

Background

At its meeting on 31 March 2016 the Board agreed the 2016/17 Library Plan (BM/16/08).

The Plan is based upon the six strategic priorities agreed in the 'The way forward' as well as those 'Enablers' which help to meet the strategy, e.g. People, Technology and Finance. The Plan contained 49 targets for the year and identified a number of 'Key indicators' which the Library would use to help assess the achievement of its strategic priorities. Among other measures, it included metrics on the percentage of items in a digital format, visitor numbers, website visits and staff absence rates.

The targets and key indicators are assigned to a staff member – typically a Head of Department. On a quarterly basis a Corporate Dashboard is produced which incorporates the progress against the targets plus the performance against the Key Indicators.

The Corporate Dashboard is reviewed by the Library Leadership Team and, where necessary, actions are agreed to keep the Plan on track. Results are also reported to the Board.

This report details the results at the end of September 2016 (Quarter 2). The results will also be placed on the [Library's website](#).

1 Achievements/Performance in the year to September 2016

Two appendices are attached: a summary of the results against the Library Plan targets (Appendix A) and a summary of progress against the Key Indicators (Appendix B).

Appendix A shows almost 88% of the targets set for the year are on schedule to be met. Six targets (12%) have been assessed as 'Amber'. This is an increase of four since the last report to the Board. This means they are slightly behind schedule, but should still be achieved during the planning year. These include:

- Completion of Phase 1 of Causewayside – the Phase 1 roof is underway but will be completed later than planned
- Completion of the Audience Development Plan – slightly behind schedule.

At this stage no targets are assessed as 'Red', i.e. they will not be achieved in the planning year as expected.

Particular items of note during the last quarter include:

- The new Library facility at Kelvin Hall went operational at the start of September (Priority 6.3)
- Recruitment has begun for project staff to manage the retro-conversion of the remaining manual catalogues (Priority 2.1)

- Almost 460,000 images were scanned in the first six months with an expectation this will escalate over the final part of the year (Priority 2.2)
- More e-books (27k) were ingested than physical items (15k)
- The prioritised list for 2017/18 digitisation has been agreed (Priority 2.2).

Appendix B shows the results of the 13 Key Indicators for the first six months 2016/17. There has generally been good performance, including:

- Environmental Compliance remains above the target of 98% though the works at Causewayside and high levels of humidity meant that there was a slight dip compared to the previous quarter
- The percentage of the Library's collections available digitally has increased to 8.6% compared to 5.0% at the start of the year
- The annual target for exhibition numbers was reached in the first six months. As part of the 2016/17 Library Plan we reduced the annual target from 100k to 75k because the Library would be running one exhibition fewer over the year. At this point, however, there seems to be little effect on attendance. The last exhibition (Plague) recorded a 20% increase in visitors compared to the one before it (Food and drink). The first two months of the current exhibition (Maps) show a 33% increase over the same period in 2015/16.

2 Recommendations

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



Strategic Priority No	Description	Red	Amber	Green	Total	Strategic Priority No	Description	Red	Amber	Green	Total
1	Safeguarding Collections - We will be the guardian of the published and recorded memory of Scotland for current and future generations.	0	1	6	7 of 7	5	Inspiring Engagement - We will design and deliver public engagement programmes that will educate, entertain and inspire the communities of Scotland.	0	2	8	10 of 10
2	Access - We will make it easier to access our collections. By 2025 — the centenary of the Library's foundation — we will complete a full listing of the Library's holdings and have a third in digital format.	0	0	7	7 of 7	6	Reaching Out - We will develop the National Library as an exciting and memorable destination for both onsite and online visitors.	0	2	3	5 of 5
3	Promoting Research - We will encourage and promote research as a defining characteristic of the Library.	0	0	7	7 of 7	7	Enablers - Delivering the Strategy.	0	1	6	7 of 7
4	Supporting Learning - We will ensure our collections and services make an important contribution to the education, learning and advancement of our citizens and the success of our nation.	0	0	6	6 of 6						
Overall Performance		0	6	43	49						
By Objectives		0.0%	12.2%	87.8%							

Appendix B: Progress Against Key Indicators

KEY INDICATORS 2016/2017

Ref	Key Indicator Name	Target/ Indicator for the Year	Responsibility for Completion	2016/17 Results Q1	2016/17 Results Q2	2016/17 Results Q3	2016/17 Results Q4	2016/17 Q2 Cumulative	2015/16 Results Q2	R-A-G Rating	Comment
1.2	Environmental Compliance	98.00%	Head of Collections Management	99.26%	98.67%			98.97%	99.25%	G	Drop between Q1 and Q2 due to ongoing works at CB and high levels of humidity during September.
2.1	Percentage Reduction in Hidden Collections	2%	Head of Collections Management	0.74%	0.04%			0.78%	n/a	A	Number of collections has reduced from 261 to 244. On target when looking at number of items catalogued. These are only counted when the collection is complete. Continue to work on this measure.
2.2	Percentage of Collections in a digital format	4%	Head of Collections Management	7.71%	8.60%			8.60%	3.44%	G	Q1 result has been restated. Originally calculated as 8.4%.
3.2	Number of research collaborations	10	Head of Collections & Research	13	15			15	10	G	
5.1	Exhibition Visitors	75,000	Head of Access	33,908 visitors	44,835 visitors			78,743 visitors	62,501	G	See comment in report.
5.2	Number of Public Engagements/Events	80 events, 20 tours	Head of Access	34 events 16 tours	26 events, 12 tours			60 events, 28 tours.	69 events, 41 tours	G	Events and tours broadly in line with 15/16. There has been a slight reduction due to Kelvin Hall commitments and other outreach activities but we are on track to exceed our target.
6.1	Website Usage (Web sessions)	3.0 million	Head of Access	869,438 sessions	949,849 sessions			1,819,287 sessions	1,628,944 sessions	G	The number of web sessions increased by 11% compared with Q2 figures in 15/16.
6.2	Reading Room Visits	60,000	Head of Access	15,829 visits	14,281 visits			30,110 visits	32,138 visits	G	Reading room visits are down just over 6% compared with Q2 2015/16.
6.3	Overall User Satisfaction levels	93%	Head of Access	*	*			n/a	n/a	G	We will be re-tendering for our market research contract which will include work on our 2017 Customer Survey.
7.1	Staff Absence Rate (Days per Employee)	7.8	HR Manager	1.4	1.4			2.8	3.9	G	
7.2	Amount raised against Fundraising target	100%	Head of External Relations & Governance	21%	11%			32%	27%	A	Reduced staff in team during Q1. Delay in receiving a pledge (banked 3 October) which would take us to cumulative total of 49% towards total target in Q1+Q2.
7.3	Central Support costs as a percentage of Library income	7%	Business Support	4%	5%			5%	4%	G	More elements of the Library classified as 'Central Support' during 2016/17.
7.4	Media Profile (Advertising Value Equivalent)	£2,500,000	Head of External Relations & Governance	£261,500	£919,710			£1,181,210	£1,268,321	G	Q2 Good coverage of the map exhibition and the opening of Kelvin Hall resulted in a strong performance in Q2 with AVE totals running well above target.

* To be measured against biennial Customer Survey - scheduled Q4