



**National Library
of Scotland**

Leabharlann Nàiseanta
na h-Alba

Equalities Mainstreaming Report

April 2017

Part one

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1. Executive summary

As a publicly funded organisation, the National Library of Scotland has a duty to eliminate discrimination and advance equality of opportunity in its everyday work. It is also required to report on how it is achieving these objectives.

This is the latest report setting out the progress that has been made in complying with the terms of the Equality Act of 2010. It demonstrates that the Library continues to take significant steps to ensure that equality issues are considered and addressed at all stages in the development and delivery of its services.

Progress recorded in the report includes:

- Improving access across all its services for people of all backgrounds
- Offering a range of volunteering and career support opportunities for young people
- Carrying out building upgrades to allow people with mobility impairment to access the reading rooms
- Offering guided tours and assisted technology to support people with disabilities
- Promoting dignity at work training for staff
- Ensuring equal pay for equal work
- Arranging equality and awareness training for staff
- Planning the establishment of a Library equality and diversity group to ensure further progress.

The report recognises that improvement is a continuous process and identifies a range of targets for future work. It reinforces the Library's commitment to this area of work while acknowledging the significant challenges that lie in achieving further progress.

2. Introduction

The National Library of Scotland (the Library) is one of six legal deposit libraries in the United Kingdom and Ireland. These libraries are entitled to request and receive a copy of each item published in the UK and currently the Library is the custodian of over 26 million items held in trust for the people of Scotland.

The Library was formed in 1925 by the National Library of Scotland Act largely with material from the library of the Faculty of Advocates. The Faculty had been collecting material since the early 1680s and it was much of this material that became the basis of what is now the National Library of Scotland.

The Library agreed a new strategy **The Way Forward** in 2015. It explains that;

'The National Library of Scotland 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. They cover all aspects of human endeavour in multiple formats, including books, manuscripts, archives, websites, maps, music, moving images and sound. We are the custodians of over 24 million items held in trust for the people of Scotland. Every day over a thousand new items arrive in our buildings or onto our data servers.

'We support education, research, business and innovation and our work enhances the reputation of Scotland as a country with a rich cultural heritage and a vibrant future. We are committed to providing easy access to our physical and digital collections and delivering services that are open and available to all. Our determination is to make the knowledge held within our collections available anywhere, any screen, anytime.'

Further information on the strategy can be found here: [The Way Forward](http://www.nls.uk/the-way-forward)
[\[http://www.nls.uk/the-way-forward\]](http://www.nls.uk/the-way-forward)

The Library has six physical buildings, four in Edinburgh with the main building at George IV Bridge and two in Glasgow. August 2016 saw the successful move of the Moving Image Archive from Hillington to Kelvin Hall. The new Kelvin Hall facility now provides the west of Scotland with access to the Library's electronic resources.

There are around 320 staff working across the Library sites, all playing a role in supporting the delivery of the strategy with the aim of moving us towards being recognised as one of the best national libraries in Europe. Staff have a wide mixture of skills, including those who are highly specialised in the fields of curatorial and archival work, those supporting public areas in the reading rooms and the corporate support functions such as finance and human resources.

Under the National Library Act of Scotland Act (2012), the Board of the Library was reconstituted and as of February 2015, we had complete Board membership. The Board as at January 2017 consists of a new Chair directly appointed by Scottish Ministers who took up the position in October 2016 and 13 members, one of whom is a nominee from the Faculty of Advocates.

In April 2013 the Library published an initial mainstreaming report and a set of equalities outcomes. In April 2015 we provided an update on progress and an analysis of the gender pay gap as well as our employee and recruitment data as at January 2015.

As a result of the Equality Act (Specific Duties) (Scotland) Amendment Regulations 2016 which came into force on 18 March 2016, there is a commitment to achieving greater diversity on the boards of public authorities. In light of this amendment the Library is now providing information within the mainstreaming report on the number of male/female members of the Board as well as a statement from the Board on their commitment to promote greater diversity of membership as part of a wider remit of succession planning.

This report provides a further update on how we are incorporating equality across activities and in delivering on the quality outcomes set in 2013. It also resets the planned outcomes for the period 2017-2020.

The results are set out through the report. We believe that the Library has made significant progress in mainstreaming equalities across the organisation. However, there is more to do and we have set some significant challenges for the years ahead.

3. The legal framework in relation to the Library and the duty

Under the 2012 National Library of Scotland Act we are prescribed the general function to 'manage the Library as a national resource for reference, study, research and bibliography, having particular regard to Scotland'. Under the Act the Library is also specifically charged with:

- Preserving, conserving and developing its collections
 - Making the collections accessible to the public and to persons wishing to carry out study and research
 - Exhibiting and interpreting objects in the collections, and
 - Promoting collaboration and the sharing of good practice with and between other persons providing library and information services, and the adoption of good practice by those persons
- with a view to:
- Encouraging education and research
 - Promoting understanding and enjoyment of the collections
 - Promoting the diversity of persons accessing the collections, and
 - Contributing to understanding of Scotland's national culture.

Under the Equality Act 2010 the Library is specifically charged, under the public sector equality duty, to 'exercise its functions, having due regard to the need to –

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

- Advance equality of opportunity between persons who share a relevant protected characteristic and person who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.'

Additionally the Library has responsibilities under the Specific Duties (Scotland) Regulations 2012 to:

- Report on progress towards mainstreaming the duty
- Publish equality outcomes and report on progress
- Assess and review policies and practices
- Gather and use employee information
- Publish gender pay gap information and statements on equal pay
- Consider award criteria and conditions in relation to public procurement
- Publish in a manner that is accessible.

The protected characteristics

There are nine listed protected characteristics under the Equality Act 2010 and these are:

- Gender
- Disability
- Race
- Sexual orientation
- Religion or belief
- Maternity and Pregnancy
- Marital status and civil partnership
- Age
- Gender reassignment

4. Mainstreaming the Equality Duty including an analysis of employee and board data and recruitment data

The Library continues to take significant steps to ensure that equalities are mainstreamed throughout its activities. Below we have detailed some of the equality initiatives and projects which the Library is currently involved in or will shortly launch:

Young People

The Library is committed to helping remove unnecessary barriers to the employment of young people and has pursued a range of activities to take this forward:

Volunteering

We recognise the difficulties that young people without experience can face both in finding employment and, sometimes, in securing access to desired post-graduate opportunities. With our Collections Care division, we set up a summer volunteering programme to address this need. Young people were recruited to carry out conservation tasks under the supervision of the Library's conservators over a 10-12 week period, one day a week. The programme was restricted to one day a week to allow participants to work or study on other days. Two of our previous volunteers on this programme used their experience to secure traineeships with the National Galleries of Scotland Skills for the Future project (see below) and many others have used their experience to support gaining places on Museum Studies or Conservation post-graduate courses.

External funding and partnerships

One of the greatest barriers to our support for young people is the budget constraints we operate under. We therefore seek additional funding and partnership arrangements to support this work.

- 'Skills for the Future' traineeships
We are partners with the National Galleries of Scotland in the Heritage Lottery Fund Skills for the Future programme. This allows us to host 12 trainees for 20 week placements at the Library, broadening their digitisation skill set and offering mentoring support with a focus on enhancing their employability.
- Bord na Gaidhlig
We identified an opportunity to link our interest in promoting access to our Gaelic collections with our youth employability agenda and applied to Bord Na Gaidhlig for funding. This allowed us to create a one year post for a young Gaelic speaker to work on digital access to the collections which included harvesting Gaelic websites; promoting the Library at the National Mod; digitising Gaelic materials; and developing an online educational resource on the sinking of the Iolaire. We hope that this pilot project will support further use of external funding for youth employment.

- **Young Scot**
We worked in partnership with Young Scot on the Gaelic project and used this association to explore other ways to help youth employability. This included using our procurement of an app development by inserting a work experience clause into the contract. The successful supplier then gave one of Young Scot's Creative and Digital Media Apprentices a regular work experience session at their premises during the development of the app.
- **Commissioning creative work**
We recognise that young people working in creative industries can benefit from project work experience with national institutions as they build a portfolio of work experience. With funding from Creative and Cultural Skills we commissioned a young film-maker to make a series of short films about Library work which seeks to challenge young people's stereotypes of what we do.
We also commissioned graduate photography students from Napier University to document aspects of our work for use as social media content – again challenging the strong assumptions people have about library work. Both students went on to secure residencies at a photographic gallery after the project.
- **'Make it Digital in Scotland'**
We took part in the first iteration of the Make it Digital in Scotland programme by hosting one of the trainees on a three week placement. This programme was devised by the BBC and runs in partnership with FE colleges.

Employability coaching

Whenever we come into contact with young people we offer employability coaching to help them make the best use of whatever experience they have when entering into a recruitment process. The coaching helps young people to understand the requirements of the process and to tailor their presentation of experience so that it meets the decision making criteria of the process. We also help young people consider how they can differentiate themselves from other appointable candidates and make a positive impression on recruiters. So far in 2016-17, 78 young people have received this support.

Recruitment process

We continue to refine our recruitment processes to make our jobs more easily accessible to young people. We focus on potential rather than experience when this is appropriate for the job and create a context where candidates can show what they are capable of. This approach was used in the recruitment for the Kelvin Hall front of house posts in July 2016. Five of the six staff engaged through that process are aged under 30.

'Career Ready' participation

In September 2016 the Library signed up with Career Ready, a charity which helps young people with academic potential but some social disadvantage explore a broader range of career options and make a successful transition from secondary education into employment or further education. Two of our staff will mentor individual young people over a two year period and we will host a paid four week internship for these mentees at the Library in July 2017. Career Ready will also support our outreach work by providing opportunities for us to engage with groups of young people on the programme. Five schools participating in the programme visited the Library between January and February 2016 to meet Library staff, see the range of our work and take part in discussions about library careers and employability.

Staff engagement

It is important that our staff feel involved in what we do to ensure that equality is embedded in our work and how we behave and treat people. To ensure that we focus on the priorities to achieve this we will establish an Equality and Diversity Group over the next six months. It will be important to ensure the right balance of membership of the group with senior managers involved to demonstrate commitment to equality.

The purpose of the group will be:

- To oversee the achievement of future Equality outcomes and monitor progress
- Promote good practice
- Support monitoring of Equality Impact Assessments (EqIAs)
- Work with staff to ensure compliance and understanding of relevant policy and procedure and the elimination of discrimination
- Engage with partners and communities to promote equality of opportunity.

The minutes of the group meetings will be distributed to the Board's Staffing and Remuneration Committee for information.

Staff awareness

In 2016 we reviewed the Bullying and Harassment Procedure which was updated and renamed 'Dignity at Work – Bullying and Harassment Policy' to place emphasis on treating people with dignity. Staff were asked to volunteer to be trained to deliver training in the policy and those who volunteered came from across the Library as well as Trade Union representatives. The uptake of the training was 93% and the feedback was positive

In all, 25 workshops were run and feedback from the workshops was generally positive (see below) with very good scores for the facilitators – most of whom had never delivered training before.

'Dignity at Work' (bullying and harassment workshops) participant feedback:

Attendee Feedback: Percentage ratings based on 143 responses.	Below				
	Excellent	Good	Average	average	Poor
Facilitation or quality of delivery	43	50	6	1	0
Content or what the event actually covered	24	59	14	1	1
Mix of methods used by the facilitators	28	59	9	1	3
Usefulness of materials and activities	20	59	15	2	4
	Strongly agree	Agree	Unclear	Disagree	Strongly disagree
The workshop was a worthwhile use of my time.	32	49	13	5	1
I think I can apply what we covered in practice if I need to.	29	53	13	5	1
I believe the Library is serious about tackling bullying and harassment.	27	49	15	5	4

Over the coming months we will be delivering 'equality awareness' training to all staff as well as specific training for managers which will support them in identifying and dealing with claims of discrimination.

Improving 'family friendly' provision

Improvements have been made to leave provision, particularly for those with caring responsibilities. The improvements are:

- Enhanced shared parental pay for the partners of the mother or primary carer within the maternity and adoption leave entitlements. Entitlements have increased for the partner from statutory pay entitlement to shared parental pay which mirrors the maternity pay and adoption pay entitlements offered to mothers.
- All staff have the option to purchase additional annual leave (currently being trialled until 17/18) to support the work life balance of Library staff. Staff have the opportunity to 'buy' up to two complete weeks of additional leave in each leave year, with deductions spread over 12 months.

Improving the quality and reliability of staff data

We recognise that in a number of categories there is a lack of sufficient equalities information from staff to draw any meaningful conclusions. In an effort to address

this, we are launching 'Self Service' in March 2017 which allows staff access to their personal record held in the HR Management Information System. As part of the launch communication going out to staff, we will encourage staff to complete and update the equalities information.

'Library Social' events for people affected by dementia

Through the Library Social Programme, a joint collaboration with the National Galleries of Scotland, the National Museums of Scotland, and the Royal Botanic Garden Edinburgh, we deliver a programme of regular events on Friday mornings that provide social activities using the Library's collections in a positive and welcoming environment.

Working with people with mobility impairment

We carry out a number of activities to support access to our collections and services for people with mobility impairment. These include:

- We provide access to our General Reading Rooms for all readers including those with mobility impairment. We have upgraded our infrastructure including the introduction of automated doors to maximise self-service access/egress to our reading rooms for those in wheelchairs or with other impairments.
- We publicise access to our buildings for such users by participating in Disabled Access Day 'You are here' guided tours each year'
- We provide scheduled guided-tours of our exhibitions to disabled users.

Working with people with visual/auditory impairment

We strive to make our collections and buildings accessible to people with visual/auditory impairments. Activities here include:

- In partnership with Artlink's Investigate Create Project, the National Library of Scotland commissioned an artist on an Investigative Placement to explore diverse and unexpected experiences of the Library's spaces.

The Investigative Placement gave time for the artist, poet Ken Cockburn, to explore the Library building on George IV Bridge from a range of perspectives and to develop a descriptive event for sighted and partially sighted audiences.

Ken met with staff who introduced him to areas of the Library usually off limits and worked with visually impaired participants to understand the various ways in which the Library is used and experienced. Combining description and fiction, Ken found a way to not only describe the appearance, but also the function of the Library. The resulting performance gave a sense of the way the Library works and left the audience wanting to know more.

- We have provided handling sessions with our collections for visitors with visual and/or auditory impairments
- We provide regular accessible guided tours of our exhibitions for people who are visually/hearing impaired
- We have a range of assistive technology in our reading rooms to enable people with visual impairments to access our print and digital collections.

Kelvin Hall

The National Library has opened a new facility at Kelvin Hall which aims to open up its digital collections to a wider audience. It also houses the Library's moving image collections, which include historic and unique film and video from across Scotland. The new access centre won the prestigious EDGE 2017 award for the best new physical space in library and information buildings across the UK. The new centre was praised by the judges for bringing resources and collections into public use in a way they had not seen before, and for making a difference to the community. By creating an accessible and engaging visitor experience, the Library hopes to cut across barriers to use of library collections and open up its rich and varied collections to a broad range of audience groups.

Board statement: Promoting diversity of Board membership

The Board of the National Library of Scotland is committed to the promotion of diversity of Board Membership. The Board believes that it has a role to play in promoting diversity and inclusion across our workforce. The engagement and productivity of our people are positively impacted by bringing people into the organisation from a wide range of backgrounds and experiences. The Board endeavours to lead by example in this regard.

Employee data analysis

The tables showing the staff data are within Appendix 1. Where data is referred to, the table is referenced.

Unless otherwise stated, the information on our staff has been taken from the HR Management Information System as at 31 January 2017.

Gender and age

Overall within the Library there is a general balance of female and male employees with 53% female and 47% male (table 1).

Within the grades there are a proportionately larger number of male staff in Grade B and C and a larger number of females in Grade D, E and H. It is interesting that the predominantly female grades are at a higher grade which goes against the general

trend in organisations. Within these grades there is an element of occupational segregation, particularly in the following roles (table 2):

- Grade B and C – Porter, Security, Collection Support (Drivers)
- Grade D, E and H – Administrative roles, Reader Services, Curatorial Staff

The breakdown of the full-time and part-time staff (table 3) shows a higher proportion of female staff working on a part-time basis. This is not uncommon and in line with national statistics. An element of this difference is that more female staff have caring responsibilities and in a number of cases it is through choice to work on a part-time basis. It is important to support all employees with caring responsibilities and ensure flexible working requests are treated favourably where possible.

There are a larger number of males within the higher age categories (table 12). Within the Library there are a number of areas where there are predominantly male employees with long service and very low turnover, e.g. Security and Collections Support Services where the average length of service for males is 18 years compared to females with an average length of service of 13 years.

Disability and age

When assessing the number of staff with a disability there is an increase in levels for staff over the age of 50, i.e. 8.5% of staff age 60 and over have a disability as compared to 4% under 60 (table 10). This is not uncommon in the workplace and with the removal of compulsory retirement and the extension of the age for accessing pension it will become a familiar situation. The Healthy Working Lives at Work Group are looking at available training and support to address this situation.

There is a slightly higher proportion of part-time staff with a disability (table 9). In a number of cases the Library have agreed to reduce the hours for a member of staff with a disability as a reasonable adjustment.

Ethnicity and nationality

It is evident that the staff of the Library are predominantly white, i.e. 98% of those that have disclosed, which is a very high representation (table 13).

On nationality, the staff are predominantly British, i.e. 92% (table 15). This is a high representation and may increase further depending on the outcome of Brexit.

Sexuality

It is evident the staff declare themselves as heterosexual, but comparisons are difficult given that 46% of staff have not disclosed (table 18).

Training

The figures show that there is a proportionately larger number of females undertaking training. A contributory factor to this is the fact that there are a larger number of females in front facing roles where there has been a number of customer service training events.

The data shows that there is a high number of staff who have not undertaken any formal training (table 21). The figures represent only formal training where there has been a financial commitment. There is significant and valuable training takes place on an informal basis as well as staff updating their Continuous Professional Development (CPD) where there is not a financial cost. Currently the data for informal training is not captured and this is an identified area for improvement.

Internal appointments

The majority of internal appointments have resulted in a promotion or a new role at the same level (88%) (table 30 & 31). Given the small numbers where the pay point has decreased or within the status of the roles it is difficult to draw a conclusion.

Maternity

The member of staff not returning resigned following their maternity leave. The member of staff returning on a different contract reduced their hours through a flexible working request which was approved (table 20).

Quality of data

In a number of areas it is difficult to validate the information or draw conclusions due to the amount of incomplete data. To improve the completion of staff data, staff will be encouraged to update their personal record on the introduction of the Self Service system which is part of the HR System. This is recorded as a Task in the Outcomes from 2017 (Activity 2.1).

Board data analysis

The publication of this data is now a requirement under the Equality Act (Specific Duties) (Scotland) Amendment Regulations 2016 which came into force on 18 March 2016 and reinforces the commitment of Scottish Ministers to achieving greater diversity on the Boards of public authorities.

Prior to the Act coming into force, The Scottish Government's Programme for Government encouraged public, private and third sector organisations to sign up to the Partnership for Change and to set a voluntary commitment for gender balance on their Boards of 50/50 by 2020.

The Library was one of the first organisations to achieve gender balance within its Board. There are currently more (9) female than male Board members (5).

External recruitment

We request that candidates complete the equalities form but the requirement to provide this information is not mandatory and this has resulted in a high level of undisclosed (unknown) particularly in the areas of age and ethnicity.

It is the intention to provide improved data to allow us to analyse the correlation between applicants and appointments. This is recorded as a Task in the Outcomes from 2017 (Activity 2.5).

The Library will review recruitment and selection processes to ensure there is no stereotyping in the adverts and job descriptions and the criteria are objectively justified. It will also review the methods of advertising job vacancies to widen the pool of applicants.