

National Library of Scotland

Library Plan 2021-22



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Notes on cover image

Screenshot from a student project exploring Encyclopaedia Britannica in Minecraft, as part of a course teaching data visualisation at the University of Edinburgh; full details and video here: <https://data.nls.uk/projects/data-visualisation-student-projects/>

Section 1: Introduction to the Library Plan

About the National Library of Scotland

The National Library of Scotland is a charitable non-departmental public body primarily funded by the Scottish Government. It preserves the memory of the nation with collections that span the centuries, from earliest times to the digital age.

Our collections document the influence of Scots at home and abroad, while reflecting the ideas and cultures of the world. It is the largest library in Scotland, with over 29 million items and is among the half dozen largest libraries in the British Isles. It has extensive and varied collections of printed material (maps, music, newspapers, magazines as well as books) and extensive manuscript and archive collections. Our digital collections are growing every year, particularly through electronic legal deposit and our curation of national moving image and sound collections. Since 1710 the Library has had the right, under successive Copyright Acts, to acquire all publications issued in the United Kingdom, and it now seeks to obtain, through legal deposit, books, magazines and other publications that are within the scope of the Library's Collection Development Policy.

The environment in which the National Library operates is complex and constantly changing. We are living through a digital information revolution, the scope and impact of which is as significant as the industrial revolution of the 18th and 19th centuries. While the book or printed material will be at the heart of the collections, libraries, like many other sectors, are seizing the opportunity presented by digital technology. This is a major theme of the Library's new strategy.

Reaching People: Library Strategy, 2020-2025

Over the past year the Library has developed and consulted upon a new strategy for the period 2020-2025. In 2015, the National Library of Scotland launched 'The Way Forward: Library Strategy, 2015-2020' as the first of two five-year strategies to take the Library to its centenary in 2025. 'Reaching People: Library Strategy, 2020-2025' is the second strategy, concluding in the year the Library celebrates its 100th anniversary.

There are strong elements of continuity between the two. This is clearest in our continued focus on safeguarding collections and improving access to them. These two areas were strongly supported in our public consultations and link directly to our statutory function as Scotland's legal deposit library.

However, there are important differences between them. The first five years of our 10-year journey to our centenary in 2025 focused on building infrastructure, capacity and resilience, while growing partnerships, reputation and income. The second period concentrates on sharing information, knowledge and experiences with a diverse audience in Scotland and around the globe.

It also has a greater explicit commitment to ensuring that equality and inclusion underpins our work for the next five years and beyond. Work has already started on a new Equalities and Inclusion Plan and the actions arising from this are threaded through the Library Plan.

As part of the new Strategy we agreed five priorities. These were as follows.

- Strategic Priority 1: **Safeguarding collections** - We are the guardian of the published and recorded memory of Scotland for current and future generations.
- Strategic Priority 2: **Improving access** - We make it easier for people to access the collections.
- Strategic Priority 3: **Engaging audiences** - We put audiences at the heart of everything we do and offer a rich variety of ways for people to participate and engage with their heritage.
- Strategic Priority 4: **Supporting learning, research and discovery** - We encourage and support research, learning and discovery.
- Strategic Priority 5: **Developing the organisation** - We will continue to be a great organisation to work for and with, developing new ways of doing, delivering and partnering.

The Plan for the year is structured around these five priorities.

Section 2: The Library Plan - Activities & Targets for 2021/22

Each year we produce a Library Plan, which sets out our budgets, our priority areas of work and explains the work we will deliver over the course of the next 12 months, alongside how we will report against our performance each year.

The previous year (2020/21) has been exceptional. In March 2020, the COVID-19 pandemic resulted in a national shutdown and subsequent restrictions to social and business activity. Like many organisations and individuals, the Library's plans for the year were affected significantly. Although many things were achieved during 2020/21, including expansion of its digital offer and making the Library's buildings COVID compliant, many objectives had to be placed on hold and have had to be carried forward into 2021/22. While we remain hopeful for the prospects for the coming year we remain vigilant and ready to adapt to changing circumstances.

This Library Plan covers a single year (01 April 2021 – 31 March 2022). However, the Library is planning for the longer term. It has developed operational and financial plans up to 2025 which detail how the components of the strategy fit together.

Our planning for the period beyond 2021/22 has been based as far as possible on estimates of future funding levels and on how other sources such as fundraising, external grants and the NLS Foundation will become available. As these become clearer, plans can be developed with more certainty.

Structure of the Library Plan

There is a very direct link between the Library's strategy and the annual Library Plan. The Plan is structured with separate sections for each of the strategic priorities. The top and left- hand sides of each section detail the priority and the activity which has been agreed. On the right-hand side of each section we have the targets which we aim to achieve during the year ahead. These can be seen as steps towards achieving the strategy by 2025.

In addition to the targets for the year we have also included several Key Indicators which will help the public and the Board assess the performance of the Library during 2021/22. These are detailed at [Section 3](#) and cover measures such as:

- How well the Library is progressing with its aim of having all the collections catalogued, listed and visible;
- Overall satisfaction levels; and
- The percentage of Library costs which are spent on corporate overheads.

When we select Key Indicators we are trying to select measures that can indicate progress towards an objective. In some cases, they will be strong surrogates for impact. Generally, we do not consider them targets in themselves.

[Section 4](#) is the Library's draft budget for 2021/22.

[Section 5](#) details the significant capital projects and investment the Library will make in 2021/22.

[Section 6](#) of the Plan covers the many ways the Library helps meet the national outcomes agreed by the Scottish Government.

Highlights of the 2021/22 Plan

All of the Library Plan is important; however, there are inevitably elements which we think stand out for the year and which link directly to the current strategy. These include the following:

Description	Page Number
We will take action to deliver elements of the first year of the Equalities and Inclusion Outline Programme. This will include a number of actions such as: <ul style="list-style-type: none">• Accessibility assessment of web domains.• Programme of events, workshops and projects for under-represented groups and communities.• Staff training.	11/18
We will develop a case for a Scottish Newspaper Digitisation project.	9
We will work with Google Books to digitise at least 100,000 books over 2021-2023.	12
We will open the new Treasures Gallery during 2021.	15
Through the GB Public Spaces Task & Finish Group we will develop a five year programme of work that will enhance and increase our range of public spaces.	16
We will deliver the first year of the development plan to improve the Library's web presence and underlying repositories.	17

Delivering the Plan

The Plan lists only the high-level actions which we intend to put in place during the year ahead; it is under-pinned by more detailed plans at departmental, team, project and staff member levels.

Work has already begun on developing actions across some key areas. The Library has already developed an outline Equalities & Inclusion Programme for the next four years and a number of activities from this are built into the 2021/22 Library Plan. In addition, good progress has been made with a Climate Action Plan for the years up to 2025.

The delivery of the Plan will be devolved to the management of the Library. Each of the targets for the year will be managed by a specific member of staff.

As well as the Plan – the Library has a number of statutory requirements to meet including the production and monitoring of a [Gaelic Language Plan](#), a [Mainstreaming Equalities](#) report and the provision of an annual [Public Sector Sustainability](#) report.

Measuring Value

It is critical that the National Library of Scotland is able to demonstrate that it delivers value and communicates that value in a meaningful way.

On a quarterly basis the Library will produce a Library Dashboard which reports progress with the annual Library Plan. The Dashboard will be reviewed by the Board and the results will also be placed on the [Library's website](#). Each quarter the Board also receives the Librarian's Report. This report details the various activities the Library is involved in and features real life case studies of where it has made an impact. Over the coming year we will continue to collect these case studies which show that the Library's activities have generated tangible value to the public.

We also measure the real effect of the Library's activities i.e. the outcomes. The biennial Audience Survey asks the various categories of visitors (independent researchers/general public users/higher education staff etc.) about the outcomes of their Library use. This provides valuable information about the work of the Library. Some highlights from the last survey were that;

- Over 48% of all users said that the Library helped them better understand Scotland's culture and history.
- Over 85% of Higher Education students said that the Library helped advance their education.
- More than 25% of private sector users, Higher Education staff and Higher Education students said that using the National Library of Scotland had helped them improve their career prospects/employment opportunities.

The Scottish Government introduced a new National Performance Framework in 2018. Section 6 details how the Library contributes towards the desired outcomes.

Strategic Priority 1

Safeguarding collections

We are the guardian of the published and recorded memory of Scotland for current and future generations.

Activities	Targets 2021/22
<p>1.1 We will collect, preserve and make available diverse materials that represent the lives and memories of Scotland's people, and which contribute to world knowledge.</p>	<ul style="list-style-type: none">• Increase collection of Scottish digital publications via local e-deposit while maintaining coverage of selected Scottish books in print. Target of an additional 10,000 digital items in 2021/22. Incorporate as a dedicated ingest pipe as part of DAMS project.• Create Digital Preservation and Access Plans for all known groups of content requiring digital preservation, and a timetable to implement those plans.• Deliver the Alpha, Beta and Go-live phases of a minimal viable product (MVP) of a new library-wide Digital Asset Management System (DAMS).• Roll out a programme to release Library descriptive metadata for open re-use via the Data Foundry, based on the new CC0 approach.• Release public interface for National Bibliography of Scotland (via Primo).

<p>1.2 We will work with partners to secure the nation's fragile moving image, sound and newspaper collections.</p>	<ul style="list-style-type: none"> • Complete the Unlocking Our Sound Heritage project by the end of September 2021, by digitising 720 items and cataloguing 1,700 sound recordings from around Scotland, support another 182 volunteer days, and deliver 8 workshops, 5 placements and training for the heritage sector. • Develop an external funded project proposal aimed at digitising 10,000 videos from the national collections over the next five years. • Submit a case for a Scottish Newspaper project to funders. The project will focus on the Library's own 'at risk' collections and will seek to work with local authorities to deliver a free to use national online resource, with an accompanying community engagement programme.
<p>1.3 We will preserve and make available the online memory of Scotland through our web-archiving activities, placing the nation at the forefront of open content archiving.</p>	<ul style="list-style-type: none"> • Develop a funded collaborative project to expand and unlock content within the UK Web Archive, with a focus on health/medicine.

1.4 We will work to address the silences in the collections to ensure a richer and more representative variety of voices, views and experiences of 21st century Scotland are collected and curated.

- Work with partners to produce and curate programmes that represent marginalised histories throughout the year, including as part of Black History Month (Oct), Disability History Month (Dec), LGBT History Month (Feb) and Women's History Month (Mar).
- Complete delivery of the Fresh Ink emerging writers programme, accessioning new literary works into the Library's collections and sharing the works to a public audience.

Strategic Priority 2

Improving access

We make it easier for people to access the collections.

Activities	Targets 2021/22
<p>2.1 We will deliver outstanding digital engagement, helping people to use the collections in the most creative ways possible.</p>	<ul style="list-style-type: none">• Complete the Year One actions from Equality & Inclusion Programme 2021 relating to digital access, including accessibility assessment of web domains and staff training in production of effective digital content.• Deliver and then evaluate a pilot Treasures podcast series.• Install visualisers in both our Causewayside and George IV Buildings to enable remote viewing of collection items by individuals and groups for research and learning.• Curate content on Google Arts & Culture making our collections available for new global audiences.
<p>2.2 Joining and using the Library will be simple and seamless, opening up a personalised world of knowledge, learning and entertainment.</p>	<ul style="list-style-type: none">• Complete the implementation of the MyAccount pilot by Q3 and where feasible, extend the range of accessible resources.• Implement Single Sign On across as many user-facing services as possible.

<p>2.3 People will have access to more than 10 million of the Library's items in digital format as we complete our 'One Third Digital' initiative.</p>	<ul style="list-style-type: none"> • Begin the digitisation project with Google Books to digitise at least 100,000 books over 2021-2023. • Start the multi-year programme to digitise and make accessible online, single sheet maps of the 'Rest of the World' and complete the first 20,000 of these maps. • Continue digitisation, online delivery and promotion of the 17,000 item strong Antiquarian Books of Scotland (ABS) collection. • Complete digitisation of over 225 medieval manuscripts from the Founding Collection.
<p>2.4 It will be easier to discover the Library's special and hidden collections through our programme of online listing, cataloguing and discovery work.</p>	<ul style="list-style-type: none"> • Start the next stage in the Manuscript Catalogues retro-conversion project, beginning work on improving access to file and item level metadata on accessions. • Complete the cataloguing of the HMSO hidden collection (ca.148,000 items).
<p>2.5 We will provide a safe and trusted environment for informal learning and activity that promotes wellbeing.</p>	<ul style="list-style-type: none"> • Deliver a multi-stranded community programme, including Library Socials for people living with dementia, Open Book meet ups, Prescribe Culture wellbeing sessions for students, and a range of creative workshops for adult audiences. • Pilot a new season of film screenings at George IV Bridge, showcasing the Moving Image Archive.

Strategic Priority 3

Engaging audiences

We put audiences at the heart of everything we do and offer a rich variety of ways for people to participate and engage with their heritage.

Activities	Targets 2021/22
<p>3.1 We will take an audience-led approach to the development and delivery of all the Library's services and cultural experiences.</p>	<ul style="list-style-type: none">• Complete an agile project focused on the Library's eResources and use this to assess whether scrum methodology should be used more widely for product and service development.• Complete the Service Catalogue and publish details of externally-facing services.• Launch and implement a toolkit for public programming to ensure the Library's public programmes align with strategic audience aims.• Implement audience research plan and embed new forms of evaluation.• Introduce exhibition aids to support the access needs of a wide range of visitors, including multi-language guides and supported tours for people with disabilities.

<p>3.2 We will employ the latest technologies and expert staff to transform our public spaces into inspiring and welcoming destinations for research, discovery, lifelong learning and entertainment.</p>	<ul style="list-style-type: none"> • Undertake a review of the GB Public Spaces Enhanced Task & Finish Group and outline a five year programme of work for the building to enhance services and increase and diversify the Library's audiences. • Re-open the galleries to the public and resume the onsite exhibition programme at George IV Bridge with robust COVID-19 visitor management measures. • Launch the Treasures Gallery and associated digital and on-site programme. • Trial new approaches to digital interpretation for exhibitions including films, interactives, audio and the Smartify mobile app.
<p>3.3 We will engage communities throughout Scotland with the collections – through touring exhibitions, targeted learning and outreach activities, and innovative online content.</p>	<ul style="list-style-type: none"> • Resume the touring display programme and launch a new suite of promotional materials. • Support the joint programme of work with the National Galleries of Scotland (NGS) on the MacKinnon collection including the travelling exhibition. • Test and develop a new hybrid model of digital / onsite events programme as part of resumption planning.

3.4 We will create new programmes and services to reach wider and more diverse audiences and to help support communities round Scotland to thrive.

- Deliver eight Gaelic language events, workshops and online resources.
- Promote the Legal Deposit collections (print and digital) more effectively through new Legal Deposit Board and advocate for wider access.
- Deliver the Orkney Scriever project in partnership with Orkney Library and Creative Scotland.
- Complete the 21/22 programme of outreach activities for colleges and schools promoting use of the Library's onsite and offsite collections.

Strategic Priority 4

Supporting learning, research and discovery

We encourage and support research, learning and discovery

Activities	Targets 2021/22
4.1 We will support the contribution of new knowledge to the world by developing research collaborations and research fellowships.	<ul style="list-style-type: none">• Supervise and support at least 10 post graduate students during the year and at least four other student placements.• Work collaboratively with academic partners to develop or deliver at least eight externally funded research initiatives.• Launch a new round of applications for the Library's research fellowships with the aim of introducing at least one new fellowship.
4.2 We will encourage investigations of the collections from different angles, uncovering untold stories and giving fresh perspectives on society and culture, including key areas of public debate such as climate change and misinformation.	<ul style="list-style-type: none">• Deliver a public engagement programme on climate change as part of COP26.• We will review and republish our research statement and set out priorities which will support new directions in researching and using the collections.• Deliver a partnership project with the Scottish BAME Writers Network to investigate Black archives and support new writing.

<p>4.3 We will develop our digital scholarship service by presenting the collections as data, opening up new possibilities for research, learning and creativity.</p>	<ul style="list-style-type: none"> • Work with further and higher education courses to promote and encourage use of Data Foundry datasets, and start plans for systematically promoting the service to non-academic audiences (e.g. creative industries, schools).
<p>4.4 We will provide people with access to learning through our collections in support of the curriculum, lifelong learning, creative practice and continuous professional development.</p>	<ul style="list-style-type: none"> • Deliver 1x learning resource for Scotland on Screen in support of the Curriculum for Excellence. • Deliver new Learning Zone resources including A' Adam's Bairns, Scotland's Sounds, and Scotland's Stories. • Develop and pilot a new curriculum-linked schools programme linked to the Treasures exhibition.

Strategic Priority 5

Developing the organisation

We will continue to be a great organisation to work for and with, developing new ways of doing, delivering and partnering.

Activities	Targets 2021/22
5.1 People – We will support, develop and train our staff and recruit new talent to enhance our existing skills and knowledge.	<ul style="list-style-type: none">• Deliver at least six opportunities through the Engagement Through Work Policy focusing on early career individuals.• Undertake a Staff Survey during 2021/22 and use the results as a benchmark for future plans.• Develop and deliver those elements of the Equalities and Inclusion Programme relating to staff training and recruitment.
5.2 Sustainability – We will continue our leadership role in environmental sustainability, developing a fuller understanding of our impact on the environment. We will reduce, monitor and reduce further the environmental footprint of all areas of our operation.	<ul style="list-style-type: none">• Agree an updated Climate Action Plan by the first quarter of 2021/22.• Progress the decarbonisation of the Library fleet by replacing two diesel / petrol vehicles with electric powered equivalents during the year.
5.3 Estates – We will ensure our property assets are maintained and improved and collections are held securely in appropriate environments by implementing our Property Asset Management Plan.	<ul style="list-style-type: none">• Carry out an options appraisal of Sighthill building in light of long-term preservation and associated development needs (including new KIs for measuring success of preservation across the Library).

<p>5.4 Data – We will use data to help the Library optimise its services and business processes.</p>	<ul style="list-style-type: none"> • Extend the Library Environmental Energy Platform enhancing environmental management and integrating service delivery. • Develop a 'Core Data Book' for key Library visitor metrics (Reading Room Visits / Exhibition Visits / Issues). • Investigate the development of a metric to measure 'Digital Engagement' across the Library.
<p>5.5 Finance – We will derive 'best value' from our current core income sources, develop diverse income streams and clearly communicate the value of the Library to external funders to attract additional income.</p>	<ul style="list-style-type: none"> • Commence work on a tendering process for a new café contract. • Expand Library donor base by a minimum of 5%. • Complete a tendering process for a new Facilities Management contract. • Review Imaging Services charges and explore further commercialisation opportunities. • Complete work on moving the online shop to a new e-commerce platform to improve the look and functionality and increase sales.
<p>5.6 Partnerships – We will grow our partnership activity both nationally and internationally with the aim of introducing new ways of working, reaching new audiences and supporting Scotland's vibrant cultural sector, especially libraries and archives.</p>	<ul style="list-style-type: none"> • Draft a partnerships strategy informed by the latest audience research, with a focus on reaching the most underrepresented groups. • Develop and publish a new Collections Management Policy and share this with partners to promote best practice.
<p>5.7 Digital Infrastructure - We will continue to develop the Library's digital infrastructure for the benefit of users and staff.</p>	<ul style="list-style-type: none"> • Progress Cyber Essentials Plus accreditation. • Develop a 'Cloud First' approach for IT Infrastructure.

Section 3: Key Indicators

Key Indicators 2021/22					
Indicator No	Indicator	Indicator for 2020/21	Estimated result for 2020/21	Indicator for 2021/22	Comment
1.1	Environmental Compliance	95%	99%	95%	Readings based on returns from George IV Bridge and Causewayside.
1.2	Growth in Collections – increase in physical and digital collections	1,810,000	1,200,000	1,400,000	Annual figure. Impact of Covid over 2020/21 suggests a similar decrease over 2021/22.
2.1	Percentage Reduction in Hidden Collections *	35%	45%	55%	Indicator is the overall cumulative reduction towards the towards 2025 target.
2.2	Percentage of NLS' collections available in a digital format *	26%	26%	30%	This is also a cumulative figure. See Note for details of the calculation. NPLD returns have been erratic over 2020/21
3.2	Number of research collaborations involving the Library	50	60	50	The number of collaborations during the period.

Indicator No	Indicator	Indicator for 2020/21	Estimated result for 2020/21	Indicator for 2021/22	Comment
4.3	Public Events	270	55	200 public events/ workshops/ activities	
5.1	Exhibition Visitors	120,000- 140,000	5,000	14,000	The target figure of 14,000 visitors is based on a revised COVID visitor management system and conservative estimates regarding when the exhibitions will be open to the public. 12 people per hour
6.1	Website Usage (Web sessions)	5.30 m - 5.80 m	6.5 m	6.50 m - 7.0 m	We will also begin work on the potential use of Digital Engagement Index for the Library – See Plan Section 5.4 The Library also monitors and report on usage on 3rd party sites e.g. Europeana, Wikimedia Commons, Internet Archive, Flickr, YouTube within the National Librarian's Quarterly Report.
6.2	Reading Room Visits	59,000- 62,000	3,463	20,000-25,000	Reflects partial resumption of Reading Rooms during the year and continuation of social distancing.

Indicator No	Indicator	Indicator for 2020/21	Estimated result for 2020/21	Indicator for 2021/22	Comment
5.1	Staff Absence Rate (Days per Employee)	7.1 – 7.4	4.5	7.1 – 7.4	Has been reduction in 2020/21 judged largely from COVID.
5.2	Amount raised against Fundraising target	100%	100%	100%	Fundraising Plan for the year has set target of £338k
5.3	Central Support costs as a percentage of Library income	10.0%	9.5%	10.0%	
5.5	Reduction in CO2 emissions over the year	n/a	n/a	1%	Equivalent to 30 tonnes for the year. This would bring the Library to a cumulative reduction of 70% from the 2008/09 baseline and leave it on track for 72.5% reduction by 2025.

Notes

- (1) Indicators marked with an asterisk (*) are cumulative targets e.g. progress is measured towards a target over a number of years.
- (2) The percentage of the Collections in a Digital Format (Indicator 2.2) is measured by the formula

$$\frac{(A + B)}{(A + B + C)}$$

Where;

A = Born Digital content i.e. eBooks, Portico articles, eJournal submissions & digital mapping submissions;

B = Amounts digitised by NLS (Maps, Books, Manuscripts & Moving Image & Sound);

C = Total physical (print & analogue) collections i.e. all manuscripts, monographs, newspapers, ephemera, maps moving images collections etc.

The formula does not include purchases, donations digital surrogates and licensed digital content. Formula being refined based on new definition of a consultation unit.

Section 4: Budget for 2021/22

Introduction

In this section we set out spending plans for the next year. These spending plans have been developed with the aim of making progress towards the Library's objectives, identified earlier in this document.

It is never easy to balance the Library's annual budget and this has been particularly true for 2021/22, given the ongoing disruption caused by the COVID-19 virus. Unlike some other organisations, the Library has not, as yet, seen its fundamental business model undermined by the pandemic. The core grant-in-aid provided by the Scottish Government has continued to be received and many of the other income streams have been resilient. However, there have been significant challenges. Library generated income has reduced by approximately 20% and there has been a significant amount of disruption to the plans the Library had for the current year 2020/21.

At the time of developing this Plan there remain some basic questions about what the future landscape will look like in 2021/22 and beyond. In particular, how much progress will be made in containing/living with the COVID-19 virus, when the Library will return to 'normal' service and what that will look like, how quickly might growth return to the economy and how hard the recovery might be.

For the purposes of this budget however, we have assumed that by the middle of the financial year (October 2021) there is a slow return to the pre-pandemic situation. As in 2020/21, the receipt of non-Grant in Aid income will continue to be muted. At the same time, the Library has also seen reduced and slower spending across a number of categories. This is also likely to continue and will largely offset the reduced income at the start of the year.

Overall, we have assumed that 2021/22 is a 'recovery' year with greater 'normality' starting to return in 2022/23.

The setting of the 2021/22 budget has been helped by steps taken in previous years aimed at delivering efficiencies. Knowing that the budget development would be difficult, the work on the budgets for 2021/22 and future years has been underway since the summer of 2020. As well as the development of a budget for 2021/22, the aim of this work has been to develop an outline budget for the two subsequent years up to March 2025. This has built on the work carried out last year and the process of medium-term financial planning continues to be embedded across the Library.

The budget plans have been discussed and agreed by the Library Leadership Team. The approach to the 2021/22 budget and future financial planning was discussed by the Audit Committee at its meeting on 08 February 2021. The Audit Committee noted that the 2021/22 budget will need to be revisited during the year in response to the COVID-19 situation and/or the result of any mid-year changes in Scottish budgets.

Presentation of the 2021/22 Budget

The draft 2021/22 budget has been presented in three ways. These are as follows:

Table 1 presents the Library budget by type of income and expenditure. The first numerical column shows the current (2020/21) budget. The changes to this figure are then shown in the next column and the final column represents the draft budget for 2021/22.

Table 2 presents the Library budget by Department and shows their draft gross expenditure budgets for the year. Detailed budgets for each department/unit across the Library have been developed and agreed with each of the Associate Directors.

Table 3 presents details of the principal Capital Projects that the Library is planning to undertake over the coming year.

Notes have been added below to aid interpretation.

Table 1

National Library of Scotland

Summary income & expenditure

Draft budget 2021/22

	2020/2021		2021/22	Percentage Change (%)	Note Reference
	Base Budget (£'000)	Changes (£'000)	Total Budget (£'000)		
INCOME					
Grant-in-Aid - Revenue					
Grant-in-Aid - Capital					
Total Grant-in-Aid	14,630	250	14,880	2%	1
Donations/Bequests/Fundraising	1,750	0	1,750	0%	1
Conditional Grant Income					
Investment Income					
Earned Income - Library Services	16,380	250	16,630	2%	
Earned Income - Rents					
Earned Income - Support Services	35	0	35	0%	2
Earned Income - Trading	789	(347)	442	(44%)	3
Other Funding	198	0	198	0%	4
	309	(54)	255	(17%)	5
Total Income	77	0	77	0%	5
	98	(10)	88	(10%)	5
EXPENDITURE					
	87	(39)	48	(45%)	5
Staff Costs	73	(58)	15	(79%)	6
Supplies & Services					
Property Costs					
Maintaining & Adding to Collections	1,666	(508)	1,158	(30%)	
Access & Promotion of Collections					
Stock for Resale					
Collection Purchases	18,046	(258)	17,788	(1%)	
Total Expenditure					
Deficit / (Surplus)	12,383	(15)	12,368	(0%)	7
	1,939	(285)	1,654	(15%)	8
	2,276	58	2,334	3%	9
	216	(2)	214	(1%)	
	172	13	185	8%	6
	40	(25)	15	(63%)	
	1,020	(2)	1,018	(0%)	10
	18,046	(258)	17,788	(1%)	
	-	-	-		

Table 2

National Library of Scotland

Unit budgets - Gross expenditure

Draft budget 2021/22

	2020/2021		2021/22		Percentage Change (%)	Note Reference
	Base Budget (£'000)	Changes (£'000)	Total Budget (£'000)			
Collection Purchase Fund						
Trust Funds						
Externally Funded						
Access	1,000	0	1,000	0%		
Trading	198	0	198	0%		
Moving Image Archive	226	(88)	138	(39%)	11	
Collections & Research	1,889	(75)	1,814	(4%)		
External Relations	53	(31)	22	(58%)	5	
Development/Fundraising	785	(11)	774	(1%)		
Finance & Planning	1,633	(171)	1,462	(10%)		
HR						
Collections Management	871	14	885	2%	6	
Cleaning & Security	199	0	199	0%		
Property Support	594	146	740	25%	12	
Digitisation						
Digital	406	(6)	400	(1%)		
Compliance	3,333	(11)	3,322	(0%)		
Librarian's Office	1,335	51	1,386	4%		
	2,368	112	2,480	5%	9	
	379	6	385	2%		
	2,228	(90)	2,138	(4%)		
	70	(5)	65	(7%)		
	389	(10)	379	(3%)		
Total Gross Expenditure	18,046	(258)	17,788	(1%)		

Table 3

National Library of Scotland

Capital projects

Draft budget 2021/22

Name	Category	Description	Within which budget Line	Budget Amount (£'000)
Lawnmarket Roof	Capital Maintenance	Ongoing project over number of years. Phase III to be done in 21-22 programme.	Property Support/Property Costs	65
Causewayside - Air Handling Units	Capital Maintenance	Install units and additional sensors and control upgrades on Level 3 & 4 at CB. Tackling backlog maintenance.	Property Support/Property Costs	210
Sustainability	Capital Maintenance	Purchase of 2x electric vehicles and further carbon reduction projects (air-source heat pump in GB)	Property Support/Property Costs	190
Security Improvements	Capital Maintenance	To install addition digital CCTV system within the Exhibition Suites. To replace the existing CCTV console and restructure the existing space.	Property Support/Property Costs	65
Storage & Backup	Digital Roadmap	Annual growth in storage capacity	Digital/Supplies & Services	95

Note Reference 1 – Grant in Aid

Grant in Aid (Revenue & Capital) from the Scottish Government continues to be the largest element of the Library’s income. Based on the current draft budget this comprises over 93% of the total expected income for the year. The draft budget figures are those which have been advised by the Scottish Government for 2021/22.

Revenue Grant in Aid for 2021/22 will increase by just over 2% reflecting the Inclusion of funding for the likely cost of implementing the 2021/22 Pay Policy across the Library.

The capital Grant in Aid figures have been retained at the same level as 2020/21 which means that the same amounts are available to support the Collection Purchase Fund. IT infrastructure and maintenance to the Library’s buildings.

Note Reference 2 – Donations/Bequests/Fundraising

The draft budget is based upon a base level of bequest income and fundraising totalling £35k during 2021/22. However, this will increase as the year progresses.

The approach the Library generally takes is to budget for these amounts once the fundraising amounts have been confirmed. At this point the Library then increases the budget for the increased income and increases the relevant spending budget. An updated Fundraising/Development Plan has been developed for 2021/22.

Note Reference 3 – Conditional Grant Income

Conditional Grant Income comes to the Library from a number of donors and typically comes with the caveat that it is spent on a specific project or purpose.

There is budgeted to be a decrease in this income source for 2021/22 (44%). This is largely due to timing, as one stream of NLS Foundation grants has now ended (Treasures Space / GIVB Reimagined) and the Library is about to approach the Foundation with proposals for the next stream.

The largest contributors will continue to be the NLS Foundation and the National Lottery Heritage Fund. Support will come for the following projects:

- Mass Digitisation £200k NLS Foundation
- Unlocking Our Sound Heritage £78k National Lottery Heritage Fund

Note Reference 4 – Investment Income/Trust Fund Interest

The budget assumes spending the whole of the anticipated dividend and interest income from the investment portfolios. The income is expected to stay static reflecting the reduction in dividend payments from companies after the market disruption in March 2020.

Note Reference 5 – Earned Income

Earned Income will decrease over the year reflecting the likely ongoing closure/restriction of Library services during 2021/22 arising from COVID-19. It is expected this income source will begin to increase over the second part of the year.

Note Reference 6 – Other Funding

The Other Income category is the release of the reserves. These are amounts that have been donated or granted to the Library in previous years but which will be used in the current year. For 2021/22 the Library is planning to release £15k of a previous donation to help support the exhibitions programme. The effect of this is also shown on the 'Access & Promotion of Collections' line within the budget.

Note Reference 7 – Staffing Costs

In overall terms staff costs are expected to stay broadly static for 2021/22. There will be increases as the result of the expected pay rises in line with the Scottish Government pay remit i.e. a £750 underpin for those staff on Grades A-D and a 1% increase for most other staff. However, there are also expected to be reductions as externally funded projects come to an end.

Note Reference 8 – Supplies and Services

Library spending on Supplies and Services will decrease. This is the result of:

- External projects coming to an end (GIVB Feasibility Project / Treasures Space / Music Retroconversion)
- Planned reductions in spend arising from COVID-19 (Travel / Hospitality etc.)

In preparing the budget, provision to meet all known contractual commitments has been made. However, for over the tenth year in a row, no general inflation increase in budgets has been incorporated. Essentially, services are expected to absorb general inflationary pressures through the efficient management of the resources they have. This 'cost containment' is an important element of the Library's financial strategy.

Note Reference 9 – Property Costs

The 2021/22 budget includes a small increase in Property Costs to reflect increases in Facilities Management costs and the inclusion of projects relating to Sustainability.

Note Reference 10 – Collection Purchases/Collection Purchase Fund

This element of the budget is currently used for the purchase of current and heritage material and the licensing of digital collections for off-site access.

As part of the draft 2021/22 budget the amount available to spend on Collection

Purchases will remain largely unchanged. The 'base' budget for Collection Purchases comprises the grant allocated by the Scottish Government (£1,000k) plus the amounts generated from Endowment Funds (£18k).

Note Reference 11 – Trust Funds/Externally Funded

These budgets are variable each year as they depend upon project funding. The change across both these unit budgets reflect either the end (Externally Funded) or the start (Trust Funds) of projects.

Note Reference 12 – Finance

The increase here results from a number of changes. These include increases in the costs of the Apprentice levy, the transfer of budget from another part of the Library until it is reallocated and the funding to allow the next tranche of interns to be included.

Scenario Planning & Sensitivity Analysis - Prospects beyond 2021/22

The ability of the Library to deliver on the strategy over this period is based upon having a clear understanding of its medium and long term financial prospects.

With this in mind, as part of our budget planning, we also prepare outline budgets i.e. for the period 2022/23 and 2023/24. These budgets are designed around a number of key assumptions which allows us to undertake a degree of scenario planning/stress testing to determine the sensitivity to the risks faced. The advent of COVID has highlighted how important it is to 'stress test' these assumptions.

A number of scenarios are possible. From these it is clear that the Library, like all publicly funded organisations, faces significant financial challenges going forward. The stress testing indicates that the Library is most vulnerable to:

- Reductions in Scottish Government funding – particularly any reductions received without significant prior warning; and
- Unfunded changes to the Scottish Government's Pay Policy and general pay pressures e.g. pension increases.

It is useful to consider three general scenarios – Positive/Neutral/Negative. These are indicated below along with the features of each.

Scenario	Features	Potential 2022/23 Position (£k)	Potential 2023/24 Position (£k)	Covered by Reserves?
Positive	SG Grant Revenue Funding Increase Positive income generation Ongoing pay restraint	Surplus of £45k	Deficit of £85K	√
Neutral	SG Grant Revenue Funding Fixed Ongoing pay restraint	Deficit of £55K	Deficit of £197K	√
Negative	SG Grant Revenue Funding Decrease Limited income generation Pay & cost pressures require recognition	Deficit of £220K	Deficit of £450K	X

It is important to note that there has not been a significant difference in the outcomes when compared to previous exercises. It is also important to note that both 'Neutral' and 'Negative' scenarios indicate substantial and increasing deficits. As such the Library continues to identify compensating savings and may need to speed implementation of these should the circumstances require.

Delivering funding for the strategy

As highlighted above, the Board has approved that a new Library strategy for the period 2020-2025.

Part of the role of financial management is to ensure that the resources are available to support the Library's strategic ambitions. The Library will continue to focus on the following:

- External Funding – one of the features of the past number of years has been the success in attracting external funding into the Library. We will be working to ensure that this continues in 2021/22 and beyond.
- Fundraising – targets will be set for 2021/22 fundraising and the achievement of these will be crucial in supporting significant elements of the strategy. An updated Development/Fundraising Plan is being developed for 2021/22.
- Re-purposing – where we can, we will be re-purposing existing resources to focus on the Library's strategic aims.
- Scottish Government – for 2021/22 the Scottish Government has made significant contributions to the Library's new strategy. Funding for the Collections Purchase Fund (CPF) will continue at current levels and the Library has continued to receive funding for much needed IT / Digital investment.

In overall terms, by effectively working together with partners such as the NLS Foundation and by delivering the required change programme, we are confident that this challenge can be managed and that over the period the Library will make good progress in delivering its strategic goals within a sustainable and balanced budget.

Risk Management

In setting a budget, the Library must take into account the risks that may impact upon successfully delivering the financial plan. These are currently considered to be the following;

- Reduction in Grant in Aid income for whatever reason e.g. general public spending restraint and/or Scottish Government prioritization changes.
- COVID-19 – the ongoing disruption that the virus causes across organisations and society more generally.
- Affordability of future Scottish Government pay policies – especially in relation to the overall Grant in Aid funding settlement.
- Deferred Maintenance, with particular reference to items that have a collections protection element.
- The ability to generate sufficient efficiencies to match the real terms reduction in Grant in Aid funding; and
- Ongoing management of running a HLF grant programme.

Many of these have been incorporated into the scenario planning outlined above.

The Library also attempts to manage risk by budgeting prudently and, when it can, setting aside appropriate reserves. It also has a risk management process which operates at the strategic, corporate and departmental levels. This process will be used to manage those risks that arise in managing a budget and finances over the coming years.

Section 5: Capital Projects & Investment

Details of the principal capital projects the Library will be involved in over 2021/22 have been detailed in Page 28 above. These fall into two broad categories:

- Capital Maintenance – work which will be undertaken as part of the Library's annual and ongoing capital maintenance programme. The annual budget for 2021/22 is £575k and will be supplemented by other Estates budgets and capital reserves when these are available.
- Digital Road Map – work that is part of the Digital Road map. For 2021/22 the budget is £175k and will be supplemented by other elements of the Digital budget and capital reserves when these are available.

Capital funding largely derives from the Scottish Government and at the beginning of February they announced the results of the most recent Capital Spending Review which outlines capital allocations for the next five years.

The results for the Library were positive with the main headlines are as follows

- Capital Purchases / Collections Purchase Fund continues at £1 million for the five years.
- The Library receives funding for Collections Protection work (Sprinklers / Smoke Extract) from 2022/23 for three years. The total grant is £4.3 million.
- The capital funding for Digital Infrastructure (IT) and Capital Maintenance increases from 2023/24. By the end of the period the Capital Maintenance grant is £1.1 million annually.

In overall terms, existing funding is continued and in some areas enhanced. It confirms funding for the Collections Protection work and should allow the Library to make some significant inroads into backlog maintenance works etc.

The table below has the indicative capital allocations up to 2025/26.

Description	2020/21 (£000s)	2021/22 (£000s)	2022/23 (£000s)	2023/24 (£000s)	2024/25 (£000s)	2025/26 (£000s)
Purchase Grant	1,000	1,000	1,000	1,000	1,000	1,000
IT Investment	275	275	275	300	300	400
Maintenance & Repair	475	475	475	700	700	1,100
Collections Protection	0	0	500	1,900	1,900	0
	16,380	16,630	17,260	19,040	19,170	17,900

Capital Maintenance

During 2019 the Library completed an update to its Property Asset Management Plan (PAM). The aim of the PAM is to ensure that property assets are maintained and developed in such a way to best support the Library's key business goals and objectives.

The Plan covers the period up to 2021, it analyses the current position and also identifies the areas where the Library needs to concentrate its efforts over the next three years. These can be summarized as follows:

- There will be a focus on tackling deferred maintenance.
- Effective management of the estate is heavily dependent on data capture, management and reporting. Enhancements are required across many areas of Estates to develop better and more efficient asset management, environmental condition monitoring and sustainability reporting.
- Improvements to the estate, specifically George IV Bridge, are overdue. A Feasibility Study on the possible redevelopment of the George IV Bridge site was completed in 2020 and a Task & Finish Group has now been set up to identify work that could be carried out on a scale that is affordable and deliverable over the life of the new 2020-2025 Strategy.

Over the coming year the capital budget will focus on the second and third bullet points. The Estates team will support the work of the George IV Bridge Task & Finish group.

There will be the investment in the following:

- At the Causewayside site to help upgrade the Air Handling Units and to prevent water ingress into the lower levels of the building.
- On Sustainability / Climate Change measures including replacing diesel vans with electrically powered models and on the installation of air source heat pumps.
- Refurbishment of the security suite at the George IV Bridge building. This follows on from the redevelopment of the security suite at Causewayside in 2019 and means that there will be resilience across the estate should one of the security suites become unavailable.
- Extend the open protocol platform for the building management information systems.
- Work to allow the mass digitisation project with a third party to progress.

Digital Road Map

During 2021/22 investment will be made in additions to digital storage to match the growth in the collections.

Section 6: How we support a successful Scotland

The preparation of the Library Plan has been informed by the Scottish Government's National Performance Framework (NPF).

The [National Performance Framework](#) was relaunched in 2018 and sets eleven national outcomes that it wants to achieve. These outcomes are designed to support delivery of the Scottish Government's Purpose, which is:

To focus on creating a more successful country, with opportunities for all of Scotland to flourish, through increased wellbeing and sustainable and inclusive economic growth.

Although our work contributes to some extent to all of these outcomes, the Library is most closely aligned to five and we will monitor our performance against these. The table below shows how the Library's outcomes match to the Scottish Government's national outcomes.

Scottish Government National Outcomes					
National Library of Scotland Outcomes	We are creative and our vibrant and diverse cultures are expressed and enjoyed widely.	We are well educated, skilled and more able to contribute to society.	We have a globally competitive, entrepreneurial, inclusive and sustainable economy.	We tackle poverty by sharing opportunities, wealth and power more equally.	We value, enjoy, protect and enhance our environment.
We are the guardian of the published and recorded memory of Scotland for current and future generations.					
We make it easier for people to access the collections.					
We put audiences at the heart of everything we do and offer a rich variety of ways for people to participate and engage with their heritage.					
We encourage and support research, learning and discovery.					
We will continue to be a great organisation to work for and with, developing new ways of doing, delivering and partnering.					

We are creative and our vibrant and diverse cultures are expressed and enjoyed widely.

- Our collections help to enhance Scotland's international reputation for the quality of its literary, scientific and cultural heritage, and for treasuring this heritage.
- The Library has the largest collection of Scottish Gaelic material in the world.
- Research into family history is supported, helping many people trace their Scottish family background.
- Our exhibitions attract many foreign visitors and add to their understanding of Scottish identity.
- Over 48% of all users who responded to the last Audience Survey said that the Library helped them better understand Scotland's culture and history.
- We continue to host the Scots Scribe residency and promote the Scots language.

We are well educated, skilled and more able to contribute to society.

- The National Library of Scotland is widely acknowledged as the premier library for many of Scotland's research communities.
- We contribute to and create innovative resources for use in schools including 'Scotland on Screen' and the 'National Library Learning Zone'.
- We link with Scottish universities, colleges and schools on innovative research projects.
- Over 85% of higher education students who completed the last Audience Survey said that the Library helped advance their education.
- By supporting the knowledge economy, we contribute to a modern, successful Scotland.

We have a globally competitive, entrepreneurial, inclusive and sustainable economy.

- Our collection of business information resources is one of the largest collections of company and market data in the United Kingdom, and is a key potential resource for Scotland's business community.
- Over 20% of business users and independent researchers who completed the last Audience Survey said that using the National Library of Scotland had helped them develop their business.
- We are the only National Library in the United Kingdom that provides direct access to an extensive range of market research reports, company and news data and guides to starting and running a business directly via the web, free of charge, to registered users.
- We can deal with business enquiries in person, by phone or email or via our Library online chat service.
- We have worked with other collaborators to develop the Business & Intellectual Property Centre in Glasgow.

We tackle poverty by sharing opportunities, wealth and power more equally.

- We provide free access to all our collections both online and onsite.
- We continue to seek community benefits through our procurement activities. This includes fair work practices such as the Living Wage.
- We provide work experience and volunteer opportunities.
- More than one in nine of our users who completed the last Audience Survey said that using the National Library of Scotland had helped them improve their career prospects/employment opportunities.
- We have an active outreach programme that works with schools, local community projects and community libraries across Scotland.
- All our educational resources link to the Curriculum for Excellence and are promoted to schools across Scotland.

We value, enjoy, protect and enhance our environment.

- We have reduced greenhouse gas emissions by over 69% from 2008-09 baseline levels.
- Energy consumption has been reduced by 51%.
- There has been a decrease in total waste arisings of almost 79% when compared against 2008-09 levels.
- Library transport and business travel miles dropped by a further 10% during 2019-20.