiences, we will think of ways to attract new users. We will do our best to provide as high-quality services as possible. We will look for ways to make the NLL's service delivery environment – both digital and physical – more inclusive.

- We are and will be part of the Knowledge Mile. We will develop cooperation with students, especially graduate

and post-graduate students, secondary school students and teaching staff, we will take care of developing and supporting reading and research habits not only regarding textual, but also visual, sound and sheet music materials.

We will move towards more active cooperation with professional organizations, especially those that promote education and professional development. We will develop professional cooperation networks across industries in order to build mutually enriching cooperation with industry professionals throughout life.

- We will audit our range of services and continue developing innovative NLL services and modern technological solutions, especially those that encourage a focus on research and science, including digital humanities. We will develop the Digital Library as a comprehensive service of the digital cultural heritage of Latvia.

Objectives:

2.1. to assess services and create a unified service catalogue, as well as to update a service road map according to the needs of target audiences;

2.2. to conduct research and in-depth identification of the needs of the NLL's present and potential target audience, carrying out user satisfaction and service quality studies and assessment;

2.3. to ensure the provision of services in accordance with the common standards by introducing joint customer service guidelines and user service procedures;

2.4. to develop more inclusive environment and services for people with special needs;

2.5. to purposefully implement the NLL Educational Strategy 2022 – 2027, focusing especially on services and events suitable for the youth audience, expanding wider cooperation with schools in the field of educational services and youth cultural education;

2.6. to organise events and create stories for various target audiences revealing the value of the library's collection, including improving the content of the excursion service, especially in the segment of school excursions;

2.7. to introduce database subscription administration as a national level service, education and research sector;

2.8. to develop new digital research services for high-quality and in-depth cooperation with researchers, including high-quality data, effective collaborative environment and research data preservation;

2.9. to integrate collection research into daily bibliographic work and librarianship, promoting the transfer of knowledge about the NLL's physical collection, its diversity and content directions;

2.10. to achieve high recognition of the Digital Library, especially among youth, by creating relevant services for them, and to include the Digital Library educational programme in the teaching resources;

2.11. to develop digital content search, display, analysis, processing, enrichment tools, including using artificial intelligence solutions, to ensure further technological and content development of the NLL's digital resources and the Digital Library.

These objectives comply with the UN Sustainable Development Goals:



Started or planned projects related to the strategic direction:

- 2.1.1.1.i investment project No. 2.1.1.1.i.0/1/23/I/VARAM/007 "Integration of Media Content in the Latvian Digital Cultural Heritage Platform" (2023 – 2026) of 2.1 reform and investment direction "Modernisation and Digital Transformation of State Processes and Services" of the 2nd pillar "Digital Transformation" of the European Union's Recovery and Resilience Facility (hereinafter – the RRF);
- Project No. VPP-IZM-DH-2022/1-0002 "Development of an Open and FAIR-Compliant Digital Humanities Ecosystem in Latvia" (2022–2025) of the national research programme "Digital Resources of Humanities";
- Project No. VPP-LETONIKA-2022/3-0003 "Narrative, Form and Voice: Rootedness of Literature in Culture and Society" (2023–2024) of the national research programme "Lettonica – Fostering a Latvian and European Society";
- Project No. VPP-MM-LKRVA-2023/1-0001 "The Cultural Ecosystem of Latvia as a Resource for the Resilience and Sustainability of the Country" (2023 – 2026) of the national research programme "Latvian Culture – a Resource for National Development";
- Fundamental and applied research programme project No. Izp-2023/1-0263 "Book and Society in Latvia: European Dimension and Cultural Changes" (2024 – 2026);
- Project "BALTIC-UKH, Urban Knowledge Hubs – Transformative Societal Spaces for Hybrid Libraries in the Baltic Sea Region" No. #S022 (2023 – 2025) of the Interreg Baltic Sea Region Programme for 2021 – 2027;
- Project No. NPAD-2023/10053 "Library for All: Accept, Include, Communicate" (2023 – 2024) of the mobility programme Nordpluss Adult 2023;
- Erasmus+ adult learner and staff mobility project No. 2023-1-LV01-KA121-ADU-000135522 (2023 – 2027).

Performance and impact indicators of the strategic direction:

active users of the NLL per capita	0.87 %
satisfaction level	8.7
usage of the library's online catalogue and databases	35 809
impact of library investments on skills and knowledge	47
accesses to the Digital Library per capital	N/A
percentage of usage of library's educational services to the total number of library visits	8.69 %

Strategic Direction 3: Cultural site

Goal: The NLL is as a cultural site for the nation's democratic growth, security and international recognition.

Result to be achieved: The NLL constantly has a specific role in the Latvian and international cultural landscape, strengthening the basic principles of democratic society and its role in promoting the mindset and culture of society, including reading habits.

- We will make sure that the NLL is the national pride for Latvia and internationally, as well as a physical cultural site where people gather together, get inspired, meet, think, talk, read and learn. We will also develop our digital cultural space, where information provided by the NLL is reliable and verified, and where virtual meetings can also take place in the digital age.

- We want to show that culture and education are part of national security, therefore we see, without doubt, our role in strengthening civil society and sustainable communities, uniting them and recognizing common values. We will make the NLL a physical and virtual cultural site where there is freedom of expression and speech, socially responsible events, where safe information can be accessed and where there is no censorship.

- We will emphasize the significance of the Latvian writings in the existence and development of the nation. We will focus on improving society's information literacy and media literacy, and we will focus on strengthening critical thinking, as well as continue building and expanding the National Encyclopedia as a reliable source. The foundation of a smart and civically responsible society is literacy which we want to strengthen on a national scale and in the diaspora. We will strengthen and inspire future generations of users because children, youth and every family are the guarantee of the NLL's future.

- We are a library not only for the world and Latvia, not only for Riga and Pārdaugava, but also for the area where we are located – Klīversala. We are the library for this neighbourhood; therefore, we will make it open, inviting and inspiring.

Objectives:

3.1. to strengthen the Latvian language and book publishing as the core values of the nation through the cycle "500 Years of Latvian Books" and the permanent exhibition "Books in Latvia";

3.2. to continue developing the NLL premises for the needs of the NLL as a cultural site, for the convenience and interests of visitors, for the convenience of users and for the improvement of their experience, for co-working and individual work, especially in order to attract future generations of users;

3.3. to continue developing and strengthening reading promotion programmes for children, youth and adults, educating reading promoters at various levels and creating exhibitions and events that highlight the significance and history of reading, readers of different times and promote today's reading habits;

3.4. to develop the NLL's indoor and outdoor space, showing concern for the environment, as well as extending our events more widely – in the neighbourhood, city, regions and internationally;

3.5. to improve and modernize the NLL's digital cultural space by developing a new library website;

3.6. to continue developing the content of the National Encyclopedia and the technological solution to ensure the dissemination of reliable information created by scientists among population;

3.7. to develop the Cultural Canon of Latvia, promoting the recognition and attractiveness of its values in various audiences both in Latvia and internationally;

3.8. to strengthen media literacy, information literacy and critical thinking both through separate activities organized for the improvement of these skills, and by promoting a higher level of literacy as an inclusive dimension of individual literacy;

3.9. to purposefully strengthen the connection of events organized by the NLL, including exhibitions, with the NLL's role and place in society;

3.10. to strengthen society's resilience, civic involvement and democratic participation by supporting and initiating socially responsible events in the NLL as a cultural site.

These objectives comply with the UN Sustainable Development Goals:



Started or planned projects related to the strategic direction:

- Funding of the target programme of the Ministry of Culture "500 Years of Latvian Books";
- Funding of the Ministry of Culture from the Society Integration Programme and the implementation of the Diaspora Law (base funding for reading promotion programmes);
- Funding of the Ministry of Culture for the promotion of media literacy;
- Project No. VPP-LETONIKA-2022/3-0003 "Narrative, Form and Voice: Rootedness of Literature in Culture and Society" (2023 – 2024) of the national research programme "Letonica – Fostering a Latvian and European Society";
- Project No. VPP-MM-LKRVA-2023/1-0001 "The Cultural Ecosystem of Latvia as a Resource for the Resilience and Sustainability of the Country" (2023 – 2026) of the national research programme "Latvian Culture – a Resource for National Development";
- Fundamental and applied research programme project No. Izp-2023/1-0263 "Book and Society in Latvia: European Dimension and Cultural Changes" (2024 – 2026);
- Project "BALTIC-UKH, Urban Knowledge Hubs – Transformative Societal Spaces for Hybrid Libraries in the Baltic Sea Region" No. #S022 (2023 – 2025) of the Interreg Baltic Sea Region Programme 2021 – 2027.

Performance and impact indicators of the strategic direction:

total visits to the NLL per capita	2.26 %
visitors to the NLL as a cultural site (non-users) per capita	0.047 %
percentage of children and youth of the NLL users	8.75 %
Net Promoter Score	72
virtual visits to the NLL per capita	2.1 %
percentage of event visits of the total library visits	47 %
number of user places at the NLL per average daily visit	1
number of user places per capita	2689

Strategic Direction 4: Cooperation

Goal: The NLL is a leader in the library sector, in the field of book science and digital cultural heritage, an important research centre of humanities and social sciences, and a cooperation partner in culture and education.

Result to be achieved: The NLL is a self-evident partner in cultural, educational and scientific issues, as well as a leader in the development of library, book science and digital cultural heritage fields. The NLL has proved itself as an adequate scientific institution in the scientific ecosystem of Latvia. The regulatory framework of the NLL has been improved and a contribution has been made to the improvement of sectoral regulations and library advocacy.

- We will strengthen our role in the development of ecosystem of culture, education, science and library sector and related industries. We will be a driving force in the development of the library and book science sector and a cooperation partner in the development of related industries, a promoter and defender of nationally and internationally important issues. We will promote a writing and reading society in Latvia which is able to successfully adapt to different information carriers, to use both textual, audio-visual, sound and sheet music materials, and whose basic values are knowledge and information.

- We are aware of the significance of investing time and resources in order to research, promote and make available resources related to Latvian libraries, book publishing and book history. In research, we will develop relationships between three main directions: collection research, book science and digital humanities research. We will encourage research of reading habits, both in history and today, as well as the development of research-based recommendations and activities.

- We will advance research, popularization and storytelling of our unique collections in both physical and digital environments, thus creating added value and a broader research context in the Latvian science community. We will implement science communication through our scientific publishing, international and national publications and conference presentations, exhibitions and various events. We will establish cooperation with other scientific institutions and participate in the management of various projects both at the national and international level.

- We will ensure our operation as an accredited educational institution for raising a new generation of librarians, emphasizing professional competences and professional development of the existing community. Constantly cooperating with educators and educational institutions of various levels, we will provide support both in the formal and informal education process, proving the usefulness of the NLL's collection materials, topics on book publishing and reading promotion methodology in the development of diverse competencies.

- We will operate as a unifying centre of sectoral competence and development, offering professional development support tools for the individual growth of librarians and the development of the sector as a whole. We will systematically monitor the situation in the country, keeping up with the trends in the development and direction of the sector in the world and transferring good practice to Latvia. We will promote cooperation with libraries and the non-governmental sector, we will encourage cross-sectoral networking in order to mutually enrich our knowledge.

- We will expand cooperation in the field of cultural heritage, education and science within the framework of the Digital Library. As the head of the Competence Centre for Digital Cultural Heritage, we will continue creating digital collections, the Digital Library and a unified management platform together with cultural heritage institutions and other partners.

Objectives:

4.1. to organize the regulatory framework of the NLL operations in order to strengthen its functions and role as the leader of the sector in the present time context;

4.2. to strengthen the NLL as a scientific institution, as well as to improve the administrative management of research at the NLL and the organization of scientific publishing;

4.3. to develop a joint NLL research strategy focusing on research of reading habits in historical and contemporary terms, changes in reading in the digital age, the concept of reading in a more general framework of cultural history through the identification and interpretation of visual, sound and sheet music materials, research-based promotion of reading for children and youth;

- 4.4.** to develop and improve the programme of science communication events to ensure that research results reach a wide range of interested parties;
- 4.5.** to promote the recognition of Latvian humanities and social sciences in the international scientific space, implementing cooperation with memory institutions and higher education institutions abroad, especially focusing on the region of Northeast Europe and the German-speaking cultural space;
- 4.6.** to strengthen the NLL as a research centre of Latvian book publishing by developing the capacity of scientific personnel, initiating partnerships with scientific institutions in Latvia and abroad, promoting interdisciplinary research practices and creating cooperation networks as a basis for joint research projects;
- 4.7.** to strengthen partnerships with Latvian higher education institutions and memory institutions;
- 4.8.** to strengthen and expand collaboration for creating digital collections and Digital Libraries, enriching and reusing digital content; to create sustainable cooperation with the media by digitizing valuable content of the regional media;
- 4.9.** to ensure data exchange with internationally important platforms and initiatives (Europeana, ISNI, Wikidata, etc.), the NLL's inclusion in international research platforms (CLARIN, DARIAH, etc.) and Latvia's inclusion in the European cultural heritage data space;
- 4.10.** to continue creating a knowledge organization system of Latvian cultural heritage reference data and to link the data created by Latvian cultural heritage institutions on cultural heritage objects, which have been stored so far in various information systems, databases and documents;
- 4.11.** to promote professional development and competence development of libraries and related industries, diversifying and constantly updating the existing offer of professional development services, and promoting the strengthening of professional skills and knowledge;
- 4.12.** to strengthen the network of Latvian libraries by getting involved in the updating of the regulatory framework of the sector, supporting the development of public and school libraries and the mutual networking of sectoral librarians, especially the Latvian Libraries Portal as the leading informational messenger in the sector, ensuring the circulation of professional information, and proactively cooperating in library advocacy issues;
- 4.13.** to improve the adaptation of library sector standards and guidelines in Latvia, to develop and popularize the terminology of the library sector and related industries.

These objectives comply with the UN Sustainable Development Goals:



Started or planned projects related to the strategic direction:

- Project No. VPP-IZM-DH-2022/1-0002 "Towards Development of Open and FAIR Digital Humanities Ecosystem in Latvia" (2022 – 2025) of the national research programme "Digital Resources of Humanities";
- Project No. VPP-LETONIKA-2022/3-0003 "Narrative, Form and Voice: Rootedness of Literature in Culture and Society" (2023 – 2024) of the national research programme "Letonica – Fostering a Latvian and European Society";
- Project No. VPP-MM-LKRVA-2023/1-0001 "The Cultural Ecosystem of Latvia as a Resource for the Resilience and Sustainability of the Country" (2023 – 2026) of the national research programme "Latvian Culture – a Resource for National Development";
- Fundamental and applied research programme project No. Izp-2023/1-0263 "Book and Society in Latvia: European Dimension and Cultural Changes" (2024 – 2026);

- 2.1.1.1.i investment project No. 2.1.1.1.i.0/1/23/I/VARAM/007 "Integration of Media Content in the Latvian Digital Cultural Heritage Platform" (2023 – 2026) of 2.1 reform and investment direction "Modernisation and Digital Transformation of State Processes and Services" of the 2nd pillar "Digital Transformation" of the European Union's Recovery and Resilience Facility (hereinafter – the RRF);
- 2.1.1.1.i investment project No. 2.1.1.1.i.0/1/23/I/VARAM/004 "ICT Unified Management and Digital Solutions for Cultural Sector Institutions (2023 – 2026)" of 2.1 reform and investment direction "Modernization and Digital Transformation of State Processes and Services" of the 2nd pillar "Digital Transformation" of the RRF;
- "EU4Dialogue: Improving Exchanges Across the Divide through Education and Culture" No. ENI/2021/423-479 (2021 – 2025);
- Erasmus+ cooperation partnership in adult education project No. KA220-ADU-F213CD94 "Digital Competence and Information Literacy for Librarians" (DKIB) (2023 – 2026).

Performance and impact indicators of the strategic direction:

scientific publications of the NLL	9
NLL's participation in international and local projects and organizations	29
NLL's participation in international and national projects	39
employees involved in the projects	31%
additional investments received for development (e.g., project funding) compared to the basic budget	15.65 %
professional development activities and visits per library employee	2.26
assessment of activities with the Net Promoter Score	68
visits to the Library Portal per Latvian librarians	41.2 %

Development strategy updating and implementation assessment

The strategy is planned to be updated each calendar year of its validity before March 1, making necessary changes and supplementing it with numerical values of the relevant year's performance indicators, which are based on the latest data and specified forecasts.

The implementation of the visions and objectives set out in the strategy is based on annual plans.

The implementation of the strategy will be assessed

during the preparation of the NLL's public report for the relevant year.

Fulfilling the Vision

The implementation of the strategy vision is supported by the NLL's Operational Strategy for 2024 – 2028 (approved by the NLL Director's order No. 1.1-2/95 of 19 October 2023 and harmonized with the letter No. 3.1-1/1468 of the Ministry of Culture of 6 November 2023).

Operational Strategy of the National Library of Latvia 2024 – 2028

Policy goals

The National Development Plan of Latvia 2021 – 2027

[356] A dynamic range of cultural and sports services is available to everyone allowing developing talents and creating a strong image of Latvia in the world. [...] challenges of the cultural field include a need for improved and modern infrastructure, improved personnel competencies, competent employees, as well as the narrowing of the audience due to demographic processes, insufficient support for creativity in order to maintain a sufficient range of cultural offerings.

[370] Preservation and transfer of cultural heritage, sports traditions and values to next generations, involving the population and ensuring the use of the latest information and communication technologies to fully integrate into the world's cultural space and sport.

Cultural Policy Guidelines 2021 – 2027 "Cultural State"

Direction No.1. Availability of cultural offer to the public. [...] special attention is to be paid to the availability of the cultural offer, including to people with low income, digital availability, availability for groups at risk of social exclusion, including the accessibility of the cultural offer to people with functional disabilities [...]

3.4. To ensure the work of cultural heritage institutions and the development of their services.

Important keepers of cultural heritage are the so-called "memory institutions" – libraries, archives and museums which ensure not only the preservation of heritage, but also its interpretation and availability to the public. In the following years, it is essential not only to support work of these institutions as they are developing and preserving their collections, but also to work on collection research, interpretation and communication to the public, creating innovative services.

Issues to be resolved include the development of core business systems of ICT, continuation of the digitization of collections, and long-term preservation of digital materials, as well as the development of digital services.

Digital transformation guidelines 2021 – 2027

Taking into account the fact that there is a wide network of public libraries in Latvia, and librarians make a significant contribution to improving inhabitants' basic digital skills, it is necessary to ensure the enhancement of the competencies of librarians as digital agents in the provision of State administration services and other digital self-education services in the most appropriate channel for users and in the use of digital tools for applying for services.

There is an infrastructure related to humanities and culture and corresponding services aimed at the development of the digital space, including text, sound and image recognition, person identification, handwriting recognition, and other solutions, as well as research with mathematical methods.

To continue digitization of the cultural heritage, digital documentation and competence building in accordance with the needs of projects implemented by public institutions, entrepreneurs and NGOs. To ensure the development and transfer of knowledge and competences acquired by the existing competence centres, as well as the development of new competences, including the ability to explain and reuse data, to interpret and explain technologically complex data to the general public.

Library Sector Strategy 2023 – 2027

1.4. to strengthen the role of the National Library of Latvia as a driver of the development of the sector, implementing the quality standard and modern technological achievements in the sector.

Target groups, their interests and needs

Target groups	Interests and needs
Internal target groups: employees and management	Effective internal communication and work processes Competitive salary Development and competence of human resources Comfortable and modern work environment
Registered users	Professional, qualified and customer-oriented staff Participation Inclusive communication Responsibility, quality Availability of information and knowledge
Cooperation partners: cultural heritage institutions, educational, scientific and cultural institutions	Compliance with obligations Participation Partnership Opinion and position Inclusive communication
Cooperation partners: public institutions	Timely exchange of information Constructive opinion
Cooperation partners: NGOs	Participation Inclusive communication Partnership
Cooperation partners: library network	Leader Library advocacy United position Communication and cooperation focused on a shared goal Participation
Society	Professional, qualified and user-oriented employees Guarantee of the preservation of the national values Availability of information and knowledge Transparency of work Comprehensible and dialogue-oriented communication

Priority directions and goals

PEOPLE – PROCESSES – ENVIRONMENT

Priority I – a professional, development-oriented, motivated and united team

The NLL, like the entire library sector in the world, faces the need for employees to adapt to new skills in today's changing and digitally transformed world; generational change; and significant staff turnover. The importance of the contribution and well-being of each individual employee is increasing, while creating a unified NLL team.

Goal 1 – we will regularly improve knowledge of employees, paying special attention to digital skills

Throughout a year, we will organize several educational events for employees in various formats. We will encourage the participation of employees in professional development events, including international ones. We will improve the support system to provide for retraining and rotation of employees within the NLL, if there is such an interest. We will organize regular meetings with the top management of the NLL.

Goal 2 – we will promote the transfer of rich, specific and long-lasting knowledge to future generations by encouraging mentoring and mutual cooperation

Throughout a year, we will organize several mutual experience exchange events among structural units (getting to know the specifics of work, transfer of experience gained during business trips and educational events, etc.). We will improve a support system for mentoring employees of different generations for the knowledge transfer. We will develop the work culture and motivation system of the NLL in such a way to emphasize the individual contribution of each employee to the overall work of the NLL.

Goal 3 – we will attract new specialists, highlighting the NLL as an attractive employer

We will look for opportunities to attract new specialists through cooperation with educational institutions (internship and volunteering opportunities). We will improve a support system for the integration of new employees into the NLL collective (training of new employees, mentoring, encouraging young enthusiasts, etc.).

Goal 4 – we will improve internal communication by exchanging opinions on a regular basis and maintaining effective notification tools

We will develop internal communication channels (newsletters, information mornings, etc.). Throughout a year, we will hold team building events, including those that have already become a tradition. We will organize

brainstorming sessions on issues important to the work of the NLL. We will conduct an annual employee satisfaction and engagement survey.

Priority II – effective, result-oriented and meaningful work processes improving the quality of services provided and responding to the needs and interests of users

Due to digital transformation, there is a need to reassess operational processes and their efficiency in order to provide services of the highest possible quality to the NLL's users and to take into account their needs. Due to rapid changes and instability in the world, it is necessary to introduce risk-based management. The issue of employees' skills and capacity is relevant in the implementation of projects, especially in the development of digital resources, services and ICT.

Goal 5 – we will improve the circulation of electronic documents to boost work efficiency and the quality of decision-making

We will reassess the work processes, including the optimization of certain administration processes, to reduce the administrative burden, as well as introduce the automation of operations as much as possible. We will establish the NLL's electronic document circulation to ensure more efficient and faster document circulation, and we will also train employees in this regard.

Goal 6 – we will improve risk management and introduce culture of emergency preparedness for the safety of employees, users and collection

We will implement a clear and viable NLL risk management policy; we will carry out risk assessment while making the most important decisions. We will perform objectives of the collection preservation strategy. We will continue working on the development of a plan and instructions for emergency situations for the safety of the NLL collection, also training employees in this regard.

Goal 7 – we will improve user-oriented service culture by identifying needs of the NLL users and visitors and assessing successive services

We will introduce the Customer Service Guidelines and revised User Service Procedures. We will create a catalogue of the NLL services by assessing each service, including in the digital transformation perspective. We will consider the necessity of regrouping the workforce, raising the capacity to provide processes and services with the highest added value. We will conduct regular surveys to identify the needs and satisfaction of our users.

Goal 8 – we will improve the project management administration to effectively attract and efficiently and transparently use the funds raised for the strategic development of the NLL

We will improve the project management procedures for more effective administration of the project portfolio. We will work on increasing the skills and capacity of the NLL project managers and staff.

Priority III – inclusive, safe, comfortable and resource-friendly work environment

Despite the hybrid approach in work organization and user habits – in-office work and remote work – the spatial environment of the library will continue maintaining an important role as an educational and cultural site of national and international significance. Library premises and infrastructure should be generally motivating environment for work, learning and creative expression. They should be comfortable and effective for the staff to respond to user needs and service requests.

Goal 9 – to provide employees with comfortable, safe, flexible and friendly working environment

We will keep a close watch on the well-being of employees, ensuring comfortable and safe working conditions. In accordance with the work specifics, we will also provide technical opportunities for remote work. We will pay special attention to the ICT supply and security issues of employees in order to ensure high-quality services, especially digital ones, including scientific infrastructure.

Goal 10 – to update an infrastructure to ensure high-quality services and more convenient work for the NLL users

We will create an environment that complies with the demand for services – both physically and digitally. We will re-plan the use of the premises, referring to the identified needs of the target audiences. We will continue developing the NLL Data Centre and its infrastructure to ensure secure data storage. We will update technical support for the organization of events and activities according to the present time demands and possibilities.

Goal 11 – we will improve the storage and security conditions of the collection

We will continue improving security conditions for the storage of the NLL collection (both physical and digital), including preventive protection. We will improve Silakrogs repository for safe collection storage. In order to ensure more effective microclimate for the buildings at Mūkusalas Street, we will carry out deepening of the Daugava water catchment area.

Goal 12 – to continue implementing “green thinking” and resource saving measures

We will continue organizing the work of the NLL, saving resources as much as possible, and we will also continue implementing individual targeted measures to save resources on a daily basis. We will develop the implementation of the idea of using alternative (solar) energy sources for the NLL supply. We will focus on the improvements of the NLL's outdoor space to fit into the urban environment and its ecological system.

Strategic prerequisites

Human resources

In 2022, the NLL had 375 employees of which 239 were librarians.

As of 31 December 2022, there were actually employed in total 351 employees of which 266 (76%) were females and 85 (24%) were males. The average age of employees was 46 years.

Distribution of employees by position groups in 2022: 10 management representatives and department directors, 8 researchers and leading researchers, 11 administrative employees, 46 heads of departments, sectors or directions, 61 experts in various fields and 78 specialists of various levels and fields, 35 librarians and main librarians and 19 main bibliographers,

14 project managers and coordinators, 24 technical workers of various specializations and 26 ICT representatives of various levels, 7 restorers and bookbinders, 3 museum educators and 7 employees of editorial staff of the National Encyclopedia.

Education of the NLL employees: 11 % of employees have general secondary or vocational secondary education, 3 % of employees have the first level professional higher education, 22 % of employees have academic degrees or second-level professional higher education (Bachelor degree), 59 % of employees have academic degrees or second-level professional higher education (Master degree), 4 % of employees have a doctorate degree.

In 2022, the NLL employees improved their knowledge in courses and seminars, 185 employees raised their professional qualifications. Qualification was raised in 83 different training courses, seminars and other professional development events. 32 NLL employees participated in professional development events as lecturers.

Staff turnover in 2022: 31 employees were dismissed, while 39 employees were hired.

In the coming years, the remuneration of the NLL employees will be affected by the reform of the remuneration system of the State administration. Staff development and well-being is one of the most important strategic priorities in the future.

Finances

The NLL plans to manage the funding allocated for the provision of basic functions (EUR 12,240,513 million in accordance with the law "On the State Budget for 2023")

and project funding (EUR 2,711,141 million in 2023, and EUR 3 million/a year in the next years).

In order to ensure effective management of resources, the NLL monitors budget expenditures, timely identifying risks

Infrastructure and technologiess

The NLL is located in two buildings: at Mūkusalas Street 3 and 5 and in the Silakrogs repository in Ropaži municipality. Besides, adapting to remote work, employees are provided with IT technological equipment and home office equipment for proper fulfilment of work duties, regardless of their physical location.

Within the framework of the available funding, we will continue organizing and providing material, technical and technological solutions of the working environment in accordance with the requirements of a modern library and a flexible working regime..

Strategy implementation monitoring

Performance indicators

Priority	Results to be achieved and their indicators	Responsible person for monitoring implementation of the indicator	Data (information) source
Priority I – a professional, development-oriented, motivated and united team	Educational events for employees (N/A) Training of new employees (3) Regular meetings with top management (10) Team building activities (3) Provided internships for young specialists (16) Conducted employee surveys (1)	Personnel Department Communications Department Development Department	Event organizers Annual reports Employee surveys
Priority II – effective, result-oriented and meaningful work processes improving the quality of services provided and responding to the needs and interests of users	Improved digital solutions of the NLL work process (1) Improved risk management Improved project management Survey identifying needs of users (1) Implementation of the Customer Service Guidelines Implementation of the User Service Procedure New services for an inclusive society are improved and developed	Technologies Department and the office Development Department and other heads of departments Development Department and other heads of departments Services Department and other heads of departments Services Department Services Department, Communications Department, Technologies Department, Maintenance Department	NLL information, incl. record-keeping systems Order Order Survey organizers, annual reports Orders Annual reports

Priority III - inclusive, safe, comfortable and resource-friendly work environment	Improved infrastructure Resource saving measures implemented, internal processes improved Improved conditions of collection, including digital collection, preservation	Maintenance Department, Technologies Department and Communications Department Maintenance Department, Services Department and Special Collections Department Maintenance Department Technologies Department	Assessment of the working environment, assessment of the public part of the NLL, annual reports Implementers of initiatives Collection assessment, annual reports
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Key performance indicators	Person responsible for monitoring the implementation of the indicator	Source of data (information)
Employee satisfaction with education and development opportunities at the NLL, working environment and microclimate is increasing	Personnel Department	Employee survey
User and partner satisfaction with cooperation and communication is increasing	Services Department, Special Collections Department, Communications Department and Development Department	Customer surveys, Annual reports, feedback after events
Reduced consumption of electric power and heat compared to 2019	Maintenance Department, Budget Execution and Accounting Department	Performance indicators of the basic budget
At least 75% of the work plan activities are implemented within the specified time	Heads of all departments and a strategic development specialist	Work plan Annual reports

Monitoring process of the Operational Strategy implementation

All structural units of the NLL are responsible for the strategy implementation and the fulfilment of goals and activities specified therein.

Specific activities for the implementation of strategy priorities should be included in the annual work plan of the NLL. Supervision of the overall implementation of the strategy is ensured by the NLL's management in the person of the directorate, assessment of its implementation and necessary adjustments are carried out at least once a year by a strategic development specialist in cooperation with the NLL's management during the process of preparing the NLL's annual report.

Financial resources necessary for the implementation of

the activities specified in the strategy are planned by the NLL within the budget.

To assess the impact of the strategy, annual surveys are conducted every year in order to understand the general mood of the team and to make decisions about relevant actions.

Information on the strategy implementation progress is included in the NLL's public report every year. The final assessment of the strategy implementation should be carried out in the last year of the strategy's operation – in 2028. Information on the results of the final assessment should be included in the public report of the relevant year and used when preparing the operational strategy for the next period.

Annex: List of National planning documents and strategies quoted in the document

Sustainable Development Strategy of Latvia until 2030

The National Development Plan of Latvia 2021 – 2027

Cultural Policy Guidelines 2022 – 2027 “Cultural State”

Education Development Guidelines 2021 – 2027

National Language Policy Guidelines 2021 – 2027

Guidelines for the Development of a Cohesive and Civically Active Society for 2021 – 2027

Digital Transformation Guidelines 2021 – 2027

Regional Policy Guidelines 2021 – 2027

Latvian Open Science Strategy 2021 – 2027

COMMISSION RECOMMENDATION (EU) 2021/1970 (10 November 2021) on a common European data space for cultural heritage

European Union Work Plan for Culture 2023 – 2026

Library Sector Strategy 2023 – 2027

Strategy of the Literature and Publishing Sector 2021 – 2027