

Library Plan update 2017/18 March 2018 – (Q4)/Year end



1 Background

At its meeting on 25 March 2017 the Board agreed the 2017/18 Library Plan (BM/17/04).

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

The Plan contains 56 targets for the year and identifies a number of 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 a Head of Department. On a quarterly basis a Dashboard is produced which incorporates the progress against the targets plus the performance against the Key Indicators.

The results will be posted on the 'How the Library is Performing' section of the [Library's Freedom of Information webpages](#). As this is the year-end report, the results will also feature in the Library's Annual Report and Annual Review.

2 Progress with the Plan & Strategy/Performance in the period to March 2018

The Library has made steady progress with implementing the 2017/18 Library Plan and the Strategy. This statement is based upon the evidence in the three appendices attached:

- Appendix A – a summary of progress against the Library Plan targets.
- Appendix B – a summary of progress against the Key Indicators.
- Appendix C – details of historical trends in relation to Key Indicators

2.1 Library Plan targets

Appendix A shows that:

- Forty-seven (84%) of the targets were met during the year.
- Nine (16%) have been marked as not being achieved in the year. This is two higher than the figure presented in the Q3 report and is also higher than the percentage at the end of 2016/17 (12%). Detail on these is provided below.

Some of the specific targets achieved over the year were:

- The Causewayside Refurbishment project was completed within budget and within timescale.
- There was 100% availability for access to the non-print legal content.
- The target for the number of items to be digitised over the year (100k) was exceeded with 39k items digitised in the last quarter to bring the total to 129k for the year.

- 285 items were digitised from the Moving Image Archive collection – ahead of the target of 250 items. In addition, 497 titles were digitised from the Grampian TV digitisation project.
- The project of retro-conversion of the remaining Manuscript manual catalogues is working well and is ahead of schedule.
- A Memorandum of Understanding was agreed with Scottish Enterprise.
- The Library supported 25 young people during the year to enhance their employability skills.

There were nine targets (16%) which were not met during 2017/18. The following seven had been previously been marked as 'Red':

- **Datasets** – as part of the Plan we aimed to publish twenty further datasets on data.nls.uk. While one new set has been added, changes to the licensing regime meant it was not possible to meet the target by the end of March 2018. However, work on these datasets continues in preparation for publication and we expect this target will be met in 2018 once the licensing issues have been resolved.
- **Fulbright Scholarship** – the appointed scholar was not able to travel to Scotland and the role was not filled during 2017/18. The Library has agreed to extend the Fulbright Scholarship scheme for another four years and the Fulbright Scholar for 2018/19 was confirmed in role at the end of the 2017/18 financial year.
- **Application for Archival Accreditation by March 2018** – given the scale of the work involved and the review of the scheme, this target has been revised to 2018/19. A Business Case for the recruitment of a temporary co-ordinator to lead on the submission of the accreditation application by early 2019 has been approved by the Library Leadership Team.
- **Update Digital Preservation Policy/Implementation Plan** – work resumed in November 2017. In order to ensure the policy can also meet new accreditation requirements discovered during the Q1 research phase, the policy update will now be guided by a much wider group, established in January 2018, which will result in the policy being completed in Q2 2018/19. The draft has already been reviewed by the Library Leadership Team.
- **Feasibility Study/Public Spaces at George IV Bridge** – this topic was the subject of a Board meeting in May 2018 and it may be that a Programme Mandate is approved and a Feasibility Study progressed during 2018/19.
- **Modernise and upgrade multi-media room and South Reading Room** – work for re-fit of South Reading Room is underway but will not be completed until 2018/19. More design work is required on the multi-media room.
- **Work with Glasgow Life/British Library in the delivery of business information across the Glasgow area** – revised model in preparation by Glasgow Life. The revised completion date is September 2018.

Over the past quarter the following have moved from 'Amber' to 'Red':

- **Implement a single sign-on for access to the Library's digital resources for national entitlement card holders (Young Scot etc.)** – we hoped to complete this by the end of the year, but implementation has been delayed due to third party licensing requirements. This work will be completed during 2018/19.
- **Continue dialogue with key stakeholders (Scottish Government/SLIC/RLUK/SCURL) to explore the potential for a designation scheme for distributed library collections of national significance to Scotland, and make a proposal by September 2017** – work on the options paper is currently delayed by other more critical work priorities.

2.2 Progress against Key Indicators

Appendix B shows the results of the Key Indicators for the 2017/18 year. There has generally been good performance, including:

- Environmental Compliance just below 99% for the period.
- The target (7%) for the reduction in the Hidden Collections was exceeded with a cumulative reduction of 7.15%.
- The Library hosted over 5 million web sessions during the year – an increase of 25% on the previous year.
- The 2017/18 Visitor Survey indicated a high satisfaction level with the Library services – with almost 95% of visitors indicating they were either very or quite satisfied.
- Fundraising performance continued to improve, though it did not meet the revised target set for 2017/18.
- The percentage of the Collections in a digital format at the end of the year was calculated as 13.86%, which exceeded the target set for the year. There was a recalculation of the non-print legal deposit item totals received from the British Library as the result of some double counting over previous periods. The net result of this is to revise downwards the total of items received in the year by almost 224k.

A breakdown of the percentage of collections in digital format is included overleaf.

Category (Cumulative)	Total (000s)	% of Digital
Items available digitally		
Legal Deposit items	3,746	91.7%
Maps	300	7.3%
Books	28	0.7%
Moving Image items	7	0.2%
Other (Manuscripts/ Newspapers)	3	0.1%
Total available digitally	4,084	100%
Total Collections (Physical & Digital)	29,465	
Percentage available digitally (%)	13.86%	

2.3 Historical trends – Key Indicators

A sheet detailing the trends over time has been included at Appendix C. Much of this will be familiar to Board members from the Away Day presentation. In summary the appendix shows:

- A drop in Reading Room visits – with some stabilisation since 2016/17 as the result of the opening of Kelvin Hall.
- Reductions in physical additions and growth in digital collections.
- Increasing exhibition numbers over the past seven years, of almost 72%, and increasing web usage over the period, of almost 325%.
- Steady collection environmental compliance.

3 Recommendations

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

Appendix A – a summary of progress against the Library Plan targets

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	2	0	5	7	5	Inspiring Engagement - We will design and deliver public engagement programmes that will educate, entertain and inspire the communities of Scotland.	0	0	8	8
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	5	5	6	Reaching Out - We will develop the National Library as an exciting and memorable destination for both onsite and online visitors.	1	0	5	6
3	Promoting Research - We will encourage and promote research as a defining characteristic of the Library	2	0	6	8	7	Enablers - Delivering the Strategy	3	0	12	15
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	0	6	7						
Overall Performance		9	0	47	56						
By Objectives		16.1%	0.0%	83.9%							

Appendix B –a summary of progress against the Key Indicators

Dashboard for 2017/2018 performance

KEY INDICATORS 2017/2018							
Strategy Element	Indicator	Target for 2017/18 (Where Applicable)	Result for 2017/18	Target met for 2017/18?	Equivalent for 2016/17	Performance compared to 2016/17	Comments
Safeguarding Collections	Environmental Compliance	98%	99.0%	✓	98.7%	↑	
Improving Access	Percentage Reduction in Hidden Collections	7%	7.2%	✓	2.7%	↑	This is the cumulative reduction since this target was introduced.
Improving Access	Percentage of collections available in a digital format	13.5%-14.0%	13.9%	✓	11.80%	↑	
Promoting Research	Number of research collaborations.	15	36	✓	20	↑	More collaborations and better reporting in place
Reaching Out	Reading Room Visits	65,000-70,000	68,787	✓	69,392	↓	Figure now includes Kelvin Hall.
Supporting Learning	School/Lifelong Learning workshops etc.	130-160	260	✓	194	↑	
Inspiring Engagement	Exhibition Visitors	95,000-105,000	118,950	✓	132,063	↓	The popularity of the Enduring Eye exhibition was a contributory factor here with its strong visuals and appeal to a wide audience.

Inspiring Engagement	Number of public engagement/events	95-110	111	✓	107	↑	Target slightly exceeded.
Reaching Out	Website Usage (Web sessions)	4.0-4.5 million	5.1 million	✓	4.1 million	↑	Annual growth of 20-25% each year since 2014/15.
Reaching Out	Overall User Satisfaction levels	8.60	9.50	✓	8.70	↑	Based on very/quite satisfied score of 95% in 2017/18 survey of users. 66% indicated they were very satisfied.
Enablers	Staff Absence Rate (Days per Employee)	7.2-7.5	6.70	✓	6.20	↓	Slight jump from 2016/17 but still below target which is based on the All Sector average.
Enablers	Percentage raised against Fundraising target	100%	91%	X	63%	↑	Vacancies within the team during the year have affected performance.
Enablers	Central Support costs as a percentage of income	9.5%	8.40%	✓	5.00%	↑	Change in the way the figures have been calculated. On a like for like basis 2017/18 figures are lower.
Enablers	Media Profile (Advertising Value Equivalent)	2.2-2.6 million	2.9 million	✓	2.3 million	↑	

Appendix C–Historical trends in Key Indicators

Indicator No	Indicator	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
KI 1	Additions to physical collections	260,489	247,544	224,452	222,065	209,366	194,799	172,094	164,961
	Additions to Digital collections					687,000	841,853	1,421,326	886,466
KI 5	Reading Room Visits	89,271	74,968	64,054	74,598	63,989	63,291	69,392	68,787
KI 6	Website Usage (Web sessions)	1,576,557	1,856,595	2,376,813	2,264,571	2,916,333	3,452,649	4,070,417	5,103,920
KI 7	Exhibition Visitors	69,289	87,957	83,024	97,107	101,796	99,451	132,063	118,950
KI 10	Collection Environment compliance	99.20%	98.30%	99.50%	99.60%	99.10%	99.40%	98.70%	98.99%
KI 11	Staff Absence rate (Days per Employee)	7.9	6.5	7.9	7.5	8.6	8.3	6.2	6.7
KI 12	Development income raised	£65,550	£152,962	£374,000	£369,000	£462,000	£418,100	£381,000	£267,000
KI 13	Media Profile (Advertising Value Equivalent)	£1,529,516	£2,146,935	£2,584,977	£2,960,151	£3,300,000	£2,179,234	£2,308,000	£2,949,000