National Library of Scotland
Leabharlann Nàiseanta na h-Alba

Library Plan Update
2018/19 – June 2019 (Q4 / Year-End)

1 Background

At its meeting on 28 March 2018 the Board agreed the 2018/19 Library Plan (BM/18/14).

The plan continues to be based upon the six strategic priorities agreed in the 'The Way Forward' as well as those 'Enablers' which help to meet the strategy, e.g. People, Technology and Finance.

The plan contains 50 targets for the year and identifies 15 Key Indicators which the Library will use to help assess the achievement of its strategic priorities. Among other measures, it includes metrics on the percentage of items in a digital format, visitor numbers, website visits and staff absence rates.

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

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

This report details the results at the end of March 2019 (Quarter 4). The results will also be placed on the 'How the Library is performing' section of the Library's website.

As this is the year-end report, the results will also feature in the Library's Annual Report and Annual Review.

2 Achievements / Performance to March 2019

Two appendices are attached. These are:

> Appendix A – a summary of progress against the Library Plan targets, and
> Appendix B – a summary of progress against the Key Indicators.

Appendix A shows that

- 41 of the 50 objectives for the year (82%) have been met.

- 5 of the 50 objectives (10%) have been assessed as 'Amber'. In this context this means that most or significant identifiable elements of the objective have been completed in the year and will be fully complete very early in 2019/20.

- 4 of the objectives (8%) have not been met and will be carried forward as part of the 2019/20 Library Plan.

These percentages are broadly similar to those achieved in 2017/18.

	2017/18 Q4(%)	2018/19 Q1(%)	2018/19 Q2(%)	2018/19 Q3(%)	2018/19 Q4(%)
Assessed as Green	84	94	86	78	82
Assessed as Amber	0	6	12	14	10
Assessed as Red	16	0	2	8	8

Some of the specific targets achieved or significantly progressed towards in the final quarter are:

- The Library digitised over 200k items (maps, books, oamphlets) during 2018/19. The total for the 4th quarter was 43k intellectual entities. The cumulative total for the year is 202k which represents 102% of the annual target.

- The first results of the newspaper digitisation scoping work were reported to the Library.

- The Fulbright scholar for 2019/20 was appointed.

- The Library applied for Archive Service Accreditation by the planned date of March 2019.

- The programme of implementing open protocol platforms across building management information systems was extended to Level 8 in George IV Bridge. It is already on Level 5.

There are four targets which were not met during 2018/19. They were as follows:

- **Extend range of data resources for national entitlement card holders** – Work on this target has progressed over the year. However, formal permission is required from the Scottish Government to extend access to the MyAccount system and this is awaited.

- **Implement online training for Health and Safety and Equality Awareness** Over the quarter the Library received access to online training modules through a central government framework contract. However, the assessment was that this would not meet the Library's needs and a different approach is now planned. The target will continue and will be delivered in 2019/20.

- **Cyber Essential Plus accreditation** – During Q3 the Library achieved Cyber Essential accreditation. New web filtering and anti-virus systems have been procured and installed. Further projects are required before Cyber Essentials Plus can be achieved and this target will also be carried over into 2019/20.

- **Support digital scholarship by routinely publishing data sets of digitised texts on data.nls.uk and promoting the use of the data -** Publication is paused while awaiting rights statements and other internal workload issues.

Appendix B shows the results of the 15 Key Indicators for 2018/19. These are notable as it is first time, under the current system of reporting, where all indicators have been met in the period.

At the end of Q3, there were three Key Indicators which were marked as Amber. These related to the Percentage Reduction in Hidden Collections, Reading Room visits and Staff Absence. All were achieved by the year-end.

In nine cases performance improved when compared to 2017/18. No comparison was possible for a further two which means that there were four Key Indicators where performance was below the 2017/18 level.

Over the period there has been:

- A reduction in the Hidden Collections during 2018/19 of 40,382 items, representing a 3% reduction in the year and a 10.27% annual cumulative reduction over the whole period. This has been against the backdrop of the LSP implementation which has affected productivity and delays to the music retro-conversion project which, when up and running, will have a significant effect.

- An upswing in fundraising income with the total for the year amounting to £405k.

- A tail off in the growth in web traffic. While this increased over the year by 5%, we have not seen the growth figures experienced in previous years (18% each year over the previous 2 years).

- Continuing growth in the percentage figure for the Collections in a digital format – this now stands at 19% – which is over half way to the strategic target of 33% by 2025.

3 Recommendations

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

Appendix A – Progress against Library Plan targets

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Strategic Priority No	Description	Red	Amber	Green	Total		Strategic Priority No	Description	Red	Amber	Green	Total
1	Safeguarding Collections - We will be the guardian of the published and recorded memory of Scotland for current and future generations	0	2	3	of 5		5	Inspiring Engagement - We will design and deliver public engagement programmes that will educate, entertain and inspire the communities of Scotland.	1	0	4	of 5
2	Access - We will make it easier to access our collections. By 2025 — the centenary of the Library's foundation — we will complete a full listing of the Library's holdings and have a third in digital format	0	0	6	of 6		6	Reaching Out - We will develop the National Library as an exciting and memorable destination for both onsite and online visitors.	0	1	5	of 6
3	Promoting Research - We will encourage and promote research as a defining characteristic of the Library	0	0	7	of 7		7	Enablers - Delivering the Strategy	2	1	7	of 10
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	1	1	9	of 11							

		Red	Amber	Green	Total
Overall Performance		4	5	41	50
By Objectives		8.0%	10.0%	82.0%	

Appendix B – Dashboard for 2018/19 performance

KEY INDICATORS 2018/2019							
Strategy element	**Indicator**	**Target for 2018/19 (where applicable)**	**Result for 2018/19**	**Target met for 2018/19?**	**Equivalent for 2017/18**	**Performance compared to 2017/18**	**Comments**
Safeguarding Collections	**Environmental Compliance**	95%	98.3%	✔	99.0%	⬇	Conformance at main sites was 99.4% over the period.
Safeguarding Collections	**Growth in Collections**	1.03 million	2.40 million	✔	1.052 million	⬆	All quarters revised following updates to underlying figures. Significant annual increase in annual figures for manuscripts, digitisation, and born digital, as well modest increase in print legal deposit (monographs). Updates to underlying figures have resulted in increases
Improving Access	**Availability of non-print legal deposit access**	99%	100.0%	✔	99.0%	⬆	
Improving Access	**Percentage Reduction in Hidden Collections**	10%	10.3%	✔	7.2%	⬆	This is the cumulative reduction since this target was introduced.
Improving Access	**Percentage of collections available in a digital format**	14%	19.0%	✔	13.90%	⬆	
Promoting Research	**Number of research collaborations.**	20	47	✔	36	⬆	
Reaching Out	**Reading Room Visits**	62,000-67,000	63,340	✔	68,787	⬇	Overall reading room visits were within the target range for 18/19 although down 8% on the 17/18 year.

Supporting Learning	**On-site learning & community events/Outreach learning & community events/**	130-160	405	✓	371	⬆	Extremely busy onsite and outreach programmes at Edinburgh and Kelvin Hall have resulted in target figures being far exceeded this year.
Inspiring Engagement	**Exhibition Visitors**	35,000-40,000	51,398	✓	118,950	⬇	Final figure approximately 50% of previous annual figure, as anticipated due to building programme and no main summer exhibition in 2019.
Reaching Out	**Website Usage (Web sessions)**	5.0-5.5 million	5.4 million	✓	5.1 million	⬆	Figures up 5% for the whole year.
Enablers	**Physical Collections Capacity**	6,753	22,963	✓	n/a	n/a	The aim is to have almost 7k spare growth in shelf space for the collections. This has been met for 18/19
Enablers	**Staff Absence Rate (Days per Employee)**	7.1-7.4	7.40	✓	6.70	⬆	The target which is based on the All Sector average. There has been an increase from last year but 2018/19 target was met.
Enablers	**Percentage raised against Fundraising target**	100%	185%	✓	91%	⬆	Significant increase in the final quarter has resulted in Library exceeding the annual target. Performance has also improved over 2017/18
Enablers	**Central Support costs as a percentage of income**	10.7%	9.00%	✓	8.40%	n/a	Basis of calculation has changed between the years and figures are not directly comparable.
Enablers	**Staff Engagement**	66%	70%	✓	66%	⬆	