National Library of Scotland
Corporate Plan 2010-2011

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Section 1: Introduction - the planning and financial context

The NLS corporate strategy 'Expanding our Horizons' covers the years 2008-2011. The 2010-2011 year is therefore the last planning round guided by this document. It is also the final year that we know what income we will receive from the Scottish Government, with public expenditure for future years to be determined through a new Spending Review. Our government income for 2010-11 is pegged at 2009-10 levels, but it is clear that we, and other public bodies, need to prepare for greater constraints on public funding in the years beyond. We must therefore prioritise the use of our resources with greater discipline and we see 2010-11 as a year of transition as we work towards developing a new corporate strategy within a tighter funding context.

In view of these circumstances, we have adapted our planning process for 2010-11 in a number of ways. Firstly, we have produced this Corporate Plan covering a single year, rather than the three-year timeframe more often used in recent years. This is necessary as we should not make commitments for the years beyond 2011, when we do not yet know either the resources available to the Library nor the overall corporate strategy of the Library.

Secondly, this Plan is shorter than usual, with a smaller number of priorities. Instead of some 60 objectives set out in the last Plan, this Plan contains only 17. This is intended to increase the focus on a smaller number of key priorities, progress on which can more easily be monitored.

Thirdly, there is a greater emphasis on departmental planning at the level below this Corporate Plan, through five Departmental Plans led by the four Directors and by the National Librarian and Chief Executive. Up to now, the centre of gravity of planning at the sub-corporate level has been through the 20 or so Divisions in the Library. By lifting the internal planning up a level, we aim to ensure that the Library's priorities as set out in this Corporate Plan will be delivered in a focussed and co-ordinated way.

Finally, full performance data for the past (2009/10) year is excluded from this Corporate Plan and will be published separately. This is to enable the completed Plan to be published in final form before the start of the 2010/11 year. An interim progress report on our Key Performance Indicators (KPIs) is included on page 4.

Strategy

The Library's current Vision and Mission Statement is:

"The National Library of Scotland will enrich lives and communities, encouraging and promoting lifelong learning, research and scholarship, and universal access to information, by comprehensively collecting and making available the recorded knowledge of Scotland, and promoting access to the ideas and cultures of the world"

NLS strategy (Expanding our Horizons) is based around four Core Themes:

1) Develop the national collections
2) Develop the organisation
3) Build relationships
4) Widen access to knowledge

A key objective for the year ahead is to develop and renew corporate strategy, in order to equip NLS for the years following 2011, and work on this has already begun

involving Trustees and senior staff. This will set out the strategic goals we want to achieve but in addition, we must also ensure that we have a number of other elements in place. These include the necessary policies and procedures, a scheme of delegation to ensure that decision-making responsibilities are clear and effective processes for financial and operational planning to ensure that our goals are achieved. There is considerable work required over the year ahead to ensure that we have clarity in each of these areas. The scope of this over-arching work goes beyond the Core Themes of our strategy and this work will be led by the National Librarian and Chief Executive.

Priorities for 2010-11

As noted above, compared to recent Corporate Plans, this document contains a smaller number of more sharply-focussed priority objectives for NLS. This means that much important day-to-day work of the Library is not included in this Plan - it is not intended to be comprehensive and does not cover all the necessary activity of the Library. Between them, the Departmental Plans describe the activity of the Library for the year ahead comprehensively.

Within the material set out here, there are two overarching objectives for the year ahead which will be our priority in planning our work:

- Increasing organisational effectiveness (including more efficient processes, better management, increased focus on performance and delivery, stronger strategic collaboration)

- Equipping the organisation for a step change in our digital activities (including digital preservation and e-Legal Deposit; reducing non-Scottish print LD; increased remote access to digital resources).

Both these priorities are about 'developing the organisation' (one of our core themes), but also have profound implications for every aspect of NLS and for the work of all departments.

Performance and achievements

The National Library of Scotland is acutely aware of the need to consider the impact of the Library on Scotland and beyond in the round, taking account of the priorities of the Scottish Government, as well as those of the Library itself. We have therefore continued to align our performance reporting measures with those of the Scottish Government, taking account of Scotland Performs http://www.scotland.gov.uk/About/scotPerforms. The appendix to the Plan shows how the particular outcomes that we want to see for NLS also contribute to the broader outcomes of the Scottish Government's National Performance Framework.

This approach is intended to integrate NLS performance monitoring - and understanding the difference we make - with government priorities. This should be more effective than creating separate, parallel streams of performance reporting for NLS and for the Scottish Government. The Plan includes forward targets for our Key Performance Indicators (KPIs) and will continue our work to ensure clear linkage between these and the Scottish Government performance targets.

This includes acknowledging the importance of the collaborative agenda. We work increasingly closely with other National Collecting Institutions (NCIs - notably, though not exclusively the National Archives of Scotland, National Museums of Scotland and

National Galleries of Scotland), with the British Library and the National Library of Wales, and with the wider Scottish library networks. Our proposals and initiatives to improve both public services and efficiency now include, as a matter of course, consideration of collaborative options. We are committed to furthering our understanding of, and developing evidence to demonstrate, the contributions of NLS to the Scottish economy, including areas such as learning and skills, to creative industries such as publishing and digital information management publishing, and also to specific flagship events such as the London 2012 Olympic and Paralympic Games and Glasgow 2014 Commonwealth Games.

As noted above, we will report fully on past performance in a separate document. However, to provide context for planning our work in the year ahead, 'year to date' information on progress on our KPIs is provided on the following page. We would also draw attention to a small number of especially significant milestones which have been achieved over the past year, and which form the foundation to build on in 2010-11:

- The opening of the Visitor Centre in June 2009, including new café and shop which provides for the first time, an informal drop-in experience for visitors to the Library and a clear signal that NLS is welcoming and accessible to all;
- The Treasures exhibition, especially the showing of the iconic last letter of Mary Queen of Scots for one week in September 2009, attracting queues into George IV Bridge and worldwide publicity;
- The agreement of a framework to manage the collection of electronic publications (including potentially through Legal Deposit) with the National Library of Wales and the British Library;
- The digitisation of over 3,000 Gaelic language books, putting over half a million pages of rare material online for the benefit of researchers and audiences worldwide;
- Piloting the introduction of online reader registration, enabling people to become a reader of NLS remotely, and to access a wide range of digital resources, without having to visit the Library in person.

Interim progress report on KPIs, Q1 – Q3 2009-10 (April – December 2009)

Indicator	Frequency	Q1	Q2	Q3	Overall Q1 – Q3
DEVELOPING THE COLLECTIONS					
Addition to collections	Annual		-		272,886 items collected (2008-09 full-year)
No. of digital images	Quarterly	✓	✓	✓	213,085 images created: target 145,500
Research Outputs	Half yearly		-		52 items published (2008-09 full year)
DEVELOPING THE ORGANISATION					
Staff absence	Quarterly	x	x	x	9.7 days per employee (target 7.5)
Funds raised	Half yearly		-		Target under discussion
Sustainability	Half yearly		✓		carbon emissions 6% reduction from 2004/5
BUILDING RELATIONSHIPS					
Media profile	Quarterly	A	A	A	Equivalent Advertising value £1,090,437 (target £1,200,000)
Public awareness	Annual	-			39% public awareness
WIDENING ACCESS					
Reading room visits	Quarterly	A	✓	✓	54,928 reader visits (target 51,927)
Catalogues	Quarterly	✓	✓	✓	Targets for processing new intake exceeded
Visitors to events etc	Quarterly	x	✓	✓	57,294 visitors (target 50,319)
Use of website	Quarterly	-	-	-	Measure under review
Use of the collections	Annual		-		179,944 items used (Q1 and 2)
Enquiries	Quarterly	A	✓	✓	61,943 enquires handled (target 59,380)
Equalities	Half yearly		-		Measure under development

Key	
✓	Target achieved
A	Target at 'amber'
x	Target not achieved
-	No target, or target in development

NB Unless otherwise stated, the figures for both current performance and target in the right-hand column are for the period April-December 2009 inclusive.

Section 2: Corporate Priorities

1) Develop the national collections

The key objective is to shift the balance from traditional formats towards digital collections.

Corporate Objective 1.1- Make electronic Legal Deposit effective

Background

Legislation was passed in 2003 to extend the powers/privilege of legal deposit libraries (including NLS) to electronic material (in addition to print); however, the regulations which would put these powers into effect have not yet been passed. Given the continued increase in digital publishing in a wide range of fields - from websites to academic journals - it is essential that NLS is able to collect those items that it wishes to, in the context of our Integrated Collecting Strategy. A key priority for NLS in 2010/11 is to ensure that the legal and technical framework is in place which will enable us to do this in the future as recently agreed with the British Library and National Library of Wales.

Success measures

In the longer term, the number and scope of digital collections received will be the measure of success in achieving this objective. However, for the year ahead, the key objective will be to:
- Ensure that effective mechanisms are in place to allow NLS to collect digital material through Legal Deposit.

Corporate Objective 1.2- Reduce print Legal Deposit intake

Background

We intend to tailor our intake of print materials more closely to consumer demand, by making planned and targeted reductions in the amount of material we receive. This is being done in collaboration with other UK Legal Deposit libraries, so the long term preservation of UK publishing output is not at risk. We will maintain (and where possible increase) our collection of Scottish material and material in demand by Scottish research communities.

Success measures

- 10% reduction in print (target figure for 2010 -11 intake: 245,000).
- Amount of Scottish material received to be maintained or increased.

Corporate Objective 1.3 - Increase availability of digitised collections

Background

The digitisation of library collections provides enormous benefits for researchers, bringing access to a range of material unimaginable a few years ago. NLS seeks to digitise those items which are not in copyright and which are rare or unique (and have not already been digitised). We will also digitise physical items for preservation reasons where there is a risk of losing the information held on them (such as video and audio formats, fading manuscripts etc.) NLS has digitised many items and we will continue our programme to create new digitised images. However, because many items we have already digitised are not yet available online, the priority this year will be to ensure that these digitised resources are made accessible.

Success measures
– 360,000 digital objects created through the digitisation programme.
– Increased availability of Library-created digital resources online.

Corporate Objective 1.4 - Develop capacity for robust and long term preservation of digital collections

Background

Electronic resources are much less stable than print, and as computer formats and equipment change, there is a high risk that digital material will be lost forever. Indeed, this has already happened and digital preservation is therefore a global challenge for libraries. We need to learn from and contribute to best practice, and develop infrastructure and systems which ensure that our digital collections are held for the long term. Because standards are still developing, NLS aims to share information and learn from best practice in order to develop sustainable approaches to digital preservation in the long term.

Success measures

Ultimately, success will be evidenced by the number of items preserved in stable format. We will monitor the number of vulnerable items (eg reel-to-reel Scottish Screen Archive film) that are transferred to more stable digital format; however, in the year ahead the key objective will be to:
– develop digital preservation policy and plan.

Corporate Objective 1.5 - develop the role of NLS in supporting research

Background

Research is fundamental to the mission of NLS. We want to ensure that our collections are used to create new knowledge.

Success measures
– Number of research publications produced by staff.

2) Develop the Organisation

The key objectives are to improve efficiency and effectiveness of the organisation and to equip NLS for a sustained transition to a digital library.

Corporate Objective 2.1 - Improve efficiency and effectiveness

Background

NLS needs to prepare for two particular challenges - the transition to digital (see 2.2 below) and the prospect of reduced public spending. These factors make it imperative that NLS accelerates our programme of introducing efficiencies in order to save money and to ensure that it can be invested in the priority areas outlined in this plan. We aim to do this through a number of means for example by sharing services where this releases resources, by making key processes more efficient and by automating administrative procedures.

Success measures
− Deliver £270,000 annually recurring savings to meet Efficient Government Targets.
− Identify £270,000 further annually recurring savings to invest in digital services.

Corporate Objective 2.2 - Equipping NLS for a step-change in our digital activities

Background

Knowledge is increasingly created (published) and accessed digitally. This change from paper to digital has become so fundamental that NLS now needs to plan for a sustainable increase in our capacity to manage digital collections, and services. This is in some sense a daunting challenge, given that over 75% of our resources are currently devoted to managing print and paper, and undoubtedly represents a major change programme. During the year, we will be developing proposals to ensure that we can manage these changes in a proactive and sustainable way over the next five years.

Success measures
− Define digital priorities and requirements (what we will do more of, and what we will do less of) in terms of human resources, infrastructure and processes.

Corporate Objective 2.3 - Improving governance arrangements

Background

The principal statutory basis of NLS remains the National Library of Scotland Act of 1925. which requires a 32 member Board of Trustees. Considerable progress has been made in recent years to improve the governance arrangements for NLS, but we anticipate further changes, including the possible introduction of legislation to replace the 1925 Act.

Success measures
− modernised Board, greater transparency, better defined roles.
− Trustees are supported in improving governance within existing legal framework.
− Trustees are supported in responding and contributing to relevant legislative proposals.

Corporate Objective 2.4 - Increase non-government income

Background

In 2004, stimulated by the proposed acquisition of the John Murray Archive, NLS adopted for the first time a professional fund-raising capacity and strategy. We aim to build on this provision, both to complete the fundraising towards the JMA and also to raise more funds independent of Scottish Government grant in aid. This will be achieved through both fundraising from philanthropic sources and also by exploiting opportunities to generate income through charging for services where this is consistent with our mission.

Success measures
– Increase philanthropic/company giving by 5%.
– Increase income generation by 10% (excluding government and fundraising income).

Corporate Objective 2.5 - Improve internal communications

Background

With the rapidly-changing external environment, managing change will be a key priority for NLS in 2010-11. We are aware that we can improve internal communications, so that our staff better understand how we are evolving as an organisation and why. At the same time, we need to ensure that our staff can contribute their ideas more effectively. We will therefore be reviewing our internal communications and producing a new strategy and action plan to improve the effectiveness of our internal communications.

Success measures
– Strategy and Action Plan produced and implemented.
– Professional communications practices recognised and used throughout NLS.
– Improved awareness and understanding of and commitment to NLS strategic objectives.

Corporate Objective 2.6 - Fulfilling key compliance requirements

Background

As with any public body, NLS must comply with a range of legal, regulatory and policy requirements, including financial, audit and Health and Safety. Particular effort in 2010/11 will be directed towards improving sustainability and equalities. We aim to reduce our carbon footprint by 30% by 2015, in line with Scottish Government targets and have committed NLS to the 10/10 initiative. We will achieve this through introducing more sustainable travel planning, waste management and especially reducing energy consumption. NLS will also prepare a single equality scheme, establishing our plans for promoting fairness and equality for both customers and staff, in anticipation of new equality legislation.

Success measures
– Reduce carbon footprint by 10% by end of 2010.
– Prepare a single equality scheme.

3) Building Relationships

The key objective is to develop more effective strategic collaborations at the local, national and international levels. Much of NLS' work is collaborative in nature; hence other sections of this Plan also include significant contributions to the 'Building Relationships' theme.

Corporate Objective 3.1 - Work to deliver shared services with other National Collections organisations

Background

NLS has been exploring the scope for extending the sharing of services with partner organisations. This would go beyond well established collaborations in areas such as main library computer systems (with University of Edinburgh) and collaborative cataloguing (with other UK Legal Deposit Libraries) to new areas of back office provision such as finance and human resources. We host a post joint-funded with National Galleries of Scotland (NGS) and the National Museums of Scotland and are now ready to commit to significant shared services in the year ahead, in addition to a number of small-scale new collaborations already underway. Collaboration is not, however confined to administrative systems and we intend to play a leading role on an outward-looking initiative to develop a Scottish digitisation strategy with National Archives of Scotland (NAS).

Success measures

- Develop shared Finance, IT and Human Resources services with NGS.
- Prepare scoping document for Scottish digitisation strategy with NAS.

Corporate Objective 3.2 - Contribute to the development of, and encourage meaningful collaborative working with, the LIS sector in Scotland and beyond

Background

NLS is committed to working with Scottish libraries to achieve a number of key strategic aims, including assisting with the preservation and management of the distributed national collections, sharing knowledge, skills and best practice and promoting NLS collections through the public library network. Our collection development work, outlined above, increasingly requires collaboration with the British Library and National Library of Wales.

Success measures

- Implement Partnership Framework across NLS, effectively guiding the maintenance and development of all collaborative working.
- Provide annual professional development services for Heads of Public Libraries throughout Scotland.
- Provide annual LIS forum for national and regional interaction and involvement with NLS services and activities and advocacy to regional LIS working groups.
- Deliver digital services to 20% of public libraries throughout Scotland.
- Actively support the work of SLIC.
- Representation and contribution to the International Federation of Library Associations.

4)   Widen Access to knowledge

The key objectives are to improve the customer experience, and deliver better remote access to digital resources.

Corporate Objective 4.1 - Providing greater remote access to digital resources

Background

Providing access to material to people outside the NLS buildings in Edinburgh and Glasgow is central to widening access. Online delivery channels provide particular opportunities to open up the collections of NLS (and others) to homes, offices and schools across Scotland (and the world). These collections include material such as digitised images, websites and licensed electronic resources. NLS has developed substantial digital collections which are not yet used to their full potential; providing user-friendly access to these resources is a key priority for 2010. We will increase the number of digital resources that can be accessed by users online outside NLS reading rooms and improve their visibility and usability.

Success measures
– 25% increase in use of licensed digital content.
– 10% increase user sessions on NLS websites.

Corporate Objective 4.2 -   Developing effective ways to reveal all the 'undiscoverable' collections

Background

NLS has over 14 million printed items, millions of manuscripts and extensive collections of film, sound and digital materials. There are still some significant collections which cannot be found easily because they have not been catalogued. For some other material, paper/card catalogues exist, but are yet to be made accessible online. Even where online records exist, material can be dispersed across several catalogues, making them it difficult to find. Finding aids, standards and practices are changing, not least as users can upload and describe materials in the 'Web 2.0' and we will take advantage of these developments, and the housing of the Agency for Legal Deposit Libraries in Edinburgh from February 2009 to improve the 'findability' of our collections.

Success measures
– 70% of current intake catalogued within one month of receipt.
– Reduce un-catalogued collections by 5%.
– 15,000 catalogue records enhanced.

Corporate Objective 4.3 - Delivering services that provide access to NLS resources to support learning, education and economic development to benefit the nation economically, socially and culturally

Background

Over recent years, NLS has greatly increased the number and range of events, exhibitions and educational resources. We will continue to deliver education and learning services that provide access to NLS resources and which benefit the economic, social and cultural life of Scotland. We aim to target these resources where they produce most effect; which may include increased provision of material through intermediary services such as Virtual Learning Environments, and limiting the number of onsite educational events, which are expensive to deliver and impact on only a small audience. We will, however target audiences for example in support of under-represented groups, Curriculum for Excellence etc.

Success measures
– 120,000 footfall in NLS.
– Increase digital learning audience by 15%.

Corporate Objective 4.4 - Improve the customer experience

Background

With the opening of the Visitor Centre in June 2009, the visitor experience at the main NLS George IV Bridge building has been transformed. However, we aim to further enhance customer services across a wide range of activities, both onsite and remote, within the constraints of resources available. These will include measures described elsewhere in this Plan (such as better access to digitised collections and improved remote access) as well as better management of user enquiries, improved services for disabled users and improvements resulting from a review of reading rooms.

Success measures
– 75% 'very satisfied' customer rating.
– Clearer access standards for disabled users.

Section 3: KPI Targets 2010-11

Lead	Indicator	Target
	DEVELOPING THE COLLECTIONS	
CN	Addition to collections	Number of items added to NLS collections
CN	Condition of collections	Under development
CN	Number of digital images	360,000 digital objects created through the digitisation programme
CN	Research Outputs	Number of research publications produced by staff
	DEVELOPING THE ORGANISATION	
DC	Staff absence	Less than 2.5 days absence per person per quarter
TW	Funds raised	5% increase in philanthropic/company giving from 2009/10 levels
DC	Sustainability	10% reduction in carbon output by December 2010 from 2009/10 levels
DC	Efficiency	Deliver £270,000 efficiency savings
	BUILDING RELATIONSHIPS	
TW	Media profile	Maintain at 2009/10 levels
TW	Public awareness	Maintain 50% public awareness
	WIDENING ACCESS	
AM	Reading room visits	Maintain number of reader visits at 2009/10 levels
AM	Customer satisfaction	75% of customers 'very satisfied'
AM	Catalogues	• 70% of new intake catalogued within 10 days • 5% reduction in un-catalogued collections from 2009/10 levels • Upgrade 15,000 catalogue records
TW	Visitors to events etc	Annual footfall of 120,000
TW	Use of website	10% increase user sessions from 2009/10 levels
AM	Use of the collections	• Maintain use of physical collection items at 2009/10 levels • Increase use of licensed digital collection items by 25%
AM	Enquiries	Maintain number of enquiries at 2009/10 levels
DC	Equalities	Under development
TOTALS		

Section 4: Finance

EXPENDITURE	Budget 2010-11	Forecast 2011-12	Forecast 2012-13
Staff Costs	**10,011,495**	**10,011,495**	**10,011,495**
Non-staff costs			
Acquisitions & Description	40,000	40,000	40,000
Café	2,800	2,800	2,800
Front of House	6,394	6,394	6,394
Reference Services	59,793	59,793	59,793
Shop	46,311	46,311	46,311
Director of Customer Services	25,240	25,240	25,240
Customer Services	**180,538**	**180,538**	**180,538**
Director of Collections & Research	35,500	35,500	35,500
Modern Collections	227,200	227,200	227,200
Maps	18,187	18,187	18,187
Manuscripts	32,450	32,450	32,450
Rare Books	9,783	9,783	9,783
Scottish Screen Archive	78,112	78,112	78,112
Conservation	106,179	106,179	106,179
Preservation	44,010	44,010	44,010
Reprographics	80,506	80,506	80,506
Collections & Research	**631,927**	**631,927**	**631,927**
Director of Development & Ext. Relations	26,666	26,666	26,666
Fundraising	101,862	101,862	101,862
Marketing	354,804	354,804	354,804
Partnerships	29,061	29,061	29,061
Development & External Relations	**512,393**	**512,393**	**512,393**
Director of Corporate Services	74,272	74,272	74,272
Finance	116,852	116,852	116,852
Human Resources	234,142	234,142	234,142
Information Systems	707,551	707,551	707,551
Estates Summary	1,937,500	1,937,500	1,937,500
Corporate Services	**3,070,317**	**3,070,317**	**3,070,317**
Support Unit	540	540	540
Trustees	4,220	4,220	4,220
Strategic Policy	13,050	13,050	13,050
National Librarian	101,448	101,448	101,448
National Librarian & Chief Executive's Office	**119,258**	**119,258**	**119,258**
TOTAL EXPENDITURE	**14,525,928**	**14,525,928**	**14,525,928**
INCOME			
Grant In Aid	13,889,000	13,889,000	13,889,000
Other Grant	56,408	56,408	56,408
Other Income	611,830	611,830	611,830
TOTAL INCOME	**14,557,238**	**14,557,238**	**14,557,238**
SURPLUS/(DEFICIT)	**31,310**	**31,310**	**31,310**

Note: Grant In Aid has not been confirmed beyond 2010-11. Forecasts are indicative only. The Library is committed to managing operational activities within available resources. Corporate Planning seeks to re-align operations to digital activity which has not been articulated in financial terms. The National Library of Scotland is cognisant of the current economic climate and will take appropriate steps if required. Figures exclude use of designated reserves for Repairs and Fixed Asset.

Link between NLS outcomes and Scottish Government outcomes

Developing the Collections

NLS Outcome	How can this be measured?	Link to Scottish Government Outcomes
NLS is widely acknowledged as the premier library for Scotland's research communities	Public, customer and stakeholder perceptions	Better educated, skilled, renowned for research and innovation
The collections (both physical and digital items) are in good condition	• Items deteriorated or lost • collections kept in good environment	Take pride in a strong, fair and inclusive national identity Public services high quality, improving, efficient
We collect Scottish material more completely	• Benchmark NLS collecting against available publishing data	Better educated, skilled, renowned for research and innovation
Users find the material they search for	Analysis of customer use, search behaviour etc	Better educated, skilled, renowned for research and innovation

Developing the Organisation

Outcome	How can this be measured?	Link to Scottish Government Outcomes
The organisation is more efficient	Costs per service/overhead	Public services high quality, improving, efficient
We generate income and raise funds	funds raised	Public services high quality, improving, efficient
The organisation is more sustainable	Metrics on energy, waste, water	Reduce the environmental impact
Our staff are skilled and motivated	(staff survey, staff profiles/ratios)	Public services high quality, improving, efficient
Increase NLS staff published research	Research published	Better educated, skilled, renowned for research and innovation

Link between NLS outcomes and Scottish Government outcomes

Building Relationships

Outcome	How can this be measured?	Link to Scottish Government Outcomes
Enhanced reputation of NLS amongst public, LIS community	• Media coverage (AEV) • Qualitative measure (positive/negative) • Extend to include blogs/ internet	Take pride in a strong, fair and inclusive national identity
Effective strategic collaborations	Documented, evaluated collaboration	

Widening Access to Knowledge

Outcome	How can this be measured?	Link to Scottish Government Outcomes
Increased use of collections	Number of items - especially digital	Better educated, skilled, renowned for research and innovation
Loans made for display	Number of items/distribution	Take pride in a strong, fair and inclusive national identity
Customer satisfaction measure	Regular survey	Public services high quality, improving, efficient
More customers	As readers, visitors, and digital users, especially amongst key target groups: • Business use • Researchers • First time users • 'hard to reach groups' • Cultural tourists	Public services high quality, improving, efficient • Scotland most attractive place to do business in • Better educated, skilled, renowned for research and innovation • Young people are successful learners • Tackle significant inequalities • Realise our full economic potential