

National Library of Scotland

Library Plan 2020-21



684. Glacier des Bossons, Travers d'une Cravasse

crossing a crevasse on the Glacier des Bossons.

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Notes on cover image

The image is from an exhibition titled 'Petticoats and Pinnacles: Scotland's pioneering mountain women' which will open in October. The exhibition examines the changing nature of society and mountain environments, as seen through the work of a fascinating array of Scots women who explored, studied and experienced the mountains.

Section 1: Introduction to the Library Plan

About the National Library of Scotland

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

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

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

Library Strategy - The Way Forward 2015-2020

In June 2015 the Library agreed ['The Way Forward: Library Strategy 2015-2020'](#). This document detailed the priorities for the period up to the end of September 2020 which are;

Safeguarding Collections - We will be the guardian of the published and recorded memory of Scotland for current and future generations.

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.

Promoting Research - We will encourage and promote research as a defining characteristic of the Library.

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.

Inspiring Engagement - We will design and deliver public engagement programmes that will educate, entertain and inspire the communities of Scotland.

Reaching Out - We will develop the National Library as an exciting and memorable destination for both onsite and online visitors.

A New Strategy 2020-2025

Over the past year the Library has been developing and consulting upon a new strategy for the period 2020-2025. At the time of developing this Plan, large elements of the new strategy have been agreed upon and where possible we have blended the objectives within the new strategy into this Plan.

This has not been a difficult task since there are strong elements of continuity between the two. This is most evident in the continued focus on Safeguarding the Collections and upon Improving Access, both of which will continue to appear as a strategic priority for the next five years.

However, there are important differences between the strategies. The emphasis of the Library Strategy 2020-2025 will shift to connecting with and enriching the lives of multiple audiences with our content and services.

Section 2: The Library Plan - Activities & Targets for 2020/21

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

This Library Plan covers a single year (01 April 2020 – 31 March 2021). However, the Library is planning for the longer term. It has developed operational and financial plans up to 2024 which detail how the components of the strategy fit together.

Our planning for the period beyond 2020/21 has been based as far as possible on estimates of future funding levels and on how other sources such as fundraising, external grants and the NLS Foundation will become available. As these become clearer, plans can be developed with more certainty.

Structure of the Library Plan

There is a very direct link between the Library's strategy and the annual Library Plan. The Plan is based around seven areas which are the six strategic priorities and the 'Enablers' agreed by the Library Board. The Plan is structured with separate sections for each of the strategic priorities and for the 'Enablers'. The top and left-hand sides of each section detail the priority and the activity which has been agreed. On the right-hand side of each section we have the targets which we aim to achieve during the year ahead. These can be seen as steps towards achieving the strategy by 2020.

In addition to the targets for the year we have also included several Key Indicators which will help the public and the Board assess the performance of the Library during 2020/21. These are detailed at [Section 3](#) and cover measures such as:

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

[Section 4](#) is the Library's draft budget for 2020/21.

[Section 5](#) details the significant capital projects and investment the Library will make in 2020/21.

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

Highlights of the 2020/21 Plan

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

Description	Page Number
We will develop a case for a Scottish Newspaper Digitisation project.	8
We will work with a third party to digitise at least 100,000 books over 2020-2022.	9
We will open the new Treasures Gallery in July 2020.	15
We will deliver the first year of the development plan to improve the Library's web presence and underlying repositories.	17

Delivering the Plan

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

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

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

Measuring Value

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

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

show that the Library's activities have generated real tangible value to the UK and Scottish taxpayers.

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

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

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

Strategic Priority 1

Safeguarding Collections

We will be the guardian of the published and recorded memory of Scotland for current and future generations

Activities	Targets 2020/21
1.1 We will collect, preserve and make available a range of materials that capture Scotland's memory and contribution to world knowledge.	<ul style="list-style-type: none">• Make an application for Core Trust Seal certification.• Undertake assessments of the Library's collections against the Collections Development Policy to ensure they are fully representative of Scotland.• We will begin active collecting of selected Scottish books in print in addition to digital copies through non-print legal deposit, adding approximately 1,500 printed items annually.
1.2 We will record, maintain and digitise the National Bibliography of Scotland (NBS).	<ul style="list-style-type: none">• Refresh governance of the National Bibliography of Scotland (NBS) implementation plan, consolidate the process for Scottish author identification, and host at least one internship to support development of the NBS project.
1.3 We will support the sustainable preservation of collections of national significance to Scotland held elsewhere.	<ul style="list-style-type: none">• Progress the Unlocking Our Sound Heritage project to digitise 2,000 and catalogue 5,000 sound recordings from around Scotland, support 400 volunteer days, and deliver at least 15 workshops, 14 placements and other outreach sessions to the public the heritage sector.•

Strategic Priority 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

Activities	Targets 2020/21
2.1 We will begin a programme of online listing, cataloguing and discovery work that makes visible all of the Library's special and hidden collections.	<ul style="list-style-type: none">• Complete Phase 3 of the project to retro-convert the remaining Manuscript manual catalogues, and prepare plans and funding bids for the remaining phases.• Complete the project to retro-convert the manual Music Catalogues.• Review options for web archiving of Scottish material with the aim of developing an openly-accessible and discoverable collection.• Scope the work required to address issue of 'hidden' access restrictions in archival collections, in response to the Archives Accreditation Required Action.• Complete preparation of and begin cataloguing the Willie Gallacher Memorial Library collection.
2.2 We will identify the main collection areas for digitisation and take action to make that material globally available.	<ul style="list-style-type: none">• Develop the partnership with a third party to digitise at least 100,000 books over 2020-2022.• Complete the digitisation of single sheet printed maps of Scotland by December 2020.• Complete the digitisation of 227 Faculty of Advocates medieval manuscripts.• Undertake a Feasibility Study for a Digitisation on Demand service.

Strategic Priority 3**Promoting Research****We will encourage and promote research as a defining characteristic of the Library**

Activities	Targets 2020/21
3.1 We will develop research collaborations across the humanities, sciences and business.	<ul style="list-style-type: none">• Supervise and support at least 10 post graduate students during the year and at least six other student placements.• Work collaboratively with academic partners to develop or deliver at least eight externally funded research initiatives.
3.2 We will identify and support a series of research communities in areas aligned with our mission.	<ul style="list-style-type: none">• Publish 12 new or revised data-sets over the year.
3.3 We will create a research fellowship programme that attracts scholars from around the world to work with the National Library's collections.	<ul style="list-style-type: none">• Launch a new round of applications for the Library's research fellowships programme with the aim of introducing at least two new fellowships.

Strategic Priority 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

Activities	Targets 2020/21
4.1 We will improve equality of opportunity by seeking to remove all barriers which prevent people accessing our collections and services.	<ul style="list-style-type: none">• Deliver the Myaccount pilot in and where feasible, extend the range of accessible resources.• Produce new exhibition guides in multiple languages and for family audiences to improve accessibility.• Develop and implement a Library-wide equalities and inclusion plan for audiences.
4.2 We will ensure that activity which supports economic growth and wealth creation is threaded through our work.	<ul style="list-style-type: none">• Deliver three business breakfast events and continue outreach programme with colleges in the creative industry sector, rolling out the business information zines to all fashion courses in Scotland.
4.3 We will tailor content for targeted groups in support of the curriculum, lifelong learning and continuous professional development.	<ul style="list-style-type: none">• Deliver 1 x digital learning resource for the Learning Zone to support Curriculum for Excellence (CfE).• Deliver 1 x learning resource for Scotland on Screen in support of the Curriculum for Excellence.
4.4 We will build on our existing services for the business community.	<ul style="list-style-type: none">• Support the Business and Intellectual Property Centre partnership project in Glasgow by contributions to the Start-up day, delivering training events, and attending partnership meetings.• Support the Scottish Library & Information Council (SLIC) co-working spaces across Scotland by

	<p>providing six sessions on guidance and support on business information.</p> <ul style="list-style-type: none">• Visit six independent co-working sites in the central belt to discuss their information needs and promote the Library's business resources.
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Strategic Priority 5

Inspiring Engagement

We will design and deliver public engagement programmes that will educate, entertain and inspire the communities of Scotland

Activities	Targets 2020/21
5.1 We will promote engagement with the Library and extend our reach across Scotland and internationally.	<ul style="list-style-type: none">• Deliver 2 x Special Exhibitions (Her Century; Petticoats & Pinnacles) and 3 x Collections in Focus Exhibitions (Elizabeth Soutar Bookbinding Award; Engineering Scotland – the Stevenson Archive; Henrietta Liston – From Glasgow to Constantinople).• Deliver a programme of touring displays (to minimum four venues).• Develop a revised approach to learning and outreach through localised partnerships (inc. Mackinnon exhibition tour, Scottish Newspapers project).
5.2 We will increase the number and diversity of people who know about or use our services.	<ul style="list-style-type: none">• Develop a Gaelic language version of Library Search.• Develop and deliver a pilot Families Programme.• Promote non-print legal deposit content more clearly as a recognisable collection through changes to Library Search and a range of onsite and offsite activities including workshops, articles and social media.• Implement the new audience research methodology to aid our understanding of existing and potential users of the Library.
5.3 We will engage with our users and audiences as partners, collaborators, and supporters, seeking opportunities for them to reuse our content and	<ul style="list-style-type: none">• Deliver a programme of 12 x co-produced and / or partnership events at Edinburgh and Glasgow sites and off-site.

<p>participate via social media and crowdsourcing. We will be a place of researching, making, and creating.</p>	
<p>5.4 We will focus on increasing engagement and opportunity among young people.</p>	<ul style="list-style-type: none">• Deliver six opportunities through the Engagement Through Work Policy focusing on young people.

Strategic Priority 6

Reaching Out

We will develop the National Library as an exciting and memorable destination for both onsite and online visitors

Activities	Targets 2020/21
6.1 We will extend our online presence to match the scale and depth of our collections and activity, offering an end-to-end suite of services, simple to find, easy to use.	<ul style="list-style-type: none">• Produce an on-line exhibition based on the Library Treasures.• Deliver a project to replace or redevelop the Library's digital asset management system.• Move our online shop to a new interface to improve access, increase visibility and sales.
6.2 We will improve and extend the Library's estate in Edinburgh to provide high standard public facilities.	<ul style="list-style-type: none">• Complete the GIVB Reimagined Feasibility study, exploring the options for transforming the public spaces and report to the Board.• Deliver the new semi-permanent Treasures Gallery and the refurbished Collections in Focus gallery, doubling the current exhibition space.• Implement a series of improvements to the external façade and interior of GB including the introduction of new lighting displays and both physical and digital signage to improve visibility, raise awareness and increase footfall.• Upgrade and rename the GIVB Multi-media Room to support a wider range of digital and collaborative activities and increase usage of this space.
6.3 We will strengthen our presence in the west of Scotland and progressively develop the Kelvin Hall partnership in Glasgow.	<ul style="list-style-type: none">• Deliver a shared programme of learning and engagement activities in partnership with Glasgow Museums (target of four events).

<p>6.4 We will explore opportunities to establish our physical presence in other parts of Scotland.</p>	<ul style="list-style-type: none"> • Support the joint programme of work with the National Galleries of Scotland (NGS) on the MacKinnon collection including the travelling exhibition. • Deliver the outputs of the Gaelic Arts Access Project including rights clearance and public online access to a new digital Gaelic music resource.

Enablers Delivering the Strategy	
Activities	Targets 2020/21
People – We will train and develop our staff, allowing us to establish multi-professional teams of highly motivated and skilled people, driven to succeed and with a clear sense of how they contribute to the Library's strategic priorities.	<ul style="list-style-type: none"> • Implement a new e-learning platform for Library staff. • Support staff who are EU nationals through the implications of BREXIT.
Technology – We will invest in technology, services and training that are robust, scalable, efficient, and resilient.	<ul style="list-style-type: none"> • Progress Cyber Essentials Plus accreditation. • Review the Library's entire web presence and underlying content repositories, create a three-year development plan, and deliver the first year of this. • Develop a framework, policies and procedures for the use of persistent identifiers and URIs (Uniform Resource Identifiers) to support collection and data management.
Estate – We will pursue an estate plan that expands public spaces, secures the collections and optimises the use of all storage.	<ul style="list-style-type: none"> • Improve fire protection / compartmentalisation at Causewayside by installing additional vertical and horizontal plates. • Continue to develop and extend the Library Environmental Energy Platform enhancing environmental management and service delivery.
Leadership and Collaboration – We will be a leader and a collaborator with the aim of advancing our mission and supporting Scotland's libraries and archives in the pursuit of excellence in research, learning and preservation. We will examine the viability of a	<ul style="list-style-type: none"> • Develop and adopt a framework for effective partnership working.

library partnership network.	
Finance – We will develop multiple income streams to help us deliver our strategic priorities. Government funding (grant-in-aid) will provide the bedrock of the Library's finance, but we resolve to pursue income streams from other sources.	<ul style="list-style-type: none"> • Complete a tendering process for a new café contract. • Expand Library donor base by a minimum of 20%.
Continuous Improvement – We will be constantly driving change and continuous improvement; encouraging risk-taking, where appropriate, and developing new ways of doing, delivering and partnering. We will measure our performance against an agreed scheme of metrics.	<ul style="list-style-type: none"> • Continue to reduce the Library's environmental impact by trialling electric powered vehicles and by applying procurement sustainability tests. • Develop and adopt a framework for user-centred design and service development.

Section 3: Key Indicators

Key Indicators 2020/21				
Indicator No	Indicator	Indicator for 2019/20	Indicator for 2020/21	Comment
1.1	Environmental Compliance	95%	95%	Readings based on returns from George IV Bridge and Causewayside.
1.2	Growth in Collections – increase in physical and digital collections	1,865,000	1,810,000	Comprised of approximately 150,000 print & analogue items, 1,600,000 digital and 60,000 digitized items during the period.
2.1	Percentage Reduction in Hidden Collections *	20%	35%	Indicator is the overall cumulative reduction. Aiming for a significant increase 'in year' to move towards 2025 target. This is in large part dependent on the success of the Music Retrospective Cataloguing Project, which starts in Q4 of 2019, and the resumption of Serials Team hidden collections work.
2.2	Percentage of NLS' collections available in a digital format *	20%	26%	This is also a cumulative figure. See Note below
3.2	Number of research collaborations involving the Library	40	50	The number of collaborations during the period.

Indicator No	Indicator	Indicator for 2019/20	Indicator for 2020/21	Comment
4.3	Public Events	120/50/100	270	We will organise 270 public events during the year and expect to welcome 10,000 attendees.
5.1	Exhibition Visitors	60,000-70,000	120,000-140,000	Reflects full exhibition programme in 2020/21 and new Treasures Gallery
6.1	Website Usage (Web sessions)	5.25 million – 5.75 million	5.30 million – 5.80 million	We also monitor and report on usage on 3rd party sites e.g. Europeana, Wikimedia Commons, Internet Archive, Flickr, YouTube within the National Librarian's Quarterly Report.
6.2	Reading Room Visits	58,000-61,000	59,000-62,000	Estimated based on recent trends.
6.3	Overall User Satisfaction levels	N/A	90%	Measured every 2 years through the Visitor Survey and based on users who said they were very or quite satisfied with the Library.
7.1	Staff Absence Rate (Days per Employee)	7.1 – 7.4	7.1 – 7.4	

Indicator No	Indicator	Indicator for 2019/20	Indicator for 2020/21	Comment
7.2	Amount raised against Fundraising target	100%	100%	
7.3	Central Support costs as a percentage of Library income	10.0%	10.0%	
7.5	Staff Engagement Index	Top Quartile	Top Quartile	This is subject to decision on whether NLS continues to participate. Aim is to be within the top quartile as measured in the 2020 Civil Service People Survey

Notes

(1) Indicators marked with an asterisk (*) are cumulative targets e.g. progress is measured towards a target over a number of years.

(2) The percentage of the Collections in a Digital Format (Indicator 2.2) is measured by the formula

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

Where;

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

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

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

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

Section 4: Budget for 2020/21

Introduction

In this section we set out spending plans for the next year.

The budget which has been developed for 2020/21 has been balanced and will allow for progress to be made towards the Library's objectives, identified earlier in this document. Balancing the Library's annual budget is never straightforward and this has been particularly true for 2020/21 since the grant in aid has not matched the costs of implementing the Scottish Government's pay policy along with the general increase in contract costs and other cost pressures.

However, the setting of the 2020/21 budget has been helped by steps taken in previous years aimed at delivering efficiencies.

Knowing that the budget development would be difficult, the work on the budgets for 2020/21 and future years has been underway since the summer of 2018. As well as the development of a budget for 2020/21, the aim of this work has been to develop an outline budget for the two subsequent years up to March 2023. This has built on the work carried out last year and the process of medium term financial planning continues to be embedded across the Library.

The budget plans have been discussed and agreed by the Library Leadership Team.

The approach to the 2020/21 budget and future financial planning was discussed by the Audit Committee at its meeting on 10 February 2020 and at a teleconference on 12th March once the final budget figures were available.

The Audit Committee noted that the 2020/21 budget may need to be revisited should there be changes as the result of the UK Government's budget and/or the result of any mid-year changes in Scottish budgets.

Presentation of the 2020/21 Budget

The draft 2020/21 budget has been presented in three ways. These are as follows:

Table 1 presents the Library budget by type of income and expenditure. The first numerical column shows the current (2019/20) budget. The changes to this figure are then shown in the next column and the final column represents the draft budget for 2020/21;

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

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

Notes have been added below to aid interpretation.

Table 1

National Library Of Scotland

Summary Income & Expenditure

Draft Budget 2020/21

	2019/2020		2020/21	Percentage Change (%)	Note Reference
	Base Budget (£'000)	Changes (£'000)	Total Budget (£'000)		
INCOME					
Grant-in-Aid -Revenue	13,730	900	14,630	7%	
Grant-in-Aid - Capital	1,750	0	1,750	0%	
Total Grant-in-Aid	15,480	900	16,380	6%	
Donations/Bequests/Fundraising	25	9	34	36%	2
Conditional Grant Income	897	(74)	823	(8%)	3
Investment Income	182	17	199	9%	4
Earned Income -Library Services	305	5	310	2%	5
Earned Income -Rents	58	0	58	0%	5
Earned Income -Support Services	111	6	117	5%	5
Earned Income -Trading	84	3	87	4%	
Other Funding	375	(351)	24	(94%)	6
	2,037	(385)	1,652	(19%)	
Total Income	17,517	515	18,032	3%	
EXPENDITURE					
Staff Costs	11,539	844	12,383	7%	7
Supplies & Services	2,086	(199)	1,887	(10%)	8
Property Costs	2,439	(132)	2,307	(5%)	9
Maintaining & Adding to Collections	236	0	236	0%	
Access & Promotion of Collections	157	0	157	0%	
Stock for Resale	40		41	3%	
Collection Purchases	1,020	0	1,020	0%	10
Total Expenditure	17,517	514	18,031	3%	
Deficit(Surplus)					

TABLE 2

National Library Of Scotland

Unit Budgets -Gross Expenditure

Draft Budget 2020/21

	2019/2020		2020/21		Percentage Change (%)	Note Reference
	Base Budget (£'000)	Changes (£'000)	Total Budget (£'000)			
Collection Purchase Fund	1,000	0	1,000		0%	
Trust Funds	178	20	198		11%	11
Externally Funded	261	(74)	187		(28%)	11
Access	1,815	74	1,889		4%	
Trading	52		53		2%	
Moving Image Archive	736	50	786		7%	
Collections & Research	1,647	(14)	1,633		(1%)	
External Relations	853	18	871		2%	
Development Fundraising	188	11	199		6%	
Finance & Planning	563	31	594		5%	
HR	386	20	406		5%	
Collections Management	3,041	293	3,334		10%	
Cleaning & Security	1,238	97	1,335		8%	
Property Support	2,436	(69)	2,367		(3%)	
Digitisation	349	29	378		8%	
Digital	2,133	95	2,228		4%	
Compliance	68	2	70		3%	
Librarian's Office	423	(34)	389		(8%)	
Total Gross Expenditure	17,517	514	18,032		3%	

TABLE 3

NATIONAL LIBRARY OF SCOTLAND

CAPITAL PROJECTS

DRAFT BUDGET 2020/21

Name	Category	Description	Within which budget Line	Budget Amount (£'000)
Treasures Space	GIVB Reimagined	Exhibition Design & Build	Property Support/Property Costs	115
Lawnmarket Roof	Capital Maintenance	Phased replacement of the roof - this will be the final section	Property Support/Property Costs	65
Fire Protection	Capital Maintenance	Installation of vertical and horizontal fire stopping plates at CB	Property Support/Property Costs	100
Security Improvements	Capital Maintenance	Upgrades to Lawnmarket Security Suite and replacement of CCTV units	Property Support/Property Costs	100
Digitisation	Digital Roadmap	Newspaper Scanner	Digital/Supplies & Services	90
Telephony system	Digital Roadmap	SIP / VOIP telephony will be expanded to replace the telephone system and switchboard functions across the whole Library.	Digital/Supplies & Services	45
Storage & Backup	Digital Roadmap	Annual growth in storage capacity	Digital/Supplies & Services	95

Note Reference 1 – Grant in Aid

Grant in Aid (Revenue & Capital) from the Scottish Government continues to be the largest element of the Library's income. Based on the current draft budget this comprises over 91% of the total expected income for the year. The draft budget figures are those which have been advised by the Scottish Government for 2020/21.

Revenue Grant in Aid for 2020/21 will increase by just over 7% reflecting the 'baselining' of the funding for the employers' pension contributions.

The capital Grant in Aid figures have been retained at the same level as 2019/20 which means that the same amounts are available to support the Collection Purchase Fund. IT infrastructure and maintenance to the Library's buildings.

Note Reference 2 – Donations/Bequests/Fundraising

The draft budget is based upon a base level of bequest income and fundraising totalling £34k during 2020/21. However, this will increase as the year progresses.

The approach the Library generally takes is to budget for these amounts once the fundraising amounts have been confirmed. At this point the Library then increases the budget for the increased income and increases the relevant spending budget. It is expected this budget will increase as funds are received during the year. An updated Fundraising/Development Plan is in preparation for 2020/21.

Note Reference 3 – Conditional Grant Income

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

There is budgeted to be a slight decrease in this income source for 2020/21 (8%). This is due to the ending of one stream of NLS Foundation grant. The largest contributors will continue to be the NLS Foundation and the National Lottery Heritage Fund. Support will come for the following projects:

•	Mass Digitisation	£200k	NLS Foundation
•	Music manuscripts	£68k	NLS Foundation
•	Treasures Space	£115k	NLS Foundation
•	Feasibility Study	£100k	NLS Foundation
•	Unlocking Our Sound Heritage	£138k	National Lottery Heritage Fund

Note Reference 4 – Investment Income/Trust Fund Interest

The budget assumes spending the whole of the anticipated dividend and interest income from the investment portfolios. The income is expected to increase as the result of higher cash to invest.

Note Reference 5 – Earned Income

Earned Income will increase slightly over the year from charges made to external organisations for services.

Note Reference 6 – Other Funding

The Other Income category is the release of the reserves. These are amounts that have been donated or granted to the Library in previous years but which will be used in the current year. No release of reserves is currently planned for 2020/21.

Note Reference 7 – Staffing Costs

In overall terms staff costs are expected to increase by 7% for 2020/21 as the result of;

- Expected pay rises in line with the Scottish Government pay remit i.e. 3% for all grades of staff and £750 underpin for those on lower grades;
- The 'baselining' of the employer pension increases introduced in 2019/20 – At the time the previous year's budget this position and the funding had not been clarified.

Note Reference 8 – Supplies and Services

Library spending on Supplies and Services will decrease. This is the result of some external projects coming to an end and the way in which the spending on the GIVB Feasibility Project has been profiled.

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

Note Reference 9 – Property Costs

The 2020/21 budget includes a decrease in Property Costs since it does not currently assume the use of any reserve spending to support this area.

Note Reference 10 – Collection Purchases/Collection Purchase Fund

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

As part of the draft 2020/21 budget the amount available to spend on Collection Purchases will remain unchanged.

The 'base' budget for Collection Purchases comprises the grant allocated by the Scottish Government (£1,000k) plus the amounts generated from Endowment Funds (£20k).

Note Reference 11 – Trust Funds/Externally Funded

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

Efficiencies during 2020/21

As in previous years, the Library will continue to make efficiency savings. During 2020/21 it will aim to make efficiencies or raise extra income equivalent to over £53k. Plans to ensure these efficiencies are achieved are well advanced.

These efficiencies will be delivered through a combination of:

- Generating additional income and ensuring that there is full cost recovery across services;
- Managing services in 2020/21 so that efficiency savings are generated across all areas, particularly in relation to delivering savings from service reviews;
- Constraining cost growth – through effective demand management, good financial control by managers and by effective negotiation with suppliers.

These savings will be invested into operational activities to help the Library to continue delivering its service requirements.

Scenario Planning & Sensitivity Analysis - Prospects beyond 2020/21

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

With this in mind, as part of our budget planning, we also prepare outline budgets i.e. for the period 2021/22 and 2022/23.

These budgets are designed around a number of key assumptions which allows us to undertake a degree of scenario planning/stress testing to determine the sensitivity to the risks faced.

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

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

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

Scenario	Features	Potential 2021/22 Position (£k)	Potential 2021/22 Position (£k)	Covered by Reserves?
Positive	SG Grant Revenue Funding Increase Positive income generation Ongoing pay restraint	Surplus of £45k	Deficit of £85K	√
Neutral	SG Grant Revenue Funding Fixed Ongoing pay restraint	Deficit of £110K	Deficit of £2842K	√
Negative	SG Grant Revenue Funding Decrease Limited income generation Pay & cost pressures require recognition	Deficit of £213K	Deficit of £442K	X

It is important to note that there has not been a significant difference in the outcomes when compared to previous exercises.

The delivery of balanced budgets for these years will require further changes in the way the Library operates. Although major efficiencies have already been achieved and more are planned for 2020/21, there will be a need for these to continue into future years. This work will need to be linked to the exploitation of income generation opportunities and effective fundraising.

Delivering funding for the strategy

As highlighted above, the Board has approved that the Library follows an ambitious strategy for the period 2015-2020. This is likely to continue for the period 2020-25.

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

- External Funding – one of the features of the past number of years has been the success in attracting external funding into the Library. We will be working to ensure that this continues in 2020/21 and beyond.
- Fundraising – targets will be set for 2020/21 fundraising and the achievement of these will be crucial in supporting significant elements of the strategy. An updated Development/Fundraising Plan is being developed for 2020/21.
- Re-purposing – where we can we will be re-purposing existing resources to focus on the Library's strategic aims.
- Scottish Government – for 2020/21 the Scottish Government has made significant contributions to the Library's new strategy. Funding for the Collections Purchase Fund (CPF) will continue at current levels and the Library has continued to receive funding for much needed IT / Digital investment.

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

Risk Management

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

- Reduction in Grant in Aid income;
- Affordability of future Scottish Government pay policies – especially in relation to the overall Grant in Aid funding settlement;
- Deferred Maintenance – with particular reference to items that have a collections protection element.
- BREXIT;
- The ability to generate sufficient efficiencies to match the real terms reduction in Grant in Aid funding; and
- Ongoing management of running a HLF grant programme.

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

The Library also attempts to manage risk by budgeting prudently and, when it can, setting aside appropriate reserves.

The Library has a risk management process which operates at the strategic, corporate and departmental levels. This process will be used to manage those risks that arise in managing a budget and finances over the coming years. New elements for 2020/21 such as the risk associated with changes to the employers' contribution rates will be factored into the risk management process.

Section 5: Capital Projects & Investment

Details of the principal capital projects the Library will be involved in over 2020/21 have been detailed in Page 23 above. These fall into three broad categories:

- George IV Bridge (GIVB) – Design & Build of new Treasures Space;
- Capital Maintenance – work which will be undertaken as part of the Library's annual and ongoing capital maintenance programme. This annual budget is £475k and will be supplemented by other Estates budgets and capital reserves when these are available;
- Digital Road Map – work that is part of the 2017-2021 Digital Road map. This annual budget is £275k and will be supplemented by other elements of the Digital budget and capital reserves when these are available.

GIVB - Design & Build of new Treasures Space

As part of the 2020/21 Plan the Library continued to work on a new Treasures Space.

The objectives of the project are to:

- Replace an exhibition in the George IV Bridge building;
- Maintain and increase the number of visitors to the building and its exhibitions;
- Provide a showcase experience for visitors to view a selection of 'must see' items from the Library's collections;
- Communicate the span of the collections and the role they have in Scotland's history and culture;
- Deliver a public 'through-route' to new areas of the George IV Bridge building.

During the last year the procurement for the Design and Build of the exhibition was completed and work is now underway. The new gallery is due to open in July 2020.

Funding comes from a number of sources including a contribution from the NLS Foundation and from fundraising. The project is monitored by the Capital Programme Board at its monthly meetings. A Project Owner and Project Manager have been identified and a draft Benefits Realisation Plan has been developed.

Capital Maintenance

During 2018/19 the Library completed an update to its Property Asset Management Plan (PAM). The aim of the PAM is to ensure that property assets are maintained and developed in such a way to best support the Library's key business goals and objectives.

The Plan covers the period 2018-2021, it analyses the current position and also identifies the areas where the Library needs to concentrate its efforts over the next three years. These can be summarized as follows;

- Improvements to the estate, specifically George IV Bridge, are overdue and work has begun on a Feasibility Study to see how public space can be extended and improved.
- There will continue to be a greater focus and realignment of resources to tackle deferred maintenance.
- Effective management of the estate is heavily dependent on data capture, management and reporting. Enhancements are required across many areas of Estates to develop better and more efficient asset management, environmental condition monitoring and sustainability reporting.

Over the coming year the capital budget will focus on the second and third bullet points. In particular, there will be the investment in the following;

- Installation of vertical and horizontal fire stopping plates within the Causewayside building to enhance fire protection over the collections. Should funding become available from the Scottish Government we will also progress planning for major capital works on the sprinkler and smoke extract systems.
- Refurbishment of the security suite at the George IV Bridge building. This follows on from the redevelopment of the security suite at Causewayside over the past year and will mean that there will be resilience across the estate should one of the security suites become unavailable.
- Extend the open protocol platform for the building management information systems.
- Work to allow the mass digitisation project with a third party to progress.

Digital Road Map

During 2020/21 investment will be made in a new telephony system for the Library, new backup systems and additions to digital storage to match the growth in the collections.

Section 6: How we support a successful Scotland

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

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

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

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

National Library of Scotland Outcomes	Scottish Government National Outcomes				
	We are creative and our vibrant and diverse cultures are expressed and enjoyed widely	We are well educated, skilled and able to contribute to society	We have a globally competitive, entrepreneurial, inclusive and sustainable economy	We tackle poverty by sharing opportunities, wealth and power more equally	We value, enjoy, protect and enhance our environment.
We will be the guardian of the published and recorded memory of Scotland for current and future generations	★				
We will make it easier to access our collections.	★	★	★	★	
We will encourage and promote research as a defining characteristic of the Library		★	★	★	
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	★	★	★	★	
We will design and deliver public engagement programmes that will educate, entertain and inspire the communities of Scotland	★	★	★		
We will develop the National Library as an exciting and memorable destination for both onsite and online visitors	★				★
We will strive for continuous improvement in all that we do and will be a high-performing organisation	★	★	★	★	★

Below we have outlined some examples of how the Library's work feeds into the national outcomes.

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

- Our collections help to enhance Scotland's international reputation for the quality of its literary, scientific and cultural heritage, and for treasuring this heritage.

- By collecting and recording the knowledge of Scotland we preserve the memory bank of the nation.
- The Library has the largest collection of Scottish Gaelic material in the world.
- Research into family history is supported, helping many people trace their Scottish family background.
- Our exhibitions attract many foreign visitors and add to their understanding of Scottish identity.
- Over 48% of all users who responded to the last Audience Survey said that the Library helped them better understand Scotland's culture and history.
- We continue to host the Scots Scribe residency and promote the Scots language.

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

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

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

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

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

- We provide free access to all our collections both online and onsite.
- We continue to seek community benefits through our procurement activities. This includes fair work practices such as the Living Wage.
- We provide work experience and volunteer opportunities.

- More than one in nine of our users who completed the last Audience Survey said that using the National Library of Scotland had helped them improve their career prospects / employment opportunities.
- We have an active outreach programme that works with schools, local community projects and community libraries across Scotland.
- All our educational resources link to the Curriculum for Excellence and are promoted to schools across Scotland.

We value, enjoy, protect and enhance our environment.

- We have reduced greenhouse gas emissions by over 69% from 2008-09 baseline levels.
- Energy consumption has been reduced by 54%.
- The percentage of waste that is recycled now exceeds 67%.
- We continue to operate a sustainable procurement policy.