

1 Background

At its meeting on 30th March 2015 the Board agreed the 2015/16 Corporate Plan for the Library.

The 2015/16 Corporate Plan – which was agreed before the new strategy- contains 14 corporate objectives and 95 targets for the year. Each of these is assigned to a staff member – most typically a Head of Department. On a quarterly basis a Corporate Dashboard is produced. This is updated by the relevant staff member and each of the targets is assessed and given a Red, Amber or Green flag. The assessment criteria for the colours are as follows:

Green – the target/performance on track for the year;

Amber – the target/performance has slipped but should be recovered by the year-end;

Red – the target/performance is unlikely to be met for the year.

In addition to the targets, the Corporate Dashboard also includes a number of Key Indicators (KIs). These are the metrics which the Library collects to help assess whether it is meeting its business objectives. For the Library it includes metrics on the number of items acquired, visitor numbers, web-site visits and staff absence rates.

The Corporate Dashboard is reviewed by the Library Leadership Team and, where necessary, actions will be agreed to keep the Corporate Plan on track.

The results for each quarter are also placed on the [Library's web-site](#).

2 Results to the end of December

A summary of the Corporate Dashboard with progress up to the end of December 2015 (Quarter 3) is attached to this document at Appendix A.

This shows that the majority of targets (78%) have been assessed as Green and are on line to be met by the end of the year. Approximately 13% have been assessed as Amber. These are targets where the completion date has slipped but should be recovered by the year-end.

Nine targets (9%) have been assessed as Red which means that they are now unlikely to be met in the current planning year. These are the following:

Number	Description of Target	Update
1.5.3.	Sort, appraise and describe the Mehew archive by the end of March 2016	The work on this project has been rescheduled for a start and finish in 2016-17. This is as a result of adjusted priorities – with more focus being placed on the Muriel Spark archive.
3.1.1	Options appraisal paper on Public Spaced completed by June 2015.	Work completed by Task & Finish Group and report and plans currently being drafted for completion by end April 2016 in the new planning year.
7.1.2.	Evaluate the Sound Scotland portal by February 2016	The completion of the portal (Target No 7.1.1) has been delayed until January 2016. This means that the evaluation will slip into the 16/17 planning year.
8.3.1	Complete Encoded Archival Description (EAD) integration by March 2016	This target has been overtaken by events. An alternative approach has been approved by the LLT – this is the ArchivesSpace project which will provide on-line access to manuscripts during 2016. This is part of the 2016/17 Library Plan.
9.2.1	Run two workshops to scope out research community potential in one subject area	One internal workshop has been held on developing communities of interest to support external research networks. Groups set up to explore a range of potential research areas, including Gaelic and photographic collections.
9.3.1	Deliver at least one research fellowship	Fellowship programme will be launched during the 2016-17 planning year.
10.6.1	Complete review of integrated collecting policy by March 2016	Work on researching comparator policies has now begun in preparation for detailed work once CPF for 2016-17 has been planned in detail. The new Policy will be drafted and go through the necessary approvals during 2016-17.
14.2.3	Improve HR page on the intranet in Q2.	Now waiting until report from SharePoint Implementation Group on Intranet management.
14.5.1	Have draft application for Archive Service Accreditation ready by March 2016	Work on this project has now been put on hold. The involvement of MIA colleagues is essential, but it is not feasible for them to engage fully with this project due to the move to Kelvin Hall.

Although important, none of the above targets are critical to the overall Corporate Plan. Where they continue to be relevant they will be rescheduled for completion in the 2016/17 planning year. In overall terms the performance against the Corporate Plan objectives for the year is satisfactory.

The Corporate Dashboard is supported by the monitoring of Key Indicators. A copy of these for the end of Quarter 3 has also been included at Appendix B alongside some comments and a RAG rating, where appropriate. We have also added a

number of graphs to aid interpretation. In most cases the Library is on line to meet the target set for the 2015/16 planning year.

3 Planning for 2016/17

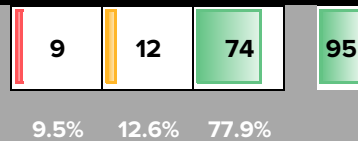
The 2015/16 Corporate Plan was based upon the Library's previous strategy. The Library Plan for 2016/17, which is included on the agenda for this meeting, is based fully on the Library's new strategy 'The Way Forward'.

4 Recommendations

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

No	Responsibles/Description	Red	Amber	Green	Total	No	Responsibles/Description	Red	Amber	Green	Total
					0						
1	Reveal hidden collections Graeme Forbes, Murat Guven, J Coll, J Cromarty, Gill Hamilton, Lee Hibberd	1	1	7	9	8	Create the capacity to search and to find material within all collections on-line Robin Smith	1	5	3	9
2	Increase digital access to collections John Coll	0	0	8	8	9	Grow our capacity to support research Robin Smith, Graeme Forbes	2	0	2	4
3	Improve the user experience John Coll, Jackie Cromarty	1	0	7	8	10	Develop the national collections 0	1	0	6	7
4	Deliver a programme of workshops, events and exhibitions across Scotland Murat Guven, Linda Macmillan, Jack Plumb, Iain Anderson	0	0	4	4	11	Collect, curate and communicate material relating to the Scottish Referendum 2014 John Coll, Alex Miller	0	0	3	3
5	Provide robust infrastructure to support Library operations Robin Smith, Murat Guven, John Coll, Jack Plumb, Linda Macmillan, Gill Hamilton	0	0	8	8	12	Continue to develop public awareness of and interest in the Library, its collections and services Alex Miller, Anthony Gillespie, Lois Wolffe	0	1	4	5
6	Establish a public National Library facility at Kelvin Hall Robin Smith/Alistair Bell	0	2	4	6	13	Continue to fundraise for NLS priorities All HoDs	0	1	2	3
7	Deliver a Sound Scotland archive network	1	1	1	3	14	Maximise organisational effectiveness through continuous improvement	2	1	15	18

Overall Performance By Objectives



Last Snapshot Taken on 26/10/15

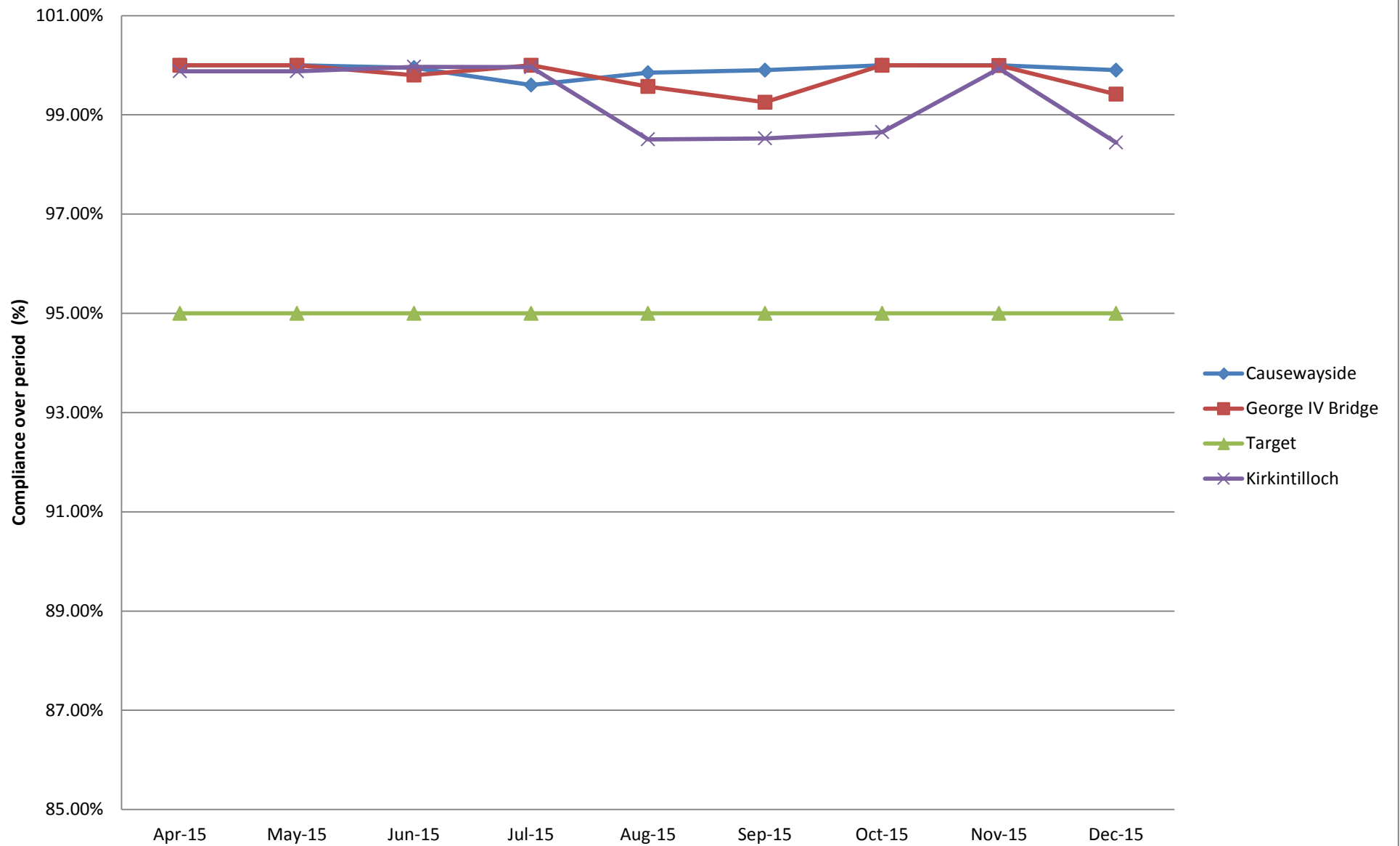
DASHBOARD FOR 2015/16 PERFORMANCE

Indicator No	Indicator	Target	Responsible Person	Q1	Q2	Q3	Q4	Cumulative Total	Equivalent for 2014/15	RAG Rating	Comments
1.1	Additions to physical collections	N/A	Head of Collections Management	51,714	43,402	48,421		143,537	154,598		No target set/No RAG rating. 2016/17 indicator to include all additions (Physical & Digital)
1.2	Environmental Compliance	95%	Head of Collections Management	99.60%	99.94%	99.61%		99.72%	99.20%		Within all ranges for compliance at all sites. See attached graph
2.2	Percentage of NLS' collections available in a digital format	N/A	Head of Collections Management	-	3.44%	3.44%		3.44%	n/a		No target set/No RAG rating
3.1	Research income generated as a percentage of Grant in Aid	0.80%	Head of Finance & Planning	2.40%	1.30%	0.90%		0.90%	n/a		
3.2	Number of research collaborations the Library is involved in.	6	Head of Collections & Research	10	10	13		11	n/a		2015/16 target met by Q3
4.1	Number of school workshops/educational events delivered	80	Head of Access	28	33	26		87	77		2015/16 target exceeded by Q3
5.1	Exhibition Visitors	99,451	Head of Access	29,345	33,156	22,046		84,547	74,209		On target to match 14/15 figure of 102k. See attached graph
5.2	Number of public engagement/event attendees	70 events/500 attendees	Head of Access	32 events, 1,927 attendees	37 events, 1,528 attendees	30 events, 1,820 attendees		99 events, 5,275 attendees	104 events, 6,320 attendees		2015/16 target exceeded by Q3
6.1	Website Usage (Web sessions)	2.3 million	Head of Access	792,527	836,417	849,252		2,478,196	2,029,371		On target to exceed 14/15 figures of 2.9 sessions. See attached graph

DASHBOARD FOR 2015/16 PERFORMANCE

Indicator No	Indicator	Target	Responsible Person	Q1	Q2	Q3	Q4	Cumulative Total	Equivalent for 2014/15	RAG Rating	Comments
6.2	Reading Room Visits	N/A	Head of Access	16,155	13,500	16,304		45,959	47,387		No target set/No RAG rating. Visits have increased over same period in 14/15. See attached graph
7.1	Staff Absence Rate (Days per Employee)	8	HR Manager	2.2	1.7	2.1		6.00	6.00		Based on staff absence in Jan/Feb unlikely to meet 15/16 target
7.2	Percentage raised against Fundraising target	100%	Head of Governance & External Relations	19%	8%	13%		40%	n/a		Possibility that cash target is not met for 15/16 - pledges come in 16/17
7.3	Central Support costs as a percentage of Library income	6%	Head of Finance & Planning	3.60%	3.80%	3.60%		3.60%	6.60%		
7.4	Media Profile (Advertising Value Equivalent)	£2,000,000	Head of Governance & External Relations	£410,473	£857,848	£494,135		£1,762,456	£2,742,754		On track to meet target of £2.0 million

Environmental Compliance since April 2015



Quarterly visits/sessions since April 2014

