

Paper Title	2015/16 Corporate Plan Performance – Q2
Nature of Meeting	National Library of Scotland Board
Date of Meeting	14 December 2015
Name of paper provider	Dr John Scally National Librarian
Purpose of paper	To update the Board on the performance against the 2015/16 Corporate Plan.
Any prior approval or comments from any other forum or committee	The Corporate Dashboard and the Key Performance Indicators have been reviewed by the Library Leadership Team at its October meeting.
For Decision <input type="checkbox"/> For Discussion <input checked="" type="checkbox"/> For Information <input type="checkbox"/>	
If for Decision, please summarise recommendations	Not Applicable
If recommendations approved, actions that will be taken, by whom and by when	Not Applicable
Risks identified	None
Mitigating action taken/required against risk	None
Resource issues	None
Sustainability issues	None
Equalities issues	None

1 Background

At its meeting on 30 March 2015 the Board agreed the 2015/16 Corporate Plan for the Library.

The 2015/16 Corporate Plan contains 14 corporate objectives. Underneath these lie 95 targets for the year. As an example, one of the objectives agreed was to 'Reveal the Hidden Collections'. This objective has 9 targets set for it. These include the following;

- 1.2.1 Complete review of hidden collections by July 2015;
- 1.4.1 Complete retro-conversion of music catalogues by August 2015; and
- 1.5.1 Sort and arrange the Fairbairn archive.

Each of these targets is assigned to a staff member – most typically a Head of Department. On a quarterly basis a Corporate Dashboard is produced. This is updated by the relevant member of staff. Each of the targets is assessed and given a Red, Amber or Green flag. The assessment criteria for the colours are as follows:

- Green – the target/performance on track for the year;
- Amber – the target/performance has slipped but should be recovered by the year-end;
- Red – the target/performance is unlikely to be met for the year.

In addition to the targets, the Corporate Dashboard also includes a number of Key Performance Indicators (KPIs). These are the metrics which the Library collects to help assess whether it is meeting its business objectives. For the Library it includes metrics on the number of items acquired, visitor numbers, web-site visits and staff absence rates.

The Corporate Dashboard is reviewed by the Library Leadership Team and, where necessary, actions will be agreed to keep the Corporate Plan on track. The idea behind the Corporate Dashboard is to give the LLT and the Board a 'snapshot' of the progress being made with the Corporate Plan.

2 Results to the end of September

A summary of the Corporate Dashboard up to the end of September is attached to this document.

This summary shows that the majority of targets (85%) have been assessed as Green and are on line to be met by the end of the year. Approximately 13% have been assessed as Amber. These are targets where the completion date has slipped but should be recovered by the year-end. Two targets have been assessed as Red which means that they are now unlikely to be met in the current financial year. These are the following;

Number	Description of Target	Update
7.1.2.	Evaluate the Sound Scotland portal by February 2016	The completion of the portal (Target No 7.1.1) has been delayed until January 2016. This means that the evaluation will slip into the 16/17 financial year.
1.5.3.	Sort, appraise and describe the Mehew archive by the end of March 2016	The work on this project has been rescheduled for a start and finish in 2016-17. This is as a result of adjusted work priorities – with greater focus being placed on the Muriel Spark archive.

Although important, neither of the above targets are critical to the overall Corporate Plan. Both will be rescheduled for completion in the 2016/17 financial year.

The Corporate Dashboard is supported by the monitoring of Key Performance Indicators. A copy of these for the end of Q2 has also been included. These indicate that:

- Environmental Compliance targets are being met;
- Web-site sessions continue to grow;
- There was the usual seasonal dip in Reading Room visits over the summer months; and
- In cash terms, approximately 27% of the annual 2015/16 fundraising target has been raised. When pledges are included this percentage increases to 43%. In line with previously agreed plans, there has now been a shift of the focus of the fundraising team onto the Kelvin Hall project.

For the first time a figure is presented for the percentage of Library's collections available in a digital format. At the end of September 2015 this is estimated as 3.44%.

3 Planning for 2016/17

Work has begun on the Library Plan for 2016/17. The new plan will be based upon the Library's six strategic priorities agreed at the June 2015 Board meeting.

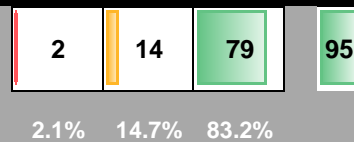
4 Recommendations

The Board is asked to note the contents of this report.

No	Responsibles/Description	Red	Amber	Green	Total
	Graeme Forbes, Robin Smith				
1	Reveal hidden collections	1	4	4	of 9
	Graeme Forbes, Murat Guven, J Coll, J Cromarty, Gill Hamilton, Lee Hibberd				
2	Increase digital access to collections	0	0	8	of 8
	John Coll				
3	Improve the user experience	0	1	7	of 8
	John Coll, Jackie Cromarty				
4	Deliver a programme of workshops, events and exhibitions across Scotland	0	0	4	of 4
	Murat Guven, Linda Macmillan, Jack Plumb, Iain Anderson				
5	Provide robust infrastructure to support Library operations	0	0	8	of 8
	Robin Smith, Murat Guven, John Coll, Jack Plumb, Linda Macmillan, Gill Hamilton				
6	Establish a public National Library facility at Kelvin Hall	0	1	5	of 6
	Robin Smith/Alistair Bell				
7	Deliver a Sound Scotland archive network	1	1	1	of 3

No	Responsibles/Description	Red	Amber	Green	Total
	Graeme Forbes, Robin Smith, Murat Guven, Gill Hamilton, Alison Buckley				
8	Create the capacity to search and to find material within all collections on-line	0	2	7	of 9
	Robin Smith				
9	Grow our capacity to support research	0	0	4	of 4
	Robin Smith, Graeme Forbes				
10	Develop the national collections	0	2	5	of 7
	Robin Smith, Amy Todman				
11	Collect, curate and communicate material relating to the Scottish Referendum 2014	0	0	3	of 3
	John Coll, Alex Miller				
12	Continue to develop public awareness of and interest in the Library, its collections and services	0	1	4	of 5
	Alex Miller, Anthony Gillespie, Lois Wolffe				
13	Continue to fundraise for NLS priorities	0	1	2	of 3
	All HoDs				
14	Maximise organisational effectiveness through continuous improvement	0	1	17	of 18

Overall Performance By Objectives



Last Snapshot Taken on 26/10/15

DASHBOARD FOR 2015/16 KPIs - QUARTER 2

Indicator No	Indicator	Target	Responsible Person	Q1	Q2
1.1	Additions to physical collections	-	Head of Collections Management	51,714	43,402
1.2	Environmental Compliance	95%	Head of Collections Management	99.00%	99.50%
1.3	Percentage of National Bibliography digitised	-	Head of Collections Management	Under development	Under development
2.1	Percentage of collections catalogued	-	Heads of Collections Management/Collections & Research	Under development	Under development
2.2	Percentage of NLS' collections available in a digital format	-	Head of Collections Management	Under development	3.44%
3.1	Research income generated as a percentage of Grant in Aid	0.80%	Head of Finance & Planning	2.40%	1.30%
3.2	Number of research collaborations the Library is involved in.	6	Head of Collections & Research	10	10
4.1	Number of school workshops/educational events delivered	80	Head of Access	28	33
4.2	% of users who agree that Library makes contribution to their education, learning, research, development of business.	-	Head of Access	To be developed via audience research programme	To be developed via audience research programme
5.1	Exhibition Visitors	99,451	Head of Access	29,345	33,156

DASHBOARD FOR 2015/16 KPIs - QUARTER 2

Indicator No	Indicator	Target	Responsible Person	Q1	Q2
5.2	Number of public engagement/event attendees	70 events/500 attendees	Head of Access	26 events, 1599 attendees	37 events, 1528 attendees
6.1	Website Usage (Web sessions)	2.3 million	Head of Access	792,527	836,417
6.2	Reading Room Visits	-	Head of Access	16,155	13,500
6.3	Overall User Satisfaction levels	-	Head of Access	Being developed via mystery visit programme	Being developed via mystery visit programme
7.1	Staff Absence Rate (Days per Employee)	8	HR Manager	2.2	1.7
7.2	Percentage raised against Fundraising target	£565,000	Head of Governance & External Relations	19%	27%
7.3	Central Support costs as a percentage of Library income	6%	Head of Finance & Planning	3.60%	3.80%
7.4	Media Profile (Advertising Value Equivalent)	£2,000,000	Head of Governance & External Relations	£410,473	£842,828