The Digital National Library of Scotland

Strategic Plan 2005-2008

Final document, approved by NLS Senior Management Team, 30 June 2005
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1. Executive Summary

This document lays out the strategic goals required to realise the Digital National Library of Scotland (referred to as the ‘Virtual NLS’ in the National Library strategy 2004-2009, but hereafter the word ‘digital’ is used). The strategy builds on existing work, and acknowledges what has already been achieved in this area. Critical success factors are listed below, identifying those areas where success or failure of goals in the strategy can be determined. The goals in each section of the strategy are listed in this summary. The vision statement outlines the key objectives of the Digital NLS, the factors necessary to achieve those objectives, and the commitments necessary to deliver this vision. A SWOT analysis details internal and external factors that the strategy is required to address.

The strategy is broken down into component sections: Collections; Service; Architecture; Management and Development. These overlap to some degree, and are linked by vertical themes running throughout the strategy: customer focus; standards; collaboration. In each section, strategic goals are stated, and then divided into objectives. Each objective is then further subdivided into the tasks necessary for it to be achieved, and milestones are identified to indicate approximately when in each case the task, or aspects of it, might expect to be completed. Clearly these are estimates and it will be important to be flexible and able to react to changing circumstances, priorities and resources.

Critical Success Factors

• Support from the Scottish Executive for the implementation of the Digital National Library of Scotland,

• Commitment from the Senior Management Team to support the objectives outlined in the Digital NLS strategic plan,

• Clear policies and strategies on the selection, capture, management and preservation of digital content, aligned with Collection Development and ICT policies and strategies,

• A measurable user-driven approach to creation and delivery of digital library resources, services and systems,

• Availability of an adequate resource base of skilled staff and equipment,

• A clear agenda of cooperative and collaborative work across Scotland, developing services that are complementary, interoperable and presented in ways that suit the cultural and information requirements of people in Scotland,

• The ability to demonstrate strategic achievements through robust performance management tools and market research exercises.
Summary of Goals

Collections
- We will develop our digital collections according to the needs of our users and potential users and our legal obligations
- We will use catalogue systems and metadata to support user-centred resource discovery systems

Service
- We will ensure the digital library is accessible to all, highly visible and easy to use

Architecture
- We will safeguard digital content for Scotland
- We will provide access to preserved digital content

Management and Development
- We will ensure that the Digital Library infrastructure is well managed and adequately resourced
- We will ensure that the NLS contributes to national and international digital library research and development
2. Introduction

The National Library strategy 2004-2009 pledged to "develop the existing website into a Virtual NLS". This supporting strategy maps out how we will begin to build what we now refer to as the Digital National Library of Scotland (Digital NLS). It covers a three year period, and whilst it will not end in the delivery of a completed digital library, it will result in significant progress towards our vision.

It is important to bear in mind that this strategy builds on existing work. Many of the components exist already, and the main requirement is to join them together or to continue to develop them. In terms of access, we already have a website which is well-designed and well used. In terms of content, we are following best practice in digitisation. We have a well-established online catalogue, and are developing ways to link our various resources together more effectively.

Clearly the Digital NLS cannot operate in isolation, and the National Library already has a general strategic commitment to form partnerships and collaborate, within the Scottish library and heritage sectors, with other national and legal deposit libraries, and with similar bodies globally. However, the following external influencers are worth highlighting, as they are likely to have a significant impact on the way in which the Digital NLS is built and delivered, and they all represent areas where it is difficult to predict the future with accuracy:

- Legal Deposit Libraries Act 2003, and international developments in digital preservation
- The Cultural Commission
- The Openscotland initiatives for digital inclusion and electronic service delivery
- The Scottish Declaration on Open Access, and global trend towards open access publishing
- UK and Scottish initiatives to develop common information environments and distributed digital libraries
- Growth and content development in the internet search technology sector (e.g. GooglePrint and GoogleScholar initiatives)

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1 It should be noted that 'website' in this context is defined very broadly as the entire web presence of the NLS, which is a mixture of websites and web-enabled database interfaces, not simply the 'main' website. The www.nls.uk homepage is the obvious 'front door', but we should recognise and acknowledge the market research and usage statistics that continue to demonstrate the popularity of the library catalogue.
3. Vision Statement

It is important that library staff, our trustees, partners and stakeholders have a shared view of what the Digital National Library of Scotland should be. This vision statement is a way of clarifying our objectives and of allowing interested parties to comment on them.

The fundamental objectives of the Digital NLS are:

• To recognise that all Scottish citizens are entitled to have access to our resources.
• To provide resources and services according to our users’ needs.
• To deliver resources and services according to the values of the NLS, as outlined in the Breaking through the walls strategy.
• To preserve and provide continuous and effective access to a large and varied collection of digital resources and finding aids.
• To collaborate and interoperate with partner organisations.
• To offer resources in such a way that they can be reused and repurposed.

The Digital NLS will provide the following:

• An experience for the online user that as closely as possible matches that experienced by a visitor to one of our buildings.
• Accessible and user-friendly routes through our online collections, finding aids and services, irrespective of point of entry.
• Online collections and services determined by user needs, in association with other Scottish cultural and learning organisations, in order to contribute to the Scottish Executive OpenScotland agenda.
• An infrastructure that ensures that our online collections are preserved and remain accessible for future generations.
• An infrastructure that ensures our online collections can easily be shared, used and discovered in conjunction with other Scottish online cultural and learning resources.

For this vision to be achievable, a number of commitments need to be made:

• There needs to be a substantial increase in online content.
• There needs to be a greater degree of interoperability between our various systems, to make it easier to discover resources in our collections.
• Development of the Digital NLS must be evidence-based; informed by an understanding of user needs and behaviour, gained through market research and usage data analysis.
• A ‘Trusted Digital Repository’ must be at the heart of the Digital NLS to ensure long-term digital preservation and access.
• There needs to be a clear relationship with partners, particularly in Scotland, to ensure consensus on digitisation, digital preservation, national licensing, resource-sharing and adoption of standards.
• There needs to be a commitment to international standards and, where in development, a commitment to participation in the global research and development process.
• A framework and tools must be in place to allow performance measurement and evaluation to support continuous improvement.
4. Components of the Digital NLS

The Digital NLS is presented as four interacting components, as follows:

Component A, Collections: How we decide what to acquire/digitise; how we ensure that it is well managed, accessible and preserved.

Component B, Service: How we interface with users; how we support their use; how we reach them.

Component C, Architecture: The technology underpinning the services and content, and the trusted digital repository required to commit to long-term digital preservation and access.

Component D, Management and Development: How we measure and analyse performance; how we assess user needs, and if those needs are being met; how we ensure scalability and sustainability; how we ensure adequate resources are available; how we participate in digital library development work.

Inevitably, there is significant overlap between these components. It will be important not to address developments in one area in isolation, but to consider how it interacts with other areas, so that the full benefits of work can be exploited, while avoiding any detrimental impact or duplication in other areas.

There are a number of vertical themes which govern the way in which all components are developed. All aspects of the Digital NLS will be addressed with the following principles in mind:

- Customer focus through market research and analysis of use and behaviour
- Standards compliance to maximise interoperability through cross-searching and data harvesting
- Collaboration, and a recognition that the NLS is part of a wider Scottish, UK, European and worldwide library and heritage community

I sat back in my chair, dumbstruck. I punched the air with both arms and shouted "Yahoo!" It was there, recorded in the National Library of Scotland's web site. As I read it, line after line came flooding back, familiar once more.

Word on the Street website user
5. SWOT Analysis

The table below draws attention to key internal and external factors requiring attention. The objectives detailed in the strategy are intended to develop strengths and address weaknesses, opportunities and threats.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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<tbody>
<tr>
<td>Collections</td>
<td>Limited resources for development and support</td>
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<tr>
<td>Staff expertise</td>
<td>High demand due to lack of devolved systems/empowerment</td>
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<td>Existing online resources</td>
<td>Lack of management information</td>
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<tr>
<td>Digital Library team</td>
<td>Lack of digital lifecycle strategies</td>
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<td>Accessibility</td>
<td>Lack of digital preservation infrastructure</td>
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<tr>
<td>Understanding of user needs</td>
<td>Relatively small online collection</td>
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<td>Clear goals</td>
<td>Lack of interoperability</td>
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<td></td>
<td>Lack of secure access system</td>
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<td></td>
<td>Non user-friendly information architecture</td>
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<td></td>
<td>Online catalogues are not comprehensive</td>
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<td></td>
<td>Underdeveloped online help and support</td>
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<table>
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<tr>
<th>Opportunities</th>
<th>Threats</th>
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<tr>
<td>Search engine development</td>
<td>Search engine development</td>
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<tr>
<td>Demand for enhanced versions of images</td>
<td>Availability of resources</td>
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<tr>
<td>John Murray Archive</td>
<td>Uncertain cultural landscape</td>
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<tr>
<td>Legal Deposit Libraries Act</td>
<td>Complexities of legal deposit legislation</td>
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<td>Momentum for national digitisation strategies</td>
<td>Potential loss of digital materials</td>
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<td>Partner organisations willing to deliver NLS content</td>
<td>Initiative overload</td>
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<td>Growth in open-access publishing</td>
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<td>Scottish Executive drive towards interoperability</td>
<td></td>
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<tr>
<td>Development of common information environments</td>
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<tr>
<td>Global digitisation momentum</td>
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Milestones for 2006/7 and 2007/8 should be considered as draft, in order to allow for changing priorities and to recognise the need for flexibility in the longer-term.

Component A: Collections

Our digital collection development policy will be informed by, and be part of, our overall integrated Collection Development Strategy, currently under development.

**Goal:** We will develop our digital collections according to the needs of our users and potential users and our legal obligations

**Objective 1**

Digitise collections according to the principles of digital lifecycle management and needs of our users

**Task 1**

Develop a digital lifecycle strategy

**Milestones**

- **2005/6:** Produce draft policies and strategies for selection, capture, indexing, preservation and delivery
- **2006/7:** Adopt policies and strategies in the form of a joined-up digital lifecycle strategy, through a combination of curatorial and technical expertise
- **2007/8:** Review

**Task 2**

Produce digitisation programmes according to an understanding of user needs and the interested of the Scottish population

**Milestones**

- **2005/6:** Create a subject shortlist to inform digitisation 2005-08, based on market research, awareness of digitisation happening elsewhere, and consultation with curators. Consult curators on projects and create 12 month programme
- **2006/7:** Consult curators on projects and create 12 month programme
- **2007/8:** Conduct further market research, consult curators on projects and create 12 month programme
Task 3
Explore funding opportunities to support larger-scale digitisation

Milestones
2005/6: Prepare digitisation project business case for Scottish Executive
Maintain watching brief on international digitisation developments, e.g. GooglePrint
Identify and procure necessary equipment

2006/7: Scale-up digitisation as funding allows, to allow digitisation of entire collections to support a variety of researcher needs
Procure additional equipment to increase quantity and quality

Task 4
Digitise John Murray Archive materials according to the principles of an HLF approved digital access strategy

Milestones
2005/6: Produce digital access strategy as part of the HLF stage 2 application

2006/7: Produce project plan for JMA digitisation in consultation with curators
Begin JMA digitisation

2007/8: Deliver JMA digital materials according to the strategy
Continue JMA digitisation

Task 5
Undertake research and development into digitisation of complex objects

Milestones
2005/6: Assess work involved in developing map digitisation
Pilot digitisation of audio materials

Objective 2
Develop digital collections through purchase and legal deposit

Task 1
Review existing policies, procedures and collections

Milestones
2005/6: Seek user input into the selection process
Update procedures for managing licensed resources

2006/7: Develop metrics to measure resource use
Task 2
Work towards the establishment of supporting legislation, policies and procedures relating to the legal deposit of digital materials

Milestones
2005/6: Influence developments through Legal Deposit Libraries Committee subgroups

Develop a strategy to handle digital material deposited voluntarily

Task 3
Collect and archive websites for Scotland

Milestones
2005/6: Participate in the UK Web Archiving Consortium

Develop national collecting policies

Conduct market research for selection and use

2006/7: Evaluate the project, consider future aims and explore other models

Objective 3
We will work with Scottish partners to develop a national approach to digitisation

Task 1
Ensure digitisation projects avoid duplicating other Scottish work, and complement partner projects where possible

Milestones
2005/6: Consult with partners

2006/7: Ensure 1 or more projects complements other Scottish work

Goal: We will use catalogue systems and metadata to support user-centred resource discovery systems

Evolving standards in metadata allow us the opportunity to explore innovative new ways to deliver information to our users (e.g. map-based retrieval systems). We will continue to use international standards to support the recording of metadata in catalogue systems, but we can also investigate ways to enhance, combine and deliver metadata to enhance the user experience. There will also be a need to consider structural and preservation metadata, in addition to the descriptive variety presently used in our catalogues, in order to address our digital preservation responsibilities.
A key deliverable will be to introduce a manuscripts database to handle the complex content and structure required by archival finding aids. The acquisition of the John Murray Archive offers a valuable opportunity to address this major gap in our service.

**Objective 1**

We will develop appropriate systems according to user needs

**Task 1**

Improve the efficiency of the cataloguing process

**Milestones**

2005/6: Adopt new procedures for legal deposit cataloguing
        Investigate more efficient interaction with the Legal Deposit Libraries Agency

**Task 2**

Enrich catalogue records to provide a more valuable experience for the user

**Milestones**

2005/6: Examine ways to provide lending information for certain categories of material
        Consider ways to introduce value-added information to catalogue records
        Introduce Unicode support

**Task 3**

Develop the prototype web-mapping interface

**Milestones**

2005/6: Identify resource requirements and availability, and develop a 3 year plan; develop interface following user testing
2006/7: Continue development
2007/8: Continue development; carry out evaluation and further user testing

**Task 4**

Implement a manuscripts database system to support the John Murray Archive and existing manuscripts collections

**Milestones**

2005/6: Procure and implement a manuscripts database system
2006/7: Begin cataloguing JMA materials
2007/8: Expand system to other manuscripts collections
Task 5
Use metadata to ensure interoperability and to widen delivery options

Milestones

2005/6: Develop metadata strategies to address interoperability, preservation and delivery
Use descriptive metadata to link between main catalogue and digital images delivered through the Website, at collection level
Involve curators in the development of effective descriptive metadata
Evaluate METS standard as a means of offering alternative access options

2006/7: Develop links at object level between catalogues and digital images

Task 6
Conduct research and development, with partner institutions as necessary

Milestones

2005/6: Participate in LDL metadata subgroup
Work with partners on METS and metadata harvesting
Work with partners to expose records to search engines
Consider the metadata issues relating to nontextual access (geographic metadata, sound etc.)

2006/7: Plan for introduction of further metadata standards (e.g. O nix, L O M, M O D S)

I must just say what an astonishing web site resource the N LS provides!

O nline maps user
Component B: Service

Goal: We will ensure the digital library is accessible to all, highly visible and easy to use.

The service goal of the Digital NLS draws together all the ways in which we deliver resources and services to our users, and how we support their use.

There are three main objectives, in the areas of:

- Access
- Support
- Awareness

Objective 1

Widen access to collections and services through integrated websites and web-based interfaces to all database content

Task 1

Develop the main and associated websites to ensure maximum usability, accessibility and integration, internally and with remote services and discovery tools

Milestones

2005/6: Comply with Disability Discrimination Act accessibility standards
Ensure maximum visibility of content via web search engines and other discovery tools
Pilot provision of the Digital NLS through partner library services
Scope work required to gain a Plain English Campaign Crystal Mark

2006/7: Introduce user-centred information architecture
Increase the amount of informative, relevant and easy to read web page content through staff training in writing for the web and the introduction of a content management system
Introduce new model for Scotbis site
Work towards Crystal Mark

2007/8: Embed editorial review and quality control into the publication process
Gain Crystal Mark
Task 2
Develop online catalogues to ensure maximum usability and comprehensiveness

Milestones
2005/6: Redesign main catalogue interface according to evidence of user needs and behaviour
Introduce greater integration between catalogue records and web-based content
2007/8: Ensure access from main catalogue to all digital images, through links from existing records and creation of new records where necessary.

Task 3
Ensure content is integrated to support cross-searching and easy navigation between resources, within and beyond the NLS domain.

Milestones
2005/6: Develop cross-searching functionality for all NLS hosted and subscription resources
2006/7: Work with partners to identify effective ways to integrate NLS resources with other collections (e.g. through cross-searching or harvesting)
2007/8: Review the Scottish information environment and plan accordingly

Task 4
Collaborate to deliver the Digital NLS through partner services

Milestones
2005/6: Pilot provision of the Digital NLS through partner library services

Objective 2
Provide help, support and learning materials to ensure users derive maximum benefit from our digital collections

Task 1
Provide online help where necessary to ensure resources can be used to best effect

Milestones
2005/6: Ensure help is easy to find when required by users
Pilot use of help software to support library catalogue use
Identify main requirements through usage analysis
Integrate vendor support materials for licensed resources where applicable
Task 2
Implement a digital reference system

Milestones
2005/6: Conduct an options appraisal identifying requirements and available systems
Explore the potential for a collaborative Scottish digital reference service
Explore ways to encourage greater user interaction with the digital library
2006/7: Implement a pilot cross-divisional enquiry management system
Pilot-test service level agreements
Investigate demand for value-added services (e.g. real-time digital reference)
2007/8: Measure use and conduct market research to inform further development

Task 3
Deliver resources in ways that support and encourage learning

Milestones
2005/6: Participate in project examining issues surrounding repurposing of digital materials for use in learning repositories (subject to funding)
Pilot e-learning system on NLS website
Develop relationships with key networks (e.g. ELearning Alliance)
2006/7: Continue project participation
Decide on future development of local e-learning system
2007/8: Develop policies and procedures to support the reuse of digital collections by learning environments

Task 4
Develop other systems as necessary to maximise user benefits

Milestones
2005/6: Pilot ecommerce system, initially for reprographic work
2006/7: Explore the potential for further ecommerce development, and conduct further development
2007/8: Implement full live ecommerce service
Objective 3
Ensure that the Digital NLS adopts the NLS brand and is recognisable as the National Library of Scotland

Task 1
Implement the new corporate identity

Milestones
2005/6: Create and publish a new banner design across the main site and catalogues
Implement the new design on subsidiary digital library websites

Task 2
Raise awareness of online collections and services

Milestones
2005/6: Identify partnership opportunities to deliver NLS services to remote users
Improve ease of access to licensed digital collections for remote users, and promote major collections (e.g. Eighteenth Century Collections Online, business databases)
Develop partnerships with key organisations (e.g. LTScotland, BBC)

Task 3
Develop public relations and news service through the Website

Milestones
2005/6: Develop news information on Homepage
Create and publish a page for media use

The websites are really great and it's just what my user needs. Again, thank you for your quick response. I must say again that your websites are excellent.

Bathymetric charts website user
Component C: Architecture

Goal: We will safeguard digital content for Scotland

Objective 1

Develop and implement a trusted digital repository (TDR) infrastructure based around international standards and best practices

Task 1

Develop and implement a TDR system.

Milestones

- 2005/6: Complete a project plan and business case according to policy statements on digital preservation and the Open Archival Information System Reference Model (OAIS RM).
- 2006/7: Acquire necessary resources and begin implementation
- 2007/8: Continue implementation and pilot archival ingest

Task 2

Develop a system for collection and preservation of websites

Milestones

- 2006/7: Integrate web archiving work with other areas
- 2007/8: Explore future models
  Plan for ingest of centrally archived materials into local archive
- 2008/9: Continue to implement a web archive

Task 3

Undertake pilot scoping digital preservation projects

Milestones

- 2005/6: Complete projects as identified by the Digital Preservation subgroup
- 2006/7: Identify and undertake further projects
- 2007/8: Feed results into TDR implementation

Task 4

Develop a solution to handle persistent identifiers for all digital objects

Milestones

- 2005/6: Make final decision on solution, based on research and discussion with Digital Preservation Coalition colleagues.
- 2006/7: Incorporate solution into TDR infrastructure.
Objective 2

Provide necessary storage capacity for the TDR

Task 1
Implement a mass storage system to hold 100TB data

Milestones
2005/6: Research technologies and produce a business case.
2006/7: Procure and implement.
2007/8: Add storage space incrementally.

Goal: We will provide access to preserved digital content

Objective 1

Implement discovery and access strategies to deliver data stored in the TDR

Task 1
Examine and test digital preservation strategies

Milestones
2005/6: Undertake migration pilot project
       Consider conference paper
       Work with DPC/LDL colleagues

2006/7: Undertake emulation pilot project
       Consider conference paper
       Work with DPC/LDL colleagues

2007/8: Undertake other pilots as determined
       Work with DPC/LDL colleagues

Task 2
Monitor and evaluate all delivery systems

Milestones
2005/6: Replace hardware for library management system
       Assess and develop digital object delivery systems

2007/8: Review all systems and consider replacement needs
Objective 2
Introduce an access management system to enable remote access to secure resources (i.e. outwith library buildings, and beyond Edinburgh)

Task 1
Develop and implement an access management system
Milestones
2005/6: Evaluate and test authentication options and make recommendations
2006/7: Implement solution
2007/8: Evaluate and review

Task 2
Develop and implement a remote registration system
Milestones
2005/6: Evaluate smartcard solution for remote registration
Develop central user database solution for identity management
Consult with system providers
2006/7: Pilot potential solutions and make recommendations
2007/8: Implement solution on initial evaluation basis

Objective 3
Participate in the development of an open access publishing infrastructure for Scotland through the JISC-funded SCURL repository project, 2005-2007

Task 1
Develop an open access publishing repository
Milestones:
2005/6: Implement a pilot repository to host institutional scholarly communications
2006/7: Further develop repository and address cross-searching issues
2007/8: Extend repository concept to other sectors
Examine the long-term preservation issues and begin ingest into TDR
Component D: Management and Development

**Goal:** We will ensure that the Digital Library infrastructure is well managed and adequately resourced

**Objective 1**
Collect, report and analyse digital library management information metrics

**Task 1**
Create and implement policies and procedures for the acquisition and use of digital library management information

**Milestones**

- 2005/6: Produce draft e-metrics policy following internal and external consultation
- 2005/6: Produce draft service level agreements (SLAs) to test against e-metrics
- 2006/7: Pilot SLAs
- 2007/8: Produce recommendations for SLAs to be adopted by Board of Trustees

**Task 2**
Develop performance management tools to allow the collection of agreed e-metrics.

**Milestones**

- 2005/6: Establish procedures for routine collection and analysis of website usage data
- 2005/6: Introduce standard link-checking system and reporting process
- 2005/6: Develop reporting functionality of the library management system
- 2005/6: Collect comparative usage statistics relating to licensed online resources and take evidence-based renewal decisions
Objective 2
Implement risk management strategies

Task 1
Develop disaster recovery and business continuity plans

Milestones
2005/6: Develop a disaster recovery plan
        Develop a business continuity plan
2006/7: Implement and test plans
2007/8: Expand disaster recovery facilities

Objective 3
Ensure the Digital Library is supported by an adequate complement of trained staff

Task 1
Ensure adequate levels of staff

Milestones
2005/6: Make business cases as necessary to ensure necessary staff to complete strategic objectives
2006/7: Recruit, consult and outsource as necessary
2007/8: Review staff requirements

Task 2
Ensure staff are fully trained

Milestones
2005/6: Identify and attend relevant conferences, seminars and training events

Goal: We will ensure that the NLS contributes to national and international digital library research and development

Objective 1
Monitor the external environment and participate in collaborative development work

Task 1
Contribute to the direction of the Digital Preservation Coalition

Milestones
2005/6: Contribute to UK needs assessment
        Host DPC event in Scotland
        Participate on DPC Board
Task 2
Contribute to SCURL work on open access publishing and repositories

Milestones
2006/7: Produce pilot shared open access repository for Scotland

Task 3
Work with the Centre for Digital Library Research to identify NLS involvement in the Scottish digital library research agenda

Milestones
2005/6: Establish key areas of cooperation
        Participate in Electric Connections 2005
2006/7: Develop and participate in projects
        Participate in Electric Connections 2006
2007/8: Develop and participate in projects
        Participate in Electric Connections 2007

Task 4
Work with COSMIC on the development of an integrated, standards-based Scottish digital landscape

Milestones
2005/6: Increase NLS contribution to COSMIC agenda
2006/7: Ensure participation continues to grow
2007/8: Ensure participation continues to grow

Task 5
Develop the role of the NLS as a contributor to international digital library development

Milestones
2005/6: Identify most appropriate European and global networks
2006/7: Deliver a conference paper at an international profile event

Task 6
Contribute to the direction and expansion of the UK Web Archiving Consortium

Milestones
2005/6: Liaise with interested Scottish organisations
2006/7: Contribute to strategy formulation for UK web archiving

I’m gobsmacked I can do all this from home
Bathymetric charts website user
7. Summary of Goals

Collections
- We will develop our digital collections according to the needs of our users and potential users and our legal obligations
- We will use catalogue systems and metadata to support user-centred resource discovery systems

Service
- We will ensure the digital library is accessible to all, highly visible and easy to use.

Architecture
- We will safeguard digital content for Scotland
- We will provide access to preserved digital content

Management and Development
- We will ensure that the Digital Library infrastructure is well managed and adequately resourced
- We will ensure that the NLS contributes to national and international digital library research and development

I had been looking for the full lyrics to this song for ten years... As far as I know, only my grandmother and her sister are still singing it. No one else had ever heard of it. You've got the only copy of the lyrics in print that I've been able to find. Thanks!!!!

Word on the Street website user

Simon Bains, Digital Library Manager, July 2005

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