



National Library of Scotland

Corporate Plan 2009/10 - 2011/12



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I Introduction

The National Library of Scotland has an impressive track record in collecting and preserving Scotland's culture, and in supporting the academic research community. The Library has embarked on an ambitious programme of modernisation, which will maintain these key roles, but also turn NLS into a much more outward-looking organisation, widely accessible and relevant and taking full advantage of the opportunities presented by new technology. This will open up the collections for the benefit of all.

The National Library of Scotland's collection comprises over fourteen million printed items, ranging from books, magazines, scholarly journals, newspapers, music and maps. The key to the Library's collecting is the legal deposit privilege, which entitles it to claim a copy of all printed items published in the UK and Ireland. This privilege (unique, in Scotland, to NLS) has been responsible for the acquisition of most of the Library's collections for almost 300 years. In addition, through purchase, donation and deposit, the Library has built up pre-eminent manuscript and printed collections relating to Scotland and the activities and influence of Scots throughout the world.

The rapid evolution of digital technology means that many publications are now produced electronically, as well as - or increasingly instead of - in print. NLS will in future be able to collect digital publications, through Regulations to implement the provisions of the Legal Deposit Libraries Act 2003. The Library's ever-present challenge of managing the intake of printed matter (over 300,000 items a year need to be catalogued, preserved and housed) will, however, remain and indeed increase.

It is now clear that the economic environment for the period covered by this Plan will be difficult. In this context, it is all the more important for NLS to improve efficiency and promote effective collaboration. Equally, it will be important for NLS to capitalise on its position as Scotland's principal research library, given the key role that information, knowledge and creativity will play in promoting economic recovery.

Delivering the new Strategy

In order to meet these challenges, exploiting digital technology and widening access whilst continuing to fulfil its historic role, NLS agreed *Expanding our Horizons* (our three-year strategy building on its predecessor *Breaking through the Walls*) in March 2008. This strategy has four 'Core Themes' - Developing the Collections, Developing the Organisation, Building Relationships and - above all - Widening Access to Knowledge. The strategy, and these core themes, guides this Corporate Plan, aiming to put these strategic aspirations into practice.

As the biggest library in Scotland in terms of funding, staff and collections, the Library has a responsibility to provide support and leadership in fields such as librarianship, culture and the promotion of research and information. We see part of this leadership role as contributing to longer term thinking on the future role of NLS and of libraries in Scotland, and to the broader priorities of the Scottish Government.

Expanding our Horizons commits the Library to a number of ambitious, but achievable, goals. The three years to 2012 will involve a great deal of change, some highly-visible to our users such as the Visitor's Centre and more remote digital

services. Other changes will be less visible as we continue to develop our organisational capacity, skills and culture which place a high value on innovation, customer focus and continuous improvement. This will bring about better services, greater responsiveness to users' needs and further efficiencies in the way we organise ourselves. Out of such gains in efficiency, we will give priority to developing services which meet the needs of the public, the Scottish library community and other partners and we are committed to a rolling programme of investment in digital services.

The Library's Vision and Mission

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

2 Corporate Planning in the National Library

NLS has made a number of improvements in its business management during the last year. These include a closer integration of financial and operational planning, a Library-wide budget training programme, and a special SMT review of strategic priorities. Further developments will be introduced to improve the Library's effectiveness in delivering its priority services and projects, including improved performance information systems and the introduction of a strategic planning event for Trustees.

The Corporate Plan performs a dual role. As well as describing the most important actions and targets which the Library is committed to achieving in order to deliver the strategy, it is also a key formal mechanism for providing accountability to our main funding body, the Scottish Government. It demonstrates the relevance of our work programme to governmental priorities, taking particular account of the shift towards delivering 'outcomes' and the credibility of our plans to deliver them.

This Corporate Plan covers the 3 years from April 2009 to March 2012 – however, the Library's funding settlement from the Scottish Government is known only to 2011 (set out in Appendix 3), meaning that third-year plans are dependent on as-yet-unknown funding levels. The Plan follows the same structure as the Strategy *Expanding our Horizons*. The headings in Section 4 are the same as the chapter headings in the Strategy. The numbered sub-headings refer to the Strategy's 20 strategic objectives, providing a direct and simple link between the content of the Strategy and this Corporate Plan.

Unless otherwise stated, the baseline for all changes is the 2008/09 year.

Other key planning documents:

The Corporate Plan informs a range of other, more detailed planning documents at Departmental and Divisional levels. In addition, there are a number of other significant strategies and planning documents; others are:

- Capital Strategy (June 2007)
- Collecting Strategy (December 2008)
- People Strategy (October 2008)

3 Key Outcomes

Much of this plan is about the most important actions that we need to take in order to achieve our strategic goals. But it is important that we keep sight of the results or impact that we want to achieve as a result of all our actions. This section aims to summarise the strategic *outcomes* which NLS wants to see as a result of our activity in the period covered by this Plan. Ultimately, “Widening Access to Knowledge” is pre-eminent amongst the four strategic Core Themes that the Library has agreed as part of its strategy, and therefore outcomes are weighted towards this Theme. These outcomes will be refined into a new performance ‘scorecard’, consisting of our Key Performance Indicators and targets.

We have mapped these key outcomes to Scottish Government priorities and note key links below. We intend to propose data to the Scottish Government to consider for inclusion in the data comprising ‘Scotland Performs’ so that NLS activity can be directly associated with the achievement of national priorities. It is important also to note the ‘underpinning’ role of NLS in supporting implementation of all the Scottish Government’s national priorities; a wide range of people need access to relevant and accurate information, for effective research, to develop policy and to learn from best practice and the experience of others. Libraries - whether in universities, local communities or professional associations - play a key role in managing that information. As Scotland’s largest library, the National Library of Scotland therefore forms a crucial part of the ‘national information infrastructure’, and consequently makes an important contribution to all National Priorities, directly or indirectly.

NLS is developing business services principally through SCOTBIS, which works with a range of business support services such as Business Gateway, the Scottish Chambers of Commerce and the Scottish Institute for Enterprise to ensure Scottish businesses are aware of where they can gain access to information to ensure its competitive advantage. This is the only publicly accessible library in the UK providing free access, via to the web, to global company and industry data through its unique agreements with two major business information providers – Dun & Bradstreet and Frost & Sullivan. Providing access to 100 million businesses worldwide, usage of the website www.scotbis.com has risen by 55% over the last 12 months. In addition to direct support for business, NLS also contributes to skills development (through its wider services and access to collections), the creative industries such as publishing and cultural tourism. NLS will carry out more detailed work on how best to evaluate our contribution to the Economic Recovery Plan.

Developing the Collections

Outcome

NLS is widely acknowledged as the premier library for Scotland's research communities

How can this be measured?

Public, customer and stakeholder perceptions

Link to Scottish Government Outcomes

Better educated, skilled, renowned for research and innovation

The collections (both physical and digital items) are in good condition

- Items deteriorated or lost
- collections kept in good environment

Take pride in a strong, fair and inclusive national identity

We collect Scottish material more completely

- Benchmark NLS collecting against available publishing data

Better educated, skilled, renowned for research and innovation

Users find the material they search for

Analysis of customer use, search behaviour etc

Better educated, skilled, renowned for research and innovation

Developing the Organisation

Outcome

The organisation is more efficient
We generate income and raise funds

How can this be measured?

Costs per service/overhead funds raised

Link to Scottish Government Outcomes

Public services high quality, improving, efficient
Public services high quality, improving, efficient

The organisation is more sustainable

Metrics on energy, waste, water

Reduce the environmental impact

Our staff are skilled and motivated
Increase NLS staff published research

(staff survey, staff profiles/ratios)
Research published

Public services high quality, improving, efficient
Better educated, skilled, renowned for research and innovation

Building Relationships

Outcome

Enhanced reputation of NLS amongst public, LIS community

How can this be measured?

- Media coverage (AEV)
- Qualitative measure (positive/negative)
- Extend to include blogs/ internet

Link to Scottish Government Outcomes

Take pride in a strong, fair and inclusive national identity

Effective strategic collaborations

Documented, evaluated collaboration

Widening Access to Knowledge

Outcome

Increased use of collections

How can this be measured?

Number of items - especially digital

Link to Scottish Government Outcomes

Better educated, skilled, renowned for research and innovation

Loans made for display

Number of items/distribution

Take pride in a strong, fair and inclusive national identity

Customer satisfaction measure
More customers

Regular survey
As readers, visitors, and digital users, especially amongst key target groups:

Public services high quality, improving, efficient
Public services high quality, improving, efficient

- Business use
- Researchers

- First time users
- 'hard to reach groups'
- Cultural tourists

- Scotland most attractive place to do business in
- Better educated, skilled, renowned for research and innovation
- Young people are successful learners
- Tackle significant inequalities
- Realise our full economic potential

4 Developing the National Collections

The National Library of Scotland has extensive and diverse collections with over 14 million printed items along with extensive manuscript and increasingly important digital collections. They cover every field of knowledge and span the centuries from the most historic to the most current. Our intake is constant - most of the 6,000 new items we receive each week are collected under Legal Deposit privileges.

NLS agreed an over-arching Integrated Collection Strategy, for the first time, in December 2008 and implementing the strategy across the many different collections types will take a number of years. This will ensure that our collections are managed in the most consistent and professional way, within the financial means available.

A key development from 2009 is the transfer of the Agency for Legal Deposit Libraries from London to Edinburgh. This allows a much greater integration of the collective Legal Deposit collection process (including cataloguing) with the handling of NLS intake. We expect this not only to deliver significant efficiencies for NLS, but also to permit NLS to collect more Scottish material.

The mission of NLS includes the responsibility to manage, preserve and add to these collections; but NLS also has responsibilities to the wider library, archive and information interests throughout Scotland. As the largest and best funded library in Scotland, we must ensure that we can support the effective stewardship and use of Scottish collections where we can make an effective contribution.

1.1 We will seek to conserve all NLS collections (physical and digital), preserving them from deterioration and protecting them from fire, theft or any other threat.

Objective	Actions 2009/10	Actions 2010/11	Actions 2011/12
Establish preservation priorities	Produce a high level statement to take account of all formats (digital and non-digital) by June 2009, and taking account of lessons from recent flood incidents.	Audit actions taken and required for these items, in view of the Integrated Collecting Strategy	Review
Ensure NLS keeps pace with innovations in digital preservation (DP)	Convene a group to scope needs and skills, capture and focus the library's existing expertise; deliver a DP strategy	Implement strategy	Implement strategy

Objective	Actions 2009/10	Actions 2010/11	Actions 2011/12
	by September 2009		
Extend a consistent programme of collection audit through collections	Audit agreed number of items	Audit agreed number of items	Audit agreed number of items
Encourages a culture of security consciousness throughout the Library	Develop a Security Plan and begin implementation	Implement	Implement

1.2 We will aim to collect all Scottish material more proactively, including those in non-English languages (such as Gaelic and ethnic minority languages).

1.3 We will collect non-Scottish material which we consider is, or will be, of interest to users in Scotland.

Objective	Actions 2009/10	Actions 2010/11	Actions 2011/12
Amend NLS collecting policies for all types of material in view of the new Integrated Collecting Strategy	Write, and begin implementation of, subordinate policies by June 2009. Develop proposals for a possible Scottish Sound Archive.	Implement	Implement
Improve collection of Scottish material through the re-located Agency for Legal Deposit Libraries	Evaluate and learn from ALDL performance in its first year	Increase in Scottish collections received	Increase in Scottish collections received
Improve the collection and use of Gaelic items	Develop and implement a Gaelic Language Plan, leading to increased use and understanding of Gaelic collections	Implement	Implement

1.4 We will increase our commitment to the digital NLS and associated ICT infrastructure, by reallocating resources achieved through efficiency gains, and by re-prioritising the use of grant-in-aid.

Objective	Actions 2009/10	Actions 2010/11	Actions 2011/12
Develop and implement a three year digitisation plan.	Implement, including digitisation of 1500 books from the Gaelic Book Collections by September 2009	Implement according to agreed programme.	Implement according to agreed programme
Develop, and improve performance of and investment in Digital Library services.	Transfer £150,000 funding from physical to digital services; Review the effectiveness of the digital library changes made in September 2008 to assess their impact and whether more areas can be embedded into the general activities of the Library	Transfer £150,000 funding from physical to digital services.	Review/take stock.

1.5 We will work to enhance and enable access to those other Scottish library and archive collections which are distributed throughout a wide range of organisations and places, by providing services, advice and support to others.

Objective	Actions 2009/10	Actions 2010/11	Actions 2011/12
Contribute to the adoption of best practice in Scottish libraries, eg on preservation and collection management	provision of support and advice both directly and through support for networks such as <i>Rare Books in Scotland</i>	provision of support and advice both directly and through support for networks	provision of support and advice both directly and through support for networks
Help to bring library, archive and museum communities together in pursuit of common aims to improve access and preservation of digital collections	Participate in networks such as Digital Access Scotland; develop services such as hosted repositories, digitisation.	Networking, service development and implementation	Networking, service development and implementation

Developing the Organisation

There are a number of important internal and external factors which NLS must take account of in planning the development of the organisation. We need to ensure that we have the right resources, business processes, skills and knowledge to meet our goals. These increasingly require investment in new ways of doing this, usually digital, whether in collecting material, providing access or providing the most effective 'back office' services. NLS is investing extensively in leadership and management development training and introducing simpler organisational structures which reduce unnecessary proliferation of management posts. Work to integrate the processes of the Agency for Legal Deposit Libraries (which re-located to Edinburgh in February 2009) with NLS activities is a further key challenge and opportunity.

This Plan has been prepared in full understanding of the Scottish Government's expectation that public bodies will make an effective contribution to the stated national outcomes. This includes both the need to generate efficiency savings and to collaborate and share services with partner organisations, especially with NMS and NGS as part of the More Effective Government programme. NLS needs to maintain compliance with regulations in expanding fields ranging from employment law and Health and Safety to the environment and equality.

In terms of infrastructure, we are re-examining our property needs, taking account of possible collaborative options both in Edinburgh and the West of Scotland (where the Scottish Screen Archive is sited and needs to be relocated). The nature of investment in IT infrastructure, fundamental to the provision of the digital services which are increasingly at the heart of NLS work, will also take account of the scope to co-operate with other bodies. Business cases for specific proposals will be developed for Scottish Government consideration.

We will continue the work of recent years in reviewing the functioning, roles and responsibilities of the Board, so as to ensure the best possible governance arrangements, within the context and constraints of our legislative foundations (which stem from the 1925 National Library of Scotland Act).

2.1 We will improve the organisation by focusing on the customer; by ensuring that we have good information on our performance and on the difference we make; by being flexible, managing risk and by avoiding unnecessary bureaucracy.

Objective	Actions 2009/10	Actions 2010/11	Actions 2011/12
Develop an organisational culture of high performance that aligns individual contribution with reward, ensuring that applied skills, attitudes and behaviours meet the needs of the organisation's strategy and values	Complete a pay and grading review, including implementation plan; Deliver a library-wide competency framework; Review skills requirements and deliver a programme of staff development; Revise performance management policies	Implement	Implement
Implement a common approach to governance, risk and compliance to ensure that these procedures are integrated into NLS business processes and decision making	Complete a review of existing arrangements and recommend improved procedures; Develop and implement a security plan; Introduce a corporate travel policy; Implement procedures for environmental compliance; Implement corporate procurement policies and procedures	Implement	Implement
Improve the performance information available to managers, trustees, public	Roll-out a corporate performance management information system, bringing real-time desk-top access to key performance information for at least 10 managers by December	Roll out to all managers	Maintain and develop
Improve governance, accountability of NLS and its Board	Ensure that the Governance Working Party receives the support it requires to achieve its programme of activities within its agreed timescales.		

2.2 We will become more efficient by scrutinising our services in order to reduce duplication and low-priority activity; by automating processes; by sharing back-office and other functions with appropriate partners where this will free up resources; and by rationalising the NLS estate and developing services and property collaboratively.

Objective	Actions 2009/10	Actions 2010/11	Actions 2011/12
Introduce efficiencies by improving processes and increasing income generation	Deliver £450,000 efficiency savings; Implement a corporate process mapping framework, set up a corporate process database, confirm process savings targets; Identify a programme of corporate process improvement; Set targets for all areas of income generation	Deliver further annually recurring efficiency savings of £450,000	Review
Develop shared services and systems with partner organisations (especially NMS and NGS in the context of 'More Efficient Government')	Move to a common Finance system and evaluate a common Human Resources platform; Evaluate shared system for the creation and management of digital assets, including resource discovery; Pursue the possibility of shared storage facilities for collections at Granton	Continue to implement; analyse procurement activity with the aim of identifying opportunities for shared procurement	Continue to implement
Evaluate the best way to re-locate the Scottish Screen Archive and provide access to NLS collections in west Scotland	Carry out feasibility study by September 2009 and present funding case to Scottish Government	Take forward according to project plans/funding	Take forward according to project plans/funding
increase the capacity of the existing buildings to provide an additional five years collections storage space	Produce a project plan for implementing space planning strategy; implement the accommodation plan	Take forward according to project plan	Take forward project plan

Agency for Legal Deposit Libraries

Objective	Actions 2009/10	Actions 2010/11	Actions 2011/12
Evaluate operation of Agency for Legal Deposit Libraries (ALDL) in its first year	Gather/analyse feedback from NLS staff and partner Libraries; take remedial action to address any identified weaknesses within agreed timescales; Ensure that ALDL agrees a three year plan and budget	Implement Plan	Implement Plan

2.3 We will make sure that our staff have the skills and knowledge NLS needs to implement our strategic goals. We will share such knowledge widely, communicating in Plain English internally and externally. We will encourage research and innovation by our staff.

Objective	Actions 2009/10	Actions 2010/11	Actions 2011/12
Ensure NLS has the staff resources and expertise needed to deliver strategic goals	Implement People Strategy and associated policies (Leadership and Management, Pay and Reward) and appropriate structural change; Achieve <i>Investors in People</i> accreditation.	Continue	Continue
Develop opportunities for NLS staff to carry out and publish research, implementing NLS Research Strategy	Continue to participate in jointly-funded AHRC PhD studentships; continue to seek partners for further studentships	Continue	Continue

2.4 We will contribute to, and where appropriate lead, Scottish policy development in fields where we have expertise.

Objective	Actions 2009/10	Actions 2010/11	Actions 2011/12
Develop long term analysis and vision for role of NLS	Complete research project into the future of national libraries in small countries and disseminate	Use to contribute to the CSR 2009 and to NLS strategy development	-
Influence development of Intellectual Property (IP) policy in Scotland to maximise education and creativity	Develop and communicate progressive policy for IP/copyright amongst LIS and other relevant communities	Continue	Continue

2.5 We will aim to increase the resources available to the Library from non-Government sources by developing and implementing a sustainable fund-raising programme.

Objective	Actions 2009/10	Actions 2010/11	Actions 2011/12
Promote the development and fund-raising needs of the library	consult and involve potential donors; increase our donor base by 10%	increase our donor base by 20% (2008 baseline)	increase our donor base by 30%
Deliver the fundraising Campaign for the John Murray Archive	Generate £1.1 million from philanthropic sources	Reach £6.5m by March 2011	-
Increase unrestricted income to NLS from non-government resources	Increase by 5%	Increase by 10% (from 2008 baseline)	Increase by 15%

Building Relationships

NLS needs to work collaboratively with a range of bodies in order to achieve our strategic goals. We also recognise that collaboration is essential if we are to achieve our potential contribution to national political priorities and examples of this work in partnership appear throughout this Plan. Our close working with other Legal Deposit Libraries in the UK (including the British Library) ensures that there are definitive catalogue records for all national publications. We collectively manage and preserve digital resources (as we have long done for print). This work is further deepened by NLS taking responsibility for the Agency for Legal Deposit Libraries (ALDL) in February 2009. For much customer-focussed activity such as exhibitions, events and loan of items, collaborative working is increasingly the norm.

We will therefore develop relationships with internal and external customers that will enhance our reputation, fundraising, communications, marketing, education and government relations to better serve our customers, government expectations and the future of NLS. This work ranges in scope from outreach work with local communities within Scotland to international collaboration in India, America and many other places across the world, reflecting the increasingly outward-looking nature of the Library and our ability to capitalise on advances in communications technology and digital developments.

Key market sectors/audiences that we will work with include the Scottish Library and Information Services community and key Scottish, UK and international networks in this field, Scottish businesses, the Scottish research community and the general public. In specific terms, we will

- develop parallel strategies and collaborative processes to increase public and sector awareness of the services and value of NLS which in turn will impact on public learning and creativity;
- educate NLS staff about NLS services and resources and our customer needs;
- build collaborative partnerships, where there are available resources to support partnership working, with other organisations who share similar goals, and who are willing to enter into partnerships;
- lead on the development of a strategy to secure funding from non-government sources to support the development of NLS services and collection, and steward all those who support our efforts.

3.1 We will act as a national centre of excellence for Scottish libraries, helping to support best practice in the interpretation and preservation of significant Scottish library collections held both by NLS and by partners

Objective	Actions 2009/10	Actions 2010/11	Actions 2011/12
Develop strategic partnerships that utilise, disseminate and showcase the collections and expertise of NLS	Review partnership working; Develop strategic framework	Partnership framework implementation	Evaluate Partnership framework
Achieve 50% awareness, understanding and usage of NLS collections and services amongst public libraries in Scotland	Establish forum to identify means of engagement and/or service delivery to public libraries in Scotland; Develop sustainable agreements with participatory public libraries	Collaborative agreements to deliver NLS services in public libraries reached with 25% of public libraries in Scotland	Agreements to deliver NLS services in public libraries in Scotland reached with 50% of public libraries

3.2 We will collaborate with national, cultural, research and education institutions on both the practical and the strategic level, to improve service delivery and to provide new opportunities for the public to explore and enjoy the nation's collections

Objective	Actions 2009/10	Actions 2010/11	Actions 2011/12
Deliver a national programme of education and outreach that supports the work of the Scottish Government's National Curriculum for Excellence	Undertake review of education and outreach services Develop learning plan for 2010 - 2012	Delivery of learning plan	Delivery of learning plan
Deliver a high quality programme of exhibitions and public events and communications that will position NLS as a cultural destination	Evaluate success of exhibition plan 2004-2009; Develop exhibition plan for 2009-2012 including major summer exhibition on the Homecoming theme and another exhibition on Scottish theatre; Develop and deliver NLS event strategy and programme; Increase subscriptions to NLS e-newsletter by 10%; Increase <i>Discover NLS</i> readership by 5%;	Deliver and support one long-term and two temporary public exhibitions and ongoing public events programme; Increase e-newsletter subscriptions by 10%; Reduce print production by 10%.	Deliver and support one long-term and two temporary public exhibitions and ongoing public events programme; Increase e-newsletter subscriptions by 10%; Reduce print production by 10%.

Objective	Actions 2009/10	Actions 2010/11	Actions 2011/12
	Reduce print production by 10%.		
Recover 20% of exhibition costs from non-government resources	Develop sponsorship infrastructure Identify potential sponsorship partnerships and target to develop Memoranda of Understandings	Recover 20% of exhibitions costs Retain 25% of sponsors	Recover 25% of exhibition costs Retain 25% of sponsors
Engage key audiences with appropriate NLS activity and services	Expand NLS' network of supporters Collaborate with organisations across the educational, literary, cultural and business sectors to maximise opportunities to engage with NLS	Expand NLS' network of supporters; Continue collaborations	Expand NLS' network of supporters Continue collaborations

3.3 We will work closely with Scottish, UK and international library and information networks which will enhance the development of services and the sharing of knowledge, including those in the public, private and not-for-profit sectors

Objective	Actions 2009/10	Actions 2010/11	Actions 2011/12
Disseminate and share best practice and knowledge within the sector on a national and international level Support Scottish Government International Strategy objectives	Ensure appropriate NLS representation on library standards-development bodies Contribute /participate in at least two national conferences or initiatives within the sector	Contribute/participate in 1 international and 2 national initiatives within the Library and/or Cultural sector	Contribute/participate in 1 international and 2 national initiatives within the Library and/or Cultural sector
Develop NLS brand as a national and international resource	Develop NLS Brand Manual Develop and deliver Media and PR communications strategy Deliver a digital marketing and e-communications strategy to market the Library collections and services and facilitate online customer usage	Implement brand management guidelines across NLS; Identify/deliver cross-organisation marketing opportunities within educational, library, literary, cultural and business sectors	Continue
Enhance staff knowledge and understanding of areas of work across NLS at all levels	Develop and implement internal communications channels to improve internal understanding of all services;	Implement internal communications; Develop/launch new	Implement internal communications channels.

Objective	Actions 2009/10	Actions 2010/11	Actions 2011/12
	Commence review of current Intranet role in internal communications	Intranet to enhance dynamic internal communications	
Develop links with all sectors of the LIS community in Scotland	Working with regional groups and individual organisations, including SLIC, SCURL and SDLC as appropriate	Continue	Continue

3.4 We will manage relations with the Scottish Government to maximise the contribution which NLS can make in supporting national priorities, within the mission of the Library

Objective	Actions 2009/10	Actions 2010/11	Actions 2011/12
Maintain and build relations with the Scottish Government to engage with NLS services and developments	Develop/deliver a focused programme of external affairs to engage MSPs and Scottish Government executives	Continue programme	Continue programme
Reflect and support national priorities in our education and outreach strategy, and all work of NLS	Benchmark NLS activity against national priorities	Continue	Continue
Respond to and influence Scottish Government public sector reform policy	Contribute to Scottish Government policy on the review of the public sector landscape	Contribute to Scottish Government policy	Contribute to Government policy

3.5 We will maintain awareness of the needs of our various user (and potential user) communities through market research, consultation and involvement, in order to develop our services in the most appropriate way

Objective	Actions 2009/10	Actions 2010/11	Actions 2011/12
Identify the needs of NLS customers and potential customers to evaluate use and understanding of NLS services, and inform service development and delivery	Identify and segment core audiences; Undertake stakeholder consultation; Assess current website usability, redesign and build new site to reflect customers needs	Continue service improvements	Continue service improvements
Increase awareness and engagement of a diverse Scottish and international audience with NLS services	Guide users to appropriate services increasing usage (physical/digital) by 15%; Ensure NLS makes full use of emerging technologies.	Increase physical and digital usage by 15%;	Increase physical and digital usage by 15%;
Deliver strategic programme to increase use of NLS collections, expertise and services by first-time users	Public awareness campaign underway December 2009 First-time users increased by 5%	First time users increased by 10% (from 2008 baseline)	First time users increased by 15% (from 2008 baseline)

Widening Access to Knowledge

The scope for widening access to knowledge, and to the collections and expertise held at NLS in particular, lies principally through effectively harnessing digital technologies. The demand we encounter for many traditional library services - document supply, reader visits and enquiries - is largely stable, or in some cases falling. In contrast, the take-up of digital services - such as web site usage, and remote access of digital resources - is growing fast. A key challenge for us is to determine when to switch investment from maintaining on-site services (which still consume most NLS resources) to digital services.

NLS has made great improvements (and with increased investments) in events and exhibitions, often attracting new audiences. We now aim to consolidate this activity, ensuring that we maximise the learning outcomes derived from such events. We will ensure that our cataloguing activity is as effective as possible within the resources available, processing new material in a timely fashion and tackling systematically the historic legacy of material which have no online catalogue records. In order to achieve this, many items will have shorter catalogue records.

We will further develop our online resources, digitising unique or appropriate in-demand material and increase user-friendly search services. We will develop and firm up so-called Web 2.0 services, making resources available on social networking sites where this helps them to be found and used, and developing interaction with our users.

By no means last, we commit to maintaining and extending the NLS profile in Scotland and beyond, which has increased the visibility and awareness of NLS in recent years amongst the public, researchers, librarians and others with a stake in Scotland's national library.

4.1 We will provide permanent on-site services such as reading rooms, events and exhibitions for a wide range of visitors, from scholars to tourists.

Objective	Actions 2009/10	Actions 2010/11	Actions 2011/12
Provide improved experience for drop-in visitors and readers at George IV Bridge	Complete the Visitor Centre project by September 2009		
Enable the Scottish public, business and research communities to learn about NLS collections, taking account of the Scottish Government priorities	Organise 26 public events per year, involving increased targeting of audiences, and 35 reader workshops	organise 26 public events per year	organise 26 public events per year
Maintain and improve high quality reading room services	10% increase in new and short-term customers declaring that they are 'very satisfied' with the overall quality of service (2008 baseline: 48%)		

Objective	Actions 2009/10	Actions 2010/11	Actions 2011/12
	Carry out a review of our reading room facilities and resources to ensure they meet the needs and expectations of our users in the 21 st century		

4.2 We will make a wide range of digital resources accessible through our website, in virtual learning environments and through other communications media which are effective in promoting the use and discovery of collections.

Objective	Actions 2009/10	Actions 2010/11	Actions 2011/12
Extend content on NLS websites	Add 14,000 digital images with internal resources; 180,000 with external resources and 2,500 additional records to the SCOTBIS website	Add 16,000 digital images with internal resources; 200,000 with external resources	Review targets
Improve remote access to our collections through increased visibility on NLS website, better promotion both individually and via search tools and by contributing content into useful educational learning resources	Increase use of licensed digital resources by 50%, targeting educational virtual learning environments particularly the Learning and Teaching Scotland 'glow' resource for Scottish Schools	Increase use of licensed electronic resources by 100% (from 2008 baseline)	Increase use of licensed electronic resources by 150% (from 2008 baseline)

4.3 We will improve remote access to our collections and expertise by responding to user enquiries, by finding new ways for our users to interact with us, and each other, to share their expert knowledge and by lending more items to libraries, museums and cultural bodies for display.

Objective	Actions 2009/10	Actions 2010/11	Actions 2011/12
Deal with user enquiries effectively	Establish, implement and monitor consistent standard meeting best customer practice	implement and monitor	implement and monitor
We will develop a range of specific services giving users better remote access including smart cards, electronic registration and e-resources	Roll out the Remote Access Programme	Continue implementation of the Remote Access Programme	Complete implementation of the Remote Access Programme
Develop further access to our collections in the users' own social space including appropriate controls for online delivery and update	Upload 1000 new collections/sets/films based on curatorial recommendations to Flickr, Youtube etc	Upload 1000 new collections/sets/films to Flickr, Youtube etc	Upload 1000 new collections/sets/films to Flickr, Youtube etc
Develop a web 2.0 strategy for NLS (to include blogging, Facebook etc)	Complete strategy by June 2009; Deliver two social networking projects	Implement according to strategy/programme	Implement according to programme

4.4 We will make it easy for people to find any item from the collections by developing search services which users experience as easy, simple and seamless; by making sure incoming material is catalogued quickly, to an appropriate standard; and by expanding our digitisation programmes, so that users have online access to searchable full-text resources and images.

Objective	Actions 2009/10	Actions 2010/11	Actions 2011/12
Disclose 70% of our physical document intake through the library's catalogues within 10 days of receipt	Implement and maintain standard	Maintain/review standard	Maintain standard
Reduce amount of un-catalogued material in NLS (2008-09 baseline)	Extend manuscripts catalogue as these collections are the least catalogued and intrinsically unique. Reduce un-catalogued material by 5%	Reduce un-catalogued material by 10% (from 2008 baseline)	Reduce un-catalogued material by 15% (from 2008 baseline)
Convert card/paper catalogues to useful online records by 2012	Identify funding for retrospective cataloguing/indexing, from both internal and external resources; set targets	Implement	Complete all retro-conversion work

Objective	Actions 2009/10	Actions 2010/11	Actions 2011/12
Improve the quality of the Library's catalogue	Upgrade a minimum of 15,000 records	Upgrade a minimum of 15,000 records	Upgrade a minimum of 15,000 records
Make our search services easier to use and more joined-up	Evaluate and develop 'Aquabrowser' keyword search (introduced December 2008)	Develop, implement	Develop, implement.

4.5 We will promote the Library, its collections and services by publicising NLS to Scottish and international audiences; by working alongside - and responding to the needs of - Scottish professional library and information science communities; and by supporting the production and dissemination of research based on the Library's collections.

Objective	Actions 2009/10	Actions 2010/11	Actions 2011/12
Maintain our media profile; measure public familiarity and favourability (via survey on awareness and perceptions)	Maintain Advertising Value Equivalent (AVE) at above £1.6 million	AVE £1.6 million +	AVE £1.6 million +
We will disseminate knowledge of the Library's collections through innovative media	We will add film clips, webcasts and podcasts to the internet, showcasing NLS collections and how to access them (eg using recent development of staff skills in film production)	Continue (scale dependent on resources)	Continue (scale dependent on resources)

Resources

	Mid Year Review 2008/9	Budget 2009/10	Forecast 2010/11	Forecast 2011/12
EXPENDITURE				
Staff Costs	9,741,186	9,676,446	10,100,000	10,100,000
Non Staff Costs				
Cafe	-	-	-	-
Director of Customer Services	45,566	51,366	51,400	51,400
Cataloguing & Metadata Services Division	29,844	25,037	25,000	25,000
Front of House	-	5,000	5,000	5,000
Inter-Library Services	3,841	-	-	-
Enquiries & Reference Services Division	56,660	28,431	28,500	28,500
Scotbis Division	6,036	5,810	5,800	5,800
Shop	14,550	39,426	39,400	39,400
Customer Services	156,497	155,070	155,100	155,100
Director of Collections & Research	81,416	32,600	32,600	32,600
Legal Deposit & Modern Collections Division	193,703	215,400	215,400	215,400
Maps Division	18,200	19,738	20,000	20,000
Manuscripts Division	23,180	40,315	40,300	40,300
Preservation & Conservation - Conservation	146,226	96,957	97,000	97,000
Preservation & Conservation - Reprographics	92,557	98,766	99,000	99,000
Preservation & Conservation - Support	13,351	38,010	38,000	38,000
Rare Books Division	10,740	9,926	10,000	10,000
Scottish Screen Archive	63,200	60,050	60,000	60,000
Collections & Research	642,573	611,762	612,300	612,300
Education & Interpretive Services	185,379	160,177	160,200	160,200
Director of Development & External Relations	10,000	24,620	25,000	25,000
Fundraising	67,488	80,115	80,100	80,100
Marketing Services	167,140	253,530	255,000	255,000
Development & External Relations	430,007	518,442	520,300	520,300
Director of Corporate Services	118,683	212,227	212,300	212,300
Estates - Summary	1,913,221	2,710,200	2,004,800	2,004,800
Digital Library Division	203,543	131,492	131,500	131,500
Finance Division	113,169	88,976	89,000	89,000
Human Resources Division	220,001	236,144	236,200	236,200
Information Technology Division	573,544	483,924	484,000	484,000
Corporate Services	3,142,161	3,862,963	3,157,800	3,157,800
Support Unit	1,200	640	600	600
Chief Executive & National Librarian's Office	237,941	34,736	34,800	34,800
Strategic Policy	7,152	18,250	18,300	18,300
Trustees	6,060	7,800	7,800	7,800
National Librarian & Chief Executive's Office	252,353	61,426	61,500	61,500
Total Other Costs	4,623,591	5,209,663	4,507,000	4,507,000
TOTAL EXPENDITURE	14,364,777	14,886,109	14,607,000	14,607,000
INCOME				
Grant In Aid	13,734,000	13,689,000	13,995,000	13,995,000
Other Grant	86,320	82,288	82,000	82,000
Other Income	476,748	497,905	500,000	500,000
Bank Interest	171,300	30,000	30,000	30,000
TOTAL INCOME	14,468,368	14,299,193	14,607,000	14,607,000
SURPLUS/(DEFICIT)	103,591	(586,916)	-	-

Notes:

1) Grant In Aid totals shown are as indicated by Scottish Government for 2009/10 and 2010/11. Grant Allocation has not been confirmed beyond 2010/12

2) The forecasts are indicative only. The National Library of Scotland is committed to managing its operational activities within grant allocation.

Furthermore the Library is committed to making efficiencies as outlined by Government and re-allocating funds to digital services.

Whilst these strategic objectives are agreed, they have not been clearly articulated in financial terms.

3) The National Library of Scotland is on a one-year pay deal due to end on 31 July 2009

4) There is a higher spend in the budget 2009/10 relating to exceptional repairs in that year.

5) There was a reorganisation of Directors responsibilities during 2008/9 and this makes direct comparison between 2008/9 and 2009/10 more complicated.

6 Performance Review

Summary review of 2008/09

NLS continued to make progress on a number of significant new projects and initiatives including work on the new Visitor Centre, the integration of the staff and collections of the Scottish Screen Archive, and the opening up of the archive of the publisher John Murray). At the same time the Library maintained, and in many cases developed or improved, the wide range of core activities that remain fundamental to its operation - the acquisition, cataloguing and secure storage of some 6,000 new items received each week; and the continuous work to provide access to the collections through reading rooms, exhibitions, outreach and through web services; and the provision of the necessary support services which enable all this to take place efficiently.

In terms of measuring overall performance at the highest level, NLS has used a set of Key Performance Indicators (KPIs) for five years. These measures show, at an aggregated level, the performance of the Library in many of these routine but essential activities. In addition to these statistical measures, each Director prepares a qualitative report to the Senior Management Team on key strategic themes such as 'widening access' and 'collection development' twice a year. The figures for 2008/09 are set out in below including a brief commentary. More detailed statistical information is provided in the next section.

Key Performance Indicators

KPI 1- Items added to the collections

Outturn	2007/08	difference
272,886	275,768	-1%

Comment: a further slight decline in item received is reported. Future figures will be influenced both by the implementation of the NLS Integrated Collections Strategy and the performance of the Agency for Legal Deposit Libraries, which relocated to Edinburgh in February 2009.

[KPI 2 Legal Deposit intake - indicator under development]

KPI 3 - Number of digital images created

Outturn	2007/08	% difference
45,029	11,925	+278

Comment: the significant increase in digital images created is largely a result of the outsourced Internet Archive collaboration.

[KPI 4 Condition of collections - indicator under development]

KPI 5 - Reader visits

Outturn	2007/08	% difference
71,495	68,819	+4

Comment: recent increases in overall reader numbers have continued; reader visits to the Map Library fell by 9%.

Equalities Monitoring (percentage of readers)

Male	49	Declaring disability	3
Female	51		
		Under 26	37
White	89	Aged 26-65	54
Asian/Black/other	11	Over 65	10

Comment: the profile of our readers remains broadly similar. The low numbers of people declaring themselves to have a disability remains a cause of concern.

KPI 6 - Reader satisfaction [readers 'very satisfied' with NLS service quality]

Outturn	2007/8	difference
82%	71%	+11%

Comment: while the significant increase in satisfaction reported by users is welcome, the survey also suggested that first time readers were rather less likely to report 'very satisfied', and this will be a focus of future customer development work.

KPI 7 - Cataloguing

Outturn	2007/08	% difference
78,732	73,337	+7

Comment: these figures represent catalogue records created for books, music and maps.

KPI 8 - Visitors to events, exhibitions and education

Outturn	2007/08	% difference
62,048	47,761	+30

Comment: The considerable increase in activity has continued. However, these figures exclude certain events organised by collections-based staff, which will be included in future figures

KPI 9 - Use of website (user sessions)

Outturn	2007/08	% difference
N/A	3,557,154	-

Comment: the methodology for recording website use is under review.

KPI 10 - Use of collections (items used)

Outturn	2007/08	% difference
382,913	349,295	+10

Comment: these figures include use of digital resources, which are included in collection use figures for the first time.

KPI 11 - Enquiries

Outturn	2007/08	% difference
83,149	79,201	+5

Comment: The modest increase is mostly accounted for by increased enquiries to ScotBis and SSA.

KPI 12 - Website reliability

Outturn	2007/08	difference
99.8%	98.7%	1.1% points

Comment: a slight improvement is evident.

[KPI 13 - Processing intake - indicator under development]

KPI 14 - Media profile

Outturn	2007/08	% difference
£2,393,444	£1,612,178	+48

Comment: a further significant increase in media profile continues recent trends.

KPI 15 Public awareness

Outturn	2006/07	difference
40%	50%	-10% points

KPI 16 - Staff absence (average days per employee)

Outturn	2007/08	% difference
13.5	14.6	-8

Comment: the introduction of a corporate Absence Management Policy in late 2008 appears to have begun to have a beneficial effect.

KPI 17 - Funds raised and/or pledged

Outturn (£)	2007/08	difference
£1,234,206	£1,423,145	-13%

Comment: to follow

KPI 18 - IT (Network) reliability

outturn (%)	2007/08	difference
99.85	99.52	+0.26% points

Comment: little change in network reliability is evident.

For the 2009/10 year, there will be a number of changes to the KPIs: KPIs 2, 12, 13 and 18 will be discontinued; new KPIs will be added for Research outputs created, Sustainability and for Equalities.

Performance Information 2008/09

Access

Users In Person	2004/05	2005/06	2006/07	2007/08	2008/09
Reader visits	59,485	60,158	60,370	68,819	71,495
Shop customers	6,678	14,428	7,186*	-	-
Exhibition visitors	29,990	20,193	15,793	44,451	57,780
Events Visitors	3,372	4,512	4,801	3,231	4,268
School children attending workshops	668	867	736	3,305	2,464
Self-service Photocopies	224,141	215,603	153,243	126,327	109,516

* NLS shop closed for building works on the visitor centre from late 2006.

Reader Profile (%)		2004/05	2005/06	2006/07	2007/08	2008/09
Age	Under 26	31.1	37.5	38.4	39.4	36.5
	26-64	59.2	55.6	53.7	52.2	54.3
	65+	9.7	6.8	7.9	8.3	9.2
Disability?	Yes	3.0	2.7	2.6	3.4	2.9
	No	97.0	97.3	97.4	96.6	97.1
Ethnic Group	White	89.1	90.2	89.0	87.8	88.8
	Asian	7.8	7.4	8.0	8.1	6.9
	Black	1.4	0.8	1.1	1.5	1.4
	Other	1.7	1.6	1.9	2.6	2.9
Gender	Male	50.5	49.2	47.8	47.4	49.1
	Female	49.5	50.8	52.2	52.5	50.9

Enquiries	2004/05	2005/06	2006/07	2007/08	2008/09
Enquiries (in person/post/email/telephone)	75,800	73,069	72,940	69,279	73,323
Inter-library requests	12,201	10,290	9,792	9,922	9,826
TOTAL	88,001	83,359	82,732	79,201	83,149

Digital library	2004/05	2005/06	2006/07	2007/08	2008/09
Web sessions	1,299,214	2,081,333	3,242,432	3,557,154	2,410,070 *
Digital images [cumul.]	30,448	40,888	62,483	74,408	119,437

* methodology under review

Items Used	2004/05	2005/06	2006/07	2007/08	2008/09
General Reading Room	246,329	289,941	287,171	287,122	272,839
Microform Room	5,242	6,677	6,853	4,872	4,969
Rare Books	9,482	8,832	8,503	10,691	17,524
Manuscripts	14,427	14,456	15,117	14,802	15,354
Maps	36,936	33,506	26,061	28,393	25,824
Scottish Screen	-	-	-	1,688	1,956
Lending collection	2,776	1,621	1,527	1,727	1,357
Digital items *	-	-	-	-	43,090
TOTAL	291,540	355,033	345,232	349,295	382,913

* included for the first time in 2008/09

Collection Management

Acquired	2004/05	2005/06	2006/07	2007/08	2008/09
Printed books, maps	309,091	298,003	288,690	275,768	272,886

Cataloguing	2004/05	2005/06	2006/07	2007/08	2008/09
Printed Books	79,967	74,903	70,392	67,690	70,937
Serial issues	129,454	156,623	151,573	138,514	145,422
Music	688	647	2,552	2,141	2,431
Maps	3,430	2,891	3,837	3,506	5,364
Manuscripts *	1,209	44.74m	16.06m	60.48m	24.45m
TOTAL	214,748	235,064	228,354	211,851	224,154

* With effect from 2005/06, manuscript cataloguing activity has been measured by metres of material listed (these figures not included in total).

Conservation	2004/05	2005/06	2006/07	2007/08	2008/09
Items treated	9,045	13,418	9,700	17,173	19,034

Other Measures

Staff research	2005/06	2006/07	2007/08	2008/09
Staff works published	12	39	47	48

Human Resources	2004/05	2005/06	2006/07	2007/08	2008/09
Sick absence (average days per person)	10	11	14	15	14
Training (days) *	1,331	1,617	2,275	2,459	1,658

* Includes external and internal staff development; Gaelic classes, conference/ seminar attendance; health & safety & ICT training.

ICT reliability	2005/06	2006/07	2007/08	2008/09
Reliability of ICT network (%)	99.3	99.5	99.5	99.9

Public awareness	2004/05	2005/06	2006/07	2007/08	2008/09
Reported public awareness of NLS	20%	31%	50%	(not measured)	40%
Media Coverage *	£921,556	£1,003,728	£1,227,117	£1,612,178	£2,393,444

* Media coverage is measured by 'Equivalent Advertising Value' (EAV), a computation of the value of media coverage received by NLS.

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