

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 & 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 December 2018 (Quarter 3). The results will also be placed on the 'How the Library is Performing' section of the [Library's website](#).

2. Achievements/Performance to December 2018

The Library continues to make solid progress with the 2018/19 Library Plan.

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 78% of the targets set for the year are on schedule to be met. Seven targets (14%) have been assessed as 'Amber'. This means they are slightly behind schedule, but should still be achieved during the planning year. At this stage we estimate that four targets (8%) will not be achieved in 2018/19. The table below details the change in these assessments over the year.

	2017/18 Q3(%)	2018/19 Q1(%)	2018/19 Q2(%)	2018/19 Q3(%)
Assessed as Green	82	94	86	78
Assessed as Amber	5	6	12	7
Assessed as Red	13	0	2	4

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

- The project to deliver a new Library Services Platform was successfully delivered and the new system was rolled out to Library users and staff early in Q3. This has been a significant piece of work across the Library involving many staff. The project has now reached the post implementation review stage which will last for 12 months. A review of the project has been produced and has been considered by the LLT.
- The results of the 2018 Staff Survey were received and showed that there was a 4% increase in overall staff engagement since the 2017 survey. This puts the Library in the top 12% of employers. As in previous years there will be an Action Plan to cover areas for improvement.
- The Library's main exhibition for 2018/19 'A Better World' opened in November.
- The project to ensure that Library policy and practice complies with GDPR legislation was completed.

There are currently four targets which are unlikely to be met during 2018/19. The following was marked as 'Red' in the previous report.

- **Complete works on the new Treasures Space and new Consultation Space** - Work on the new Consultation Space and the Enabling Phase of the new Treasures space were completed in Q3. However, due to a poor tender response rate the design and build of the new Treasures space will not happen in 2018/19. This will progress in the next planning year.

Over the past three months the following have moved into the 'Red' category:

- **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 on-line training for Health & Safety and Equality Awareness** – The Library will shortly have access to on-line training modules through a central government framework contract. However, work needs to be done to assess the modules and then publicise the content to staff. It is unlikely that this will be complete by the end of the planning year. 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 will target will also be carried over into 2019/20.

Appendix B shows the results of the 15 Key Indicators for 2018/19. There has generally been good performance, including:

- Steady growth in the percentage figure for the Collections in a digital format – this now stands at 16.5% – which is half way to the strategic target of 33% by 2025.

- An upturn in Development/Fundraising income. The current assessment is that the Library will exceed the target set for 2018/19.

Three areas have been assessed as Amber. These relate to;

- **Percentage Reduction in Hidden Collections** –there has been a dip over the past two quarters due to work required to complete Library Services Platform project;
- **Reading Room visits** – overall numbers are down 11% compared to the previous year. However, Q4 is usually the busiest quarter in the Edinburgh reading rooms and it remains likely that the indicator for the year will be met.
- **Staff Absence** – this assessment has been retained as Amber but it is also likely that this comes within the indicator range for the year.

3. Recommendations

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

Appendix A

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	1	4	5	5	Inspiring Engagement - We will design and deliver public engagement programmes that will educate, entertain and inspire the communities of Scotland.	0	2	3	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	2	4	6	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	0	0	7	7	7	Enablers - Delivering the Strategy	2	0	8	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	2	8	11						
Overall Performance		4	7	39	50						
By Objectives		8.0%	14.0%	78.0%							

Appendix B

Key Indicator Name	Target/Indicator for the Year	2018/19 Results Q1	2018/19 Results Q2	2018/19 Results Q3	2018/19 Results Q4	2018/19 Cumulative	2017/18 Results up to Q3	R.A.G Rating	Comment
Environmental Compliance	95.00%	98.51%	98.17%	98.02%		98.23%	99.25%	G	Quarter 3 based on December figures only.
Growth in Collections	1.025 million	416,855	557,675	436,301		1,410,831	1,274,905	G	Quarter 3 figure estimates. Figures for Legal Deposit not yet received from British Library. Final figures awaited from Serials and Digital. Does not include archival collections.
Availability of non-print legal deposit access	99%	100%	100%	100%		100.00%	99%	G	
Percentage Reduction in Hidden Collections	10%	7.79%	7.89%	7.97%		7.97%	4.38%	A	3,705 items catalogued over quarter. Output affected by new Library Services platform implementation. Returns due in from other areas which should increase the completion rate.
Percentage of Collections in a digital format	14%	14.94%	15.78%	16.50%		16.50%	14.50%	G	Quarter 3 percentage estimated; awaiting figures from British Library and others.
Number of research collaborations	20	38	52	53		53	36	G	
On-site learning & community events/Outreach learning & community events/Onsite other programmed events	130-160	75/9/21 (105)	52/17/21 (90)	83/9/20 (112)		315	281	G	
Exhibition Visitors	35,000-40,000	19,518	9,241	11,980		40,739	94,634	G	Exhibition visitors numbers were down compared with 2017/18. Although popular, the Muriel Spark exhibition was not expected to match the popularity of the previous year's exhibition: "You Are Here: A Journey Through Maps" which appealed to a much wider audience. In Q2, there was no main exhibition due to building work, hence the much lower figure.
Website Usage (Web sessions)	5.0-5.5 million	1,236 million	1,236 million	1,375 million		3,847 million	3,565 million	G	Figures up 5% on Q3 for last year and 8% for the whole year.
Reading Room Visits	62,000-67,000	15,346	15,652	15,309		46,307	51,977	A	Overall reading room visits were down 11% for Q1-3 in 18/19 compared with the same period in 17/18. Edinburgh numbers were actually up in Q1 and only slightly down in Q3 and the main contributing factors for this building were the drop in Q2 with the good weather a likely cause. Kelvin Hall numbers are down 15% with the biggest drop occurring in Q1.
Physical Collections Capacity	6,753 linear metres	n/a	n/a	n/a		22,963 linear metres	n/a	G	Figures give combined usable linear meterage at Causewayside, George IV Bridge floors 2-10, and George IV Bridge strong room and indicates that NLS is well above the minimum level required. Figure provided annually.
Staff Absence Rate (Days per Employee)	7.1-7.4	1.8	2.0	1.6		5.4	5.0	A	There has been a small increase compared to the previous 2017/18 figures. This is due to rise in a number of long-term absences - mostly related to musculo-skeletal issues. Work related illnesses have decreased.

Key Indicator Name	Target/Indicator for the Year	2018/19 Results Q1	2018/19 Results Q2	2018/19 Results Q3	2018/19 Results Q4	2018/19 Cumulative	2017/18 Results up to Q3	R.A.G Rating	Comment
Amount raised against Fundraising target	100%	6%	9%	49%		49%	29%	G	A number of pledges and HLF grant funding is expected in Q4. Target for the year has been reduced by removing the drawdown figure for the HLF MacKinnon project as part of the Mid Year Review. Recent income will mean target is reached for year.
Support costs as a percentage of Library income	10.7%	10.2%	10.40%	9.70%		10%	8%	G	
Staff Engagement	Top Quartile	n/a	n/a	70.0%		n/a	n/a	G	Report received in November. Engagement Index has increased by 4% over the year and is now in the top 12% across all surveyed organisations