National Library of Scotland

Corporate plan 2013-2014

Contents

Section 1: Introduction

2012 was a landmark year in the Library's history, with the re-founding of the Library's statutory basis through the 2012 National Library of Scotland Act, and the repeal of the founding 1925 legislation. The 2013-2014 year covered by this Plan is therefore the first under this new statutory basis.

The National Library of Scotland has a long and distinguished record of collecting and preserving Scotland's culture, and in supporting Scotland's research communities. The NLS collections comprise over fifteen million printed items – books, magazines, scholarly journals, newspapers, music and maps. The key to the Library's collecting is the legal deposit privilege, which entitles it to claim a copy of all printed items published in the UK and Ireland. This privilege (unique to NLS in Scotland) has been responsible for the acquisition of most of the Library's collections for almost 300 years. In addition, through purchase, donation and deposit, the Library has built up pre-eminent manuscript and printed collections relating to Scotland and the activities and influence of Scots throughout the world.

The rapid evolution of digital publishing means that more and more content is now produced electronically, as well as – or increasingly instead of – in print. From this year, NLS will also be able at last to collect digital publications through Legal Deposit, under Regulations to implement the provisions of the Legal Deposit Libraries Act 2003 – another legislative landmark. At the same time, however, the Library's ever-present challenge of managing the intake of printed matter (currently some 250,000 items a year need to be catalogued, preserved and housed) remains.

The economic environment for the period covered by this Plan will continue to be difficult. In this context, it is all the more important for NLS to improve efficiency and promote effective collaboration. Equally, it will be important for NLS to capitalise on its position as Scotland's principal research library, given the key role that information, knowledge and creativity will play in promoting economic recovery.

The National Library of Scotland Act 2012

As noted above, this is the first year that the Library has operated under the provisions of the new Act. It is also the first year under the stewardship of the new Chair James Boyle, who took over the position in October 2012. His predecessor, Professor Michael Anderson, had held the position for 12 years, and whose contribution to the success of the Library over this period is warmly acknowledged. Over the next two years, many new Trustees will be recruited to the NLS Board, replacing the current Trustees who continue to serve on the Board in this transitional period.

Aside from the changes to the Board, the other main provisions of the 2012 Act are to define the functions of the Library in law for the first time. These are:

(1) NLS has the general function of managing the library established by section 1(1) of the 1925 Act as a national resource for reference, study, research and bibliography, having particular regard to Scotland.

(2) NLS has the particular functions of:

(a) preserving, conserving and developing its collections,
(b) making the collections accessible to the public and to persons wishing to carry out study and research,
(c) exhibiting and interpreting objects in the collections, and

(d) promoting collaboration and the sharing of good practice with and between other persons providing library and information services, and the adoption of good practice by those persons.

(3) NLS is to exercise its functions with a view to:

(a) encouraging education and research,
(b) promoting understanding and enjoyment of the collections,
(c) promoting the diversity of persons accessing the collections, and
(d) contributing to understanding of Scotland's national culture.

NLS Strategy

> The Library's Vision and Mission: The National Library of Scotland exists to advance universal access to knowledge about Scotland and in Scotland.

NLS will over the next year be developing a new corporate strategy, building on its predecessor 'Connecting knowledge' from April 2014. This will equip the Library to meet the challenges implied in these functions, to exploit digital technology and to widen access while at the same time continuing to fulfil its historic role. In the meantime, the four 'Core Themes' of the current strategy – Content, Connectivity, Organisational effectiveness and Collaboration – continue to provide the structure for this Corporate Plan which aims to put these strategic aspirations into practice.

As the biggest library in Scotland in terms of funding, staff and collections, the Library has a responsibility to provide support and leadership in fields such as librarianship, culture and the promotion of research and information. We see part of this leadership role as contributing to longer term thinking on the future role of NLS and of libraries in Scotland, and to the broader priorities of the Scottish Government.

'Connecting knowledge' commits the Library to a number of ambitious, but achievable, goals, some of which will be highly-visible to our users, others less so as we continue to develop our organisational capacity, skills and culture which place a high value on innovation, customer focus and continuous improvement. This will bring about better services, greater responsiveness to users' needs and further efficiencies in the way we organise ourselves. Out of such gains in efficiency, we will give priority to developing services which meet the needs of the public, the Scottish library community and other partners and we are committed to a rolling programme of investment in digital services.

Corporate Planning in the National Library

The Corporate Plan performs a dual role. As well as describing the most important actions and targets which the Library is committed to achieving in order to deliver the strategy, it is also a key formal mechanism for providing accountability to our main funding body, the Scottish Government. It demonstrates the relevance of our work programme to governmental priorities, taking particular account of the shift towards delivering 'outcomes' and the credibility of our plans to deliver them. Embedded in the Plan are a number of objectives which relate to the expectations of the Scottish Government in broad priority policy areas such as youth employment, Scotland's international profile and the promotion of good governance.

This Corporate Plan focuses principally on the single year from April 2013 to March 2014, while noting the implications of plans for future years. This is in recognition that the new NLS strategy will influence future Corporate Plans, which should cover a longer timescale. Also, the Library's funding settlement from the Scottish Government is known only to 2014.This means that future plans are dependent on as-yet-unconfirmed funding levels. In

future years, with knowledge of both future strategy and future Scottish Government funding, it is intended that we will resume planning on a three year timescale.

NLS has made a number of improvements in its business management during the last year. These include the adoption of a new, slimmed-down management structure, further development of our shared services programme with the National Galleries of Scotland and the introduction of a new pay and reward system. Other developments include a closer integration of financial and operational planning, the use of more online planning tools, a refreshed approach to the management of projects, risk and audit. Further developments will be introduced to improve the Library's effectiveness in delivering its priority services and projects, including improved performance information systems and the introduction of a strategic planning event for Trustees.

Innovations in the Corporate Plan for this year include the inclusion within the Plan of the Key Performance Indicators that will be used to monitor progress in delivering strategic priorities. These will also continue to be published on the NLS website as at present. A section on 'risk' is included in the Plan, acknowledging the value of risk management in helping us to deliver our goals. Finally, the Shared Services 'Annual Operating Plan' is attached as an appendix to the Plan. This describes the planned joint work between NLS and the National Galleries of Scotland; this was previously a separate document, but as progress has been made in putting this work into practice, it is now being integrated into our planning documents.

Priorities 2013-2014

Like all public bodies, NLS is having to deliver more with less resources. In setting the priorities for this planning year, Martyn Wade, the National Librarian, has noted that the environment will remain challenging, with continuing restrictions on funding, the impact of the digital agenda, public sector reform and continually growing public and library sector expectations of NLS amongst the issues that we will need to manage. In addition, the political landscape is likely to become increasingly dynamic.

To help position the Library as strongly as possible for the future, 2013-2014 will therefore be principally a year of consolidation where we strengthen the foundations for the future and focus our planning on a small number of areas:

- Defining how NLS will achieve its full range of functions; developing and implementing clear plans for each function;
- Prioritising and completing current projects, ensuring that they are managed within the Library's project management framework;
- Implementing a clear strategy for income generation and fundraising that will increase the resources available to the Library, particularly taking rapid advantage of the opportunities of the American Patrons of the National Library and Galleries of Scotland;
- Implementing a clear, prioritised digital strategy;
- Bringing current international activities together into a clear international strategy;
- Continuing to improve our planning process, balancing effective planning with encouraging innovation; developing projects at a more strategic rather than operational level; greater evidence based planning with clearly defined inputs, output, and outcomes;
- Developing our next strategy covering 2014-2020;
- Continuing to improve the way we manage the Library;
  - Further developing the management skills of managers at all levels;
  - Ensuring that we undertake auditable, evidence based decision making in line with the scheme of delegation;
  - Improving project management skills, including meeting targets and deadlines; bringing all existing projects within the project management framework;

- o Continuing to improve the development, implementation and compliance with our systems;
- o Continuing to improve communication up, down and across; clear principle of 'no surprises' for anyone;
- o Continuing to focus on performance management;
- o Developing a clearer process for agreeing and managing partnerships; implementing a plan of collaboration with public and academic libraries.

Other key planning documents:

The Corporate Plan informs a range of other, more detailed planning documents at Departmental and Divisional levels. In addition, there are a number of other significant strategies and planning documents; in particular a digital strategy, an international strategy and a capital strategy.

- Department-corporate linkages
- Scottish Government expectations
- Gaelic
- Equalities

Section 2: Objectives

Content

Objective	Actions 2013-2014	Future Actions
Strategic outcome: We preserve all our collections for the long term		
Develop and implement NLS preservation strategy	A1: Implement a robust digital preservation plan A2: Implement appropriate recommendations from NLS Collections Security Review & Submit Collections Security Plan to Corporate Leadership Team for formal approval	Move all digital assets requiring digital preservation into a preservation environment by June 2014. Implement rolling auditing programme with a focus on preservation.
Strategic outcome: We collect Scottish publications as completely as we can		
Ensure that the library receives the Scottish publications and material of Scottish interest through legal deposit, purchase or donation	A3: Review our approach to collecting Scottish publications and improve data on the volume of Scottish publishing	
Deliver NLS Gaelic Language Plan	A4: Completion of Gaelic Language version of main catalogue on Voyager & acquire printed publications in Scottish Gaelic, as selected by curators, through Legal Deposit, purchase and donation	
Strategic outcome: We collect non-Scottish material that we know our customers in Scotland will want		
Review Collection Development policy	A5: Review collecting policies for UK publications in response to e-legal deposit	

Connectivity

Objective	Actions 2013-2014	Future Actions
Strategic outcome: People can find and use the content they need		
Implement a suite of resource discovery initiatives to help users find collections easily	B1: Improve search engine optimisation: Complete the implementation of Summon as a resource discovery tool & review of 4 collecting databases to meet access requirements and integration	
Provide records promptly for current intake	B2: Rationalise the acquisition processes following the Print Ingest review	
Disclose un-catalogued collections through library catalogues	B3: Prioritise collections for further cataloguing projects & provide appropriate metadata for selected undisclosed collections, as prioritised by curators	
Develop the research, scholarship and knowledge transfer capacity of our staff	B4: Improve co-ordination of research projects in order to maximise training, support and outputs	
Strategic outcome: Our customers have expanded remote access to content they need		
Review and extend learning zone	B5: Expand coverage of Learning Zone with collection-related content, including a minimum of 3 display-related mini web features, and deliver 2 major digital learning resources / apps (via learning zone or as a mobile app)	
Increase access to collections and services for remote users	B6: Implement an integrated enquiry registration and tracking system by 2014	
Deliver a Web Strategy	B7: Complete NLS web strategy for future development of NLS web presence and implement scoping project to identify mobile web services for customers	

Objective	Actions 2013-2014	Future Actions
Deliver digitisation strategy	B8: Develop detailed criteria and long-term programme plan for digitisation of analogue collections and to deliver effective digitisation-on-demand services	Implement programme.
Strategic outcome: Customers have on-site access to our collections		
Deliver a year-round programme of free public exhibitions at George IV Bridge	B9: Deliver 2 major public exhibitions & 5 treasures displays	
Improve facilities for readers at George IV Bridge	B10: Complete review on future of reading room facilities B11: Implement agreed recommendations of Access Review B12: Explore options to provide fast and safe disabled egress from the reading rooms on the north end of the building	
Programme of learning, outreach and cultural events	Continue to deliver and promote a public programme that reflects the needs of our customers and our available resources • Deliver 3 award ceremonies (Elizabeth Soutar Bookbinding Awards, Callum MacDonald Memorial Award for Poetry Pamphlets and Saltire Book of the Year) and 2 exhibition receptions. Deliver 2 major digital learning resources/apps (via learning zone or as a mobile app)	
Increase public interaction with NLS	B14: Continue to strengthen our position on the social media landscape with a number of proactive postings on Twitter and Facebook each week. Set target to achieve an annual 20% increase in Twitter followers and Facebook 'likes' from baseline of 5000 for each at end of 2012	

Objective	Actions 2013-2014	Future Actions
	B15: Deliver 2 school/community-based/partner projects to support understanding and use of NLS collections, 24 Reference Service workshops and talks, 2 mini road-shows and a minimum of 12 tours and group visits Continue to deliver and promote a minimum of 55 public events to highlight NLS collections, engage with customers and stakeholder and to strengthen the NLS Brand	
Strategic Outcome: The Library, our collections and how they can be used have a high profile		
Sustain media profile	B16: Develop and deliver a proactive & strategic media campaign	

Organisational effectiveness

Objective	Actions 2013-2014	Future Actions
Strategic outcome: The Library is well managed, equipped to achieve its key goals at a time of restricted public funding		
Develop the physical and technical capacity required to deliver our strategic aims	C1: Incorporate all projects into project management framework and reform & improve performance data C2: Develop a capital programme of short, medium and long-term capital projects, with a specific mention regarding future storage requirements	
Embed and optimise the opportunities created by new management structure	C3: Support new Board, carry out induction plans & Revise Scheme of delegation, committee remits etc support audit committee	
Produce Corporate Strategy for 2014-20	C4: Refresh strategic goals and priorities, with effective input from Trustees, staff and external stakeholders	
Strategic outcome: We improve internal processes, efficiency and productivity, and cut costs.		
Reduce or eliminate non-essential work to make the organisation simpler	C5: Streamline workflows and data management in relation to payroll/HR C6: Deliver a forward programme of reviews to enhance efficiency and begin implementation	

Objective	Actions 2013-2014	Future Actions
Strategic outcome: We acquire the resources we need		
Ensure that our staff have the skills, support and direction needed to achieve our strategic goals	C7: Produce a People Development Plan C8: Support the Governments youth employment strategy by creating a three year strategy and development plan which aligns with the Library's workforce development plan , which demonstrates a year on year improvement to employment opportunities for young people	
Improve staff engagement	C9: In response to the winter 2012 staff engagement survey, develop and implement an internal communications strategy which makes best use of the Intranet and full mix of internal communications vehicles including news & corporate bulletins and all-staff events to promote an integrated NLS culture C10: Create an action plan which addresses the key strands of effective employee engagement	Monitor progress and implement changes as appropriate. Conduct an annual all-staff engagement survey to include internal communications issues and opportunities and benchmark for increasing engagement levels year on year
Modernise pay and terms and conditions	C11: Design and deliver a new pay and grading system negotiated with the TUS	Review.

Objective	Actions 2013-2014	Future Actions
Raise philanthropic income in support of NLS	C12: Deliver an NLS fundraising strategy based on projects approved by NLS ELT, increasing income to £450k Continue to develop the network of UK patrons and benefactors, increasing income by 15% (baseline 2012/2013) Continue to support the development of an international fundraising network focused on North America, via the American Patrons of the National Library and National Galleries of Scotland Successful transition from NLS held funds to NLS Foundation held funds	
Generate income from charged-for services	C13: Explore, Develop and implement a commercial activity strategy and programme, including 'e-commerce' & Brand Licensing, with a focus to minimise costs of generating income	Agree income targets for future years.
Maintain technology capacity to meet our growing digital commitments	C14: Identify future requirements including web harvesting under Legal Deposit	
Strategic outcome: Our accountability and governance are improved		
Establish effective practices for new governance arrangements	C15: Assist in the recruitment of a new Board C16: Monitor , review and amend as necessary Shared Services Governance arrangements	

Objective	Actions 2013-2014	Future Actions
Review management of risk, internal controls and compliance with statutory requirements	C17: Establish effective planning & risk management monitoring, including effective arrangements in place to manage disaster/threats to service C18: Improve management of statutory obligations and increase awareness and understanding of fraud risks	

Collaboration

Objective	Actions 2013-2014	Future Actions
Strategic outcome: All Scottish library and archive collections are made more accessible to researchers		
Relocate the Scottish Screen Archive (SSA) by March 2015	D1: Secure suitable new premises with improved public access	Relocate the Archive
Establish a Scottish National Sound Archive	D2: Lead collaborative project to deliver a national sound archive for Scotland, according to agreed priorities and project plan	Implement and develop Project Plan Phase 2. Develop long term funding strategy.
Strategic outcome: Scottish library and information services collaborate effectively		
Provide access to NLS services and resources to local Scottish libraries	D3: To Initiate discussions with Heads of Public Libraries	
Strategic outcome: Our work is well co-ordinated with major library, educational and cultural institutions		
Provide support for key national initiatives	D4: Develop and participate in a programme of collaborative projects including:	
	– Livingstone 200 Programme 2013 – First World War Centenary 2014-2018 – Year of Homecoming 2014	– First World War Centenary 2014-2018 – Glasgow Commonwealth Games 2014 – Jacobites Tercentenary 2015
Develop a national strategy for digital access to Scottish cultural heritage	D5: Publish NLS Digital Strategy	

Objective	Actions 2013-2014	Future Actions
Strategic outcome: We communicate with and involve our customers and potential customers, understanding their changing needs and demands		
Understand needs of current and future customers	D6: Carry out a range of audience research programmes coupled with detailed analysis of Customer Registration System, Voyager and Avalanche data to build a better understanding of our customers and their needs	Implement findings and recommendations from audience research programmes and detailed data analysis
Strategic outcome: Our services are improved, and costs reduced, by collaborating with other partners.		
Develop programme of shared services	D7: Continue to develop and deliver services as set out in the Annual Operating Plan (see Section 7) agreed with National Galleries of Scotland, with particular focus on establishing a sound basis for governance, integration of HR services, shared payroll software and to evaluate scope for shared services in risk, review and audit	Deliver services as set out in an Annual Operating Plan.

Section 3: Performance Measures 2013-2014

The following measures have been identified as Key Performance Indicators (KPIs) which will help Board of Trustees and senior management to monitor progress in achieving our key priorities over the 2013-14 year. The KPIs relating to Library activities are based on the particular functions set out in the National Library of Scotland Act 2012. This creates exact alignment between our governance and what we are reporting about our performance.

The four particular functions and the means of NLS exercising them are listed below, linked directly to the KPIs. The KPIs themselves are under development but will be available for use throughout the 2013/2014 reporting year.

NLS will also develop a series of more detailed performance indicators sitting below the KPIs. These will relate to departmental performance and would be reported monthly or quarterly, as appropriate. They do not appear in the Corporate Plan.

NLS Function (a): preserve, conserve and develop our collections

KPI for preserving physical collections: Percentage of time our collections are stored in conformance with PAS 198 in George IV Bridge, Causewayside, Hillingdon and Kirkintilloch.

KPI for preserving digital collections: The percentage of collections kept within the assured digital preservation environment. Aim is to have 100% of the collections NLS owns, or has a stewardship responsibility for, included within the measure.

KPI for conserving physical collections: Percentage of printed collections that would benefit from being boxed or otherwise housed, that is boxed or encapsulated. To bring this KPI into operation NLS needs to complete its Conservation Strategy.

KPI for developing our physical collections: This KPI will be based on the unit acquisition and processing cost of building the print collections through legal deposit.

KPI for developing our digital collections: The number of digital assets available to readers, differentiated into content available only by on-site consultation (non-print legal deposit) and a second for content available for consultation outside the reading rooms.

KPI for developing our Scottish collections: The KPI for developing the Scottish collections must be framed around the Library's role as the custodian of the national imprint. It requires further development to agree a definition of 'Scottish Collections' which is both meaningful and able to be measured effectively.

KPI for space to store our physical collections: This KPI will use the methodology set out in the Property Asset Management Plan to express the estimated number of year's growth in print that can be accommodated within the existing buildings.

KPI for space to store our digital collections: The extent to which the available and planned digital collections storage space is full.

NLS Function (b): make our collection accessible to the public and to persons wishing to carry out study and research

KPI for making our collections accessible to the public: Percentages of material in the unpublished and published collections which are visible via full records, or collection level descriptions, able to be delivered to readers through an integrated resource discovery tool.

KPI for making our collections accessible to people engaged in study and research:
The number of customers engaged in study and research, in the reading rooms or via remote access, based on the total of reader registrations in the six tracked education/non-education categories.

NLS Function (c): exhibit and interpret objects in the collections

KPI for exhibiting our collections: KPI to measure the success of NLS summer and winter exhibitions, using footfall in each show to allow them to be compared like-with-like.

KPI for interpreting our collections: Count of the total number of people who come into contact with interpreted materials from our collection – excluding exhibitions which are measured in the above KPI.

NLS Function (d): promote collaboration, adoption and sharing of good practice by library and information services

KPI for promoting collaboration with and between other persons providing library and information services: To achieve and maintain an agreed number of active Memoranda of Understanding, or equivalent collaborative contract arrangements, with other bodies.

KPI for promoting the sharing of good practice with and between other persons providing library and information services: Demonstrate active involvement in an agreed minimum number of bodies with a role in sharing good practice.

KPI for promoting the adoption of good practice by other persons providing library and information services: Demonstrate active involvement in an agreed minimum number of opportunities to encourage the adoption of good practice by other persons.

NLS is to exercise its functions with a view to (a) encouraging education and research

KPI for encouraging education: The number of readers saying that they have an educational affiliation, as a proportion of the total readers.

KPI for encouraging research: The number of readers saying that they are engaged in research, as a proportion of the total readers.

NLS is to exercise its functions with a view to (b) promoting understanding and enjoyment of the collections

No specific KPI – covered by other indicators.

NLS is to exercise its functions with a view to (c) promoting the diversity of persons accessing the collections

KPI for promoting the diversity of persons accessing the collections: Tracking reader's statement upon registration as to whether they access NLS services for personal enjoyment or for educational or professional purposes.

NLS is to exercise its functions with a view to (d) contributing to understanding of Scotland's national culture.

KPI for contributing to the understanding of Scotland's national culture: A qualitative commentary in the form of a quarterly written report setting out NLS' activities in contributing to the understanding of Scotland's national culture.

Section 4: NLS achievements

Introduction

This year has seen the enactment of the National Library of Scotland Bill, and important internal organisational changes: the library's management has been re-structured, James Boyle has been appointed as the new Chair of the Board of Trustees, and we opened the new Special Collections Reading Room. We have continued to look outwards, lobbying together with other UK legal deposit libraries for the introduction of regulations to allow the harvesting of digital content. After protracted delays, we now believe this will take place in April 2013.

Our summer exhibition, Scotland at the Pictures, received very positive reviews and raised the profile of the Scottish Screen Archive, whose relocation to Kelvin Hall is currently being negotiated with Glasgow Life. SSA further developed NLS' work with older and vulnerable adults by producing the fourth in its series of DVDs designed in collaboration with the Dementia Services Development Centre at the University of Stirling to be used in therapeutic reminiscence groups.

Collaborative work on the projected National Sound Archive for Scotland continues. A new events programme is attracting very large numbers for events, with three-figure audiences attending Alan Bissett's fringe show, the Book Week Scotland launch event in October, the Saltire Awards and the opening of the Bartholomew Maps exhibition. Dreaming and Declaring American Independence, an exhibition of items from our American political holdings, which was on display in the treasures area in the summer, will be taken to the US during 2013 to share our collections with an international audience, and to act as a focus for fundraising for the Library with the newly formed US charity, American Patrons of the National Library and Galleries of Scotland.

Although there is some early evidence of reading room visitor numbers beginning to dip slightly after a steady six-year increase, it is believed that this partly reflects strong take-up for the investment we have made in remotely accessible digital resources which can be accessed from outside library buildings and opening hours. This has been maintained in spite of a reduced purchase budget with which to buy licences to high quality digital resources, as well as continuing to collect print and manuscript material.

Interim progress report on KPIs, Q1 – Q3 2011-2012 (April – December 2012)

The Library monitors progress on key goals through a set of Key Performance Indicators (KPIs). This is a snapshot of performance on these at the end of Quarter 3 (December 2012). A full report on performance will be published separately once full-year data is available.

Indicator	Q1	Q2	Q3	Overall Q1-3
Additions to Collections	54,226	58,146	57,617	-
Additions to Scottish Collections	2,285	2,524	2,232	- [Q3 figures for electronic items added not yet available]
Condition of Collections	✓	✓	n/k	99% conformity against target 95%
Digital Objects created	✓	✓	✓	✓589,637 objects created, against target 500,000
Staff Absence	A	✓	n/k	✓1.69 days absence against target 1.75
Funds Raised	✓	✓	X	X£209k raised against target £300k
Media Profile	✓	✓	✓	✓£885k coverage against target £413k
Exhibition Visitors	✓	✓	✓	✓62,286 against target 50,000
Use of website	✓	✓	✓	✓1.7m sessions against target 1.3m
Reading Room Visits	✓	X	✓	A 46,045 visits against target 48,750
Catalogues	✓	A	n/k	A 99% against target 100%
Enquiries	12,398	6,251	5,458	- [Q3 figures for SSA enquiries not yet available]
Collections Use (Physical)	A	X	X	X 226,628 against target 262,500

Key	
✓	Target achieved
A	Traffic light at 'Amber'
X	Target not achieved
-	No target, or target in development

For detailed and current information on KPIs, please see
http://www.nls.uk/about-us/freedom-of-information

Alignment to the Scottish Government Statement of Corporate Expectations

For 2012-2013, the Scottish Ministers expected their public bodies to deliver continuous improvement by acting corporately across the following topics and issues:

Delivery Area	Corporate Expectation
Public Service Reform and Community Planning	Engage with community planning partners to develop, deliver and monitor progress towards local outcomes in Single Outcome Agreements. The scale and nature of engagement will be determined by the purpose and capacity of each public body. Deliver the Scottish Ministers' expectations on overall efficiency savings and issue a public statement on this.
	NLS Achievements 2012/13: – NLS has undergone a complete restructuring in order to create a platform for immediate and long term efficiency improvements – NLS is developing a nationwide consultation process, which will feed back into the development of a new NLS Strategy 2014-20

Delivery Area	Corporate Expectation	
Alignment to the National Performance Framework	Align operations, business planning and objectives to the Scottish Government's Purpose and the National Outcomes. Work with the SG to develop a shared understanding of the joint priorities over the medium term to contribute towards delivery of the National Outcomes, and ensure that individual bodies' corporate communications and engagement strategies fully reflect these.	
	Scottish Government Strategic Objective	**Related NLS achievements 2012/2013**
	We are better educated, more skilled and more successful, renowned for our research and innovation	− NLS is widely acknowledged as the premier library for Scotland's research communities − Key Performance Indicators evidence an increased usage of NLS collections − NLS has the strategic objective to ensure that customers find the material they search for
	We take pride in a strong, fair and inclusive national identity	− Positive perceptions of NLS have grown and the Omnibus Survey reports that it is mostly seen as 'for the people of Scotland' and 'of national importance' − NLS continues to grow the scope of donor and patron support through a cultivation and stewardship programme, both in Scotland, the UK and in the USA − NLS has expanded its collecting and disclosure of Scottish material to include digital material and websites − NLS loans collections for display in Scotland and around the world
	Our public services are high quality, continually improving, efficient and responsive to local people's needs	− Visitors to the Library, website usage and media coverage all continue to steadily increase − NLS generates income and raises funds − NLS staff are skilled and motivated
	We reduce the local and global environmental impact of our consumption and production	− NLS is on track to reduce CO_2 emission (see below) − In 2011/2012 NLS reduced energy consumption by 28%, water consumption by 34% and travel by 78% compared to the baseline year 2008/2009.

Delivery Area	Corporate Expectation
Youth Employment	Support the Government's youth employment strategy, providing opportunities for unemployed young people including a job, modern apprenticeship, high quality work experience, mentoring or other work-related support.

	NLS Achievements 2012/2013:
	
	− NLS provides
	    o work experiences for school aged children
	    o internships for university students
	    o PhD Student Placements
	    o volunteer placements
	− NLS made three separate applications to the HLF Skills for the Future programme to support youth employment:
	    • A placement scheme for collecting, preserving, and interpreting working people's history in Scotland, in partnership with Workers' Educational Association Scotland, Moray House Institute of Education, Newbattle Abbey College and the Scottish Working People's History Trust.
	
	    • A digitisation initiative to improve access to images within the National Collections, in collaboration with the National Galleries of Scotland.
	
	    A project to reduce the backlog of unprocessed archival collections and to improve online access through production of metadata and other digital content in collaboration with the Scottish Council on Archives.
	− NLS will create a 'modern apprenticeship' post with the HR Department
	− In 2013/14 NLS will support the Governments youth employment strategy by creating a three year strategy and development plan which aligns with the Library's workforce development plan

Delivery Area	Corporate Expectation
Finance	Align activity and strategy with the priorities set by Ministers in the current Spending Review, taking account of the impact of their actions on total public spending. (Note that during the period covered by the 2011 Spending Review, the budget priorities are: economic recovery, low carbon, public sector reform, preventative spend and the social wage) NLS Achievements 2012/2013: – NLS complies with OSCR expectations and regulations – 'NLS for Business 'provides free advice and research for small businesses – testimonials are available – NLS has committed to reduce CO2 emissions from its operations by 30% by the end of financial year 2014/15 from 2008/09 levels. During the period 2011/12 NLS achieved a 28% reduction of CO2 emissions compared to this baseline year. NLS processes invoices in order to pay suppliers at the earliest opportunity, cognisant of the Scottish Government target of paying suppliers within 10 days. In 2012 12% of suppliers were paid within 10 days.
Fraud prevention	Adopt proactive counter-fraud policies consistent with SG guidance, including review of current counter-fraud activity and the adoption of robust reporting procedures.
	NLS Achievements 2012/2013: – NLS has a fraud prevention policy dated 19 November 2009 – NLS Chief Executive will be a guest speaker at the Scottish Government counter fraud conference on 17 May 2013 around the topic of 'lessons learned', particularly the steps taken to provide a robust response to fraud without compromising operations.
Procurement	Maintain accurate contracts database and share information on contract performance and anticipated future contracting activity. Maintain levels of procurement capability appropriate to the organisation's spend, working with Scottish Procurement to agree procurement improvement plans.
	NLS Achievements 2012/2013: – NLS contracts database is now established and populated, currently with 240 contracts that are updated regularly as required. Contract documentation is available in the organisational document library. – NLS procurement manager holds annual planning meetings with budget holders to help plan future contracting and tender activity based on contractual and budgetary information. – NLS achieved 64% in the procurement capability assessment (PCA) in 2012, having increased from 38% in 2010. – The NLS Procurement Action and Improvement Plan incorporates the targets given by Scottish Procurement in their feedback on NLS performance in the PCA.

Delivery Area	Corporate Expectation
Shared Services	Assess the business case for shared service options before proceeding with plans to invest in corporate systems, and ratify corporate systems proposals through the Strategic Corporate Services Board.
	NLS Achievements 2012/2013: – NLS is currently trialling a Shared Service Human Resources Team with the National Galleries of Scotland – NLS is leading the development of a Scottish Sound Archive, with approx. 70 partners – NLS is working in partnership with Glasgow Life and the Hunterian Museum with a view of providing a multi-organisational visitor experience at Glasgow's Kelvin Hall. This will provide greatly increased access to NLS collections and services in Glasgow. – NLS continue to host the Development Managers and Secretary posts for the Scottish Consortium of University and Research Libraries – NLS has a shared service fundraising activity with the National Galleries of Scotland, the American Patrons of the National Library and National Galleries of Scotland – NLS has now completed substantial integration of its IS infrastructure with the National Galleries of Scotland and now provides a common Helpdesk facility to both bodies – NLS began to provide substantial quantities of digital collections storage to the Royal Commission on the Ancient and Historic Monuments of Scotland.
HR	Engage with the HR Forum, to support workforce development, talent management and flexible deployment across organisations and to ensure that there is an effective employee engagement process, with measures and reporting to provide update on progress Comply with the Code of Practice for Ministerial Appointments to Public Bodies in Scotland, working closely with SG sponsor teams to plan Board succession and public appointments
	NLS Achievements 2012/2013: – Following the implementation of the National Library of Scotland Act 2012 a renewed Board of Trustees was created, with gradual further appointments of Trustees planned over the next 2 years. – NLS is currently trialling a Shared Service Human Resources Team working flexibly across National Library of Scotland and National Galleries of Scotland – NLS approved an Internal Communication Strategy in February 2013 and started a corporate development project on employee engagement in March 2013.

Delivery Area	Corporate Expectation
Transparency	Adopt policies for open and proactive publication of relevant information, consistent with the Scottish Government's transparency agenda.
	NLS Achievements 2012/2013: – Strategic Plans, Corporate Plans, Equality information and performance information are openly accessible on the NLS website – NLS received 23 Freedom of Information requests. All requests were responded to satisfactorily and within the statutory time frame. The Library received no appeals from FOISA applicants or requests for reviews.

Section 5: Resources

In this section, we set out our high-level spending plans. Grant-in-Aid from the Scottish Government for 2013-2014 is confirmed, but for the following two year is provisional until a specific allocation is confirmed in the annual Budget Bill. This is particularly relevant with regard to capital allocations which may not be known well in advance – this in turn can affect our revenue spending, for example if, as we have done in the past, we choose to supplement capital items such as the Purchase Fund from revenue budgets.

2013/2014 – Revenue £13,209k, Capital £550k plus 500k for Causewayside refurbishment
2014/2015 – Revenue £13,143k, Capital £825k plus £1.75m for Causewayside refurbishment.

In addition, attention is briefly drawn to the headings below which are factors likely to require additional resources; we anticipate a need to seek additional project funding for these elements from public, private and not-for-profit sources. As indicated elsewhere in this plan, we are also developing long-term solutions to key strategic issues, such as storage and electronic Legal Deposit and will address these requirements – some of which fall outside the 3-year timescale of this Plan – in our Capital Plan.

We will continue to achieve at least 3% annual efficiency savings which will be re-invested into operational activities to help us to continue delivering our service requirements.

Purchase Fund

We have agreed an overall purchase fund of £880,000 for the year 2013-2014. This will be used to purchase a balance of printed, archival and digital resources. More focussed spending on significant digital resources is resulting in a more coherent digital offer for NLS users.

Capital maintenance

NLS faces a number of cost pressures arising from the buildings and plant. In particular, the roof of the NLS Causewayside building requires significant remedial work estimated at a total cost of £5 million. The Scottish Government has agreed to provide the following specified capital expenditure over 2013-2014 and 2014-2015:

- £2.25m to begin the remedial programme at Causewayside building
- £2m for external remedial fabric work at Baden Powell house and George IV Bridge
- £0.525m as a general budget for maintenance, repair and improvement works

Kelvin Hall - Scottish Screen Archive (SSA) relocation/Sound Archive

NLS is a key partner in a consortium of organisations developing the Kelvin Hall in Glasgow's West End as a new cultural hub. Funding of £4.8 million has already been secured at Stage 1 Level from the Heritage Lottery Fund. As part of the proposed programme, our intention is to relocate the SSA from its current unsuitable leased premises in Hillington to Kelvin Hall providing much superior public access and storage facilities. The Scottish Government provided £250k towards the National Library's fit-out costs at Kelvin Hall in 2011/2012.

Shared services

As NLS and NGS continue to work closer together in the provision of a range of corporate services, there are likely to be a number of work packages which require investment in ICT and other infrastructure. The Scottish Government has allocated £100,000 for 2013/2014 to support this work. The development of the single HR service will be fully trialled for 6-months from March 2013 prior to a decision on establishing it as a formal and permanent arrangement.

Scottish digital access strategy

The ambition to provide digital access to all Scottish out-of-copyright publications needs to be translated into a costed project plan, which will be developed from 2014-2015. The delivery of this ambitious project will involve numerous external partners over an extended timescale and is likely to require significant funding.

NATIONAL LIBRARY OF SCOTLAND

2013/2014 BUDGET

BUDGET 2013/2014			TOTAL (£)
INCOME			
Grant In Aid (including Capital Grants)			15,159,000
Other Grant			417,000
Interest Income			12,976
Trading Income			92,412
Other Income			443,683
TOTAL INCOME			**16,125,071**
EXPENDITURE	**Staff**	**Non-Staff**	
Access	1,742,785	338,002	2,080,787
Collections & Interpretation	2,014,167	260,286	2,274,453
Communications & Enterprise	330,670	252,204	582,874
Finance	243,497	45,493	288,990
Human Resources	276,310	152,135	428,445
Ingest	1,449,513	203,238	1,652,751
Resources	2,508,604	4,093,529	6,602,133
Secretary	305,194	62,215	367,409
Deputy Chief Executive	169,390	162,400	331,790
Deputy National Librarian	126,775	385,280	512,055
National Librarian & Chief Executive	126,205	24,799	151,004
Major Projects - Joint Legal Deposit	0	100,000	100,000
Collection Purchase Fund	0	880,000	880,000
Trading	0	40,818	40,818
TOTAL EXPENDITURE	**9,293,110**	**7,000,399**	**16,293,508**
SURPLUS/(DEFICIT)			**(168,437)**