

National Library of Scotland

Corporate Plan 2011-12



Cover photo: film cans at the Scottish Screen Archive.

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1. Introduction

The National Library of Scotland is one of Europe's major research libraries, with a long and distinguished history of collecting, preserving and managing collections of world-wide importance. The collections cover both historic and contemporary material, from Scotland and around the world. In recent years, significant efforts have been made to ensure that NLS is also accessible, welcoming and outward-looking; evidence of achievement in this respect includes the new Visitor Centre in Edinburgh and a major programme which has delivered much enhanced remote access to digital collections.

The National Library of Scotland's collections include over fourteen million printed items, ranging from books, magazines, scholarly journals, newspapers, music and maps. The key to the Library's collecting is the legal deposit privilege, which entitles it to claim a copy of all printed items published in the UK (and Ireland). This privilege (unique, in Scotland, to NLS) has been responsible for the acquisition of most of the Library's collections for almost 300 years. In addition, through purchase, donation and deposit, the Library has built up pre-eminent manuscript and printed collections relating to Scotland and the activities and influence of Scots throughout the world. Increasingly, new knowledge and creativity are produced, and used in some kind of digital format; this poses significant challenges, but provides hugely exciting opportunities for the future.

Connecting Knowledge

NLS recently agreed a new corporate strategy *Connecting Knowledge*, which covers the period to the end of 2014. This signals our strategic priorities, also reflected in this Plan, and how we will use the resources that we have.

The Library's Vision and Mission

The National Library of Scotland exists to advance universal access to knowledge about Scotland and in Scotland

Values

The Library will achieve this through adopting and demonstrating the following values:

Service Learning Innovation Commitment Excellence

Key Themes

We describe our principal strategic functions in terms of 'content' and 'connectivity', which are themselves underpinned by two key enablers: 'organisational effectiveness' and 'collaboration':

Content - what we provide access to

'Content' means items we collect and own, as we have always done; but increasingly we will also facilitate access to material that we don't own - for example digitised images and licensed electronic subscriptions.

Connectivity - how we provide access

'Connectivity' means how our users find and use content. Access will be through a range of channels - on-site in reading rooms, educational events and exhibitions, and remotely online.

Organisational Effectiveness

In order to meet the substantive challenges represented by content and connectivity, we must have access to the finance, skills and infrastructure that we need. At this time of significant resource constraints, this requires effective leadership and improved business processes.

Collaboration

We cannot on our own meet our chief challenges nor grasp the many new opportunities - whether developing content, connecting with users or improving organisational effectiveness. Collaboration is therefore a key theme running through all our work and we will always look for opportunities to work with others.

The Year ahead

This Plan aims to ensure that we focus on our main priorities. As noted in our corporate strategy, NLS faces a number of important challenges, but many of these also offer us the possibility of exciting new ways of working:

- Collecting electronic publications through the new extended legal deposit regulations;
- Ensuring that digital collections are preserved for the long term;
- Increasing the resources that can be used online where and when it suits people best - in the home, school or business workplace;
- Making collections visible, findable and joined-up;
- Ensuring that our arrangements for managing risk, audit and governance meet best practice;
- Striking the best balance between investing in digital and in physical services;
- Delivering and further developing our 'shared services' programmes, and
- Ensuring that we prioritise the use of our resources wisely, bearing in mind our reduced levels of funding.

This last bullet point - the reduction in public funding available to NLS - is the most pressing and serious challenge facing the Library in the year ahead. NLS will manage this reduction (faced by most of the public sector) in a positive and responsible manner, and the actions in this Plan reflect how we have done this in planning our priorities. As explained in more detail below (Section 6 *Resources*) however, we will not be able to cope with cuts on this scale in future years without a drastic effect on collections and services. We therefore look forward to continuing our dialogue with the Scottish Government to deliver sustainable funding to the Library in the medium term.

During the past year, the Scottish Government launched a public consultation on proposals to reform the governance of the National Library of Scotland, and to repeal its founding 1925 legislation. The response to this consultation indicated

widespread support for these proposals and the Board of Trustees would welcome the introduction of new legislation to put them into place in the year ahead.

Structure of this Plan

This Corporate Plan covers a single year - 2011/12 - because our government funding is currently set for that year only. We hope that in future years we can again plan for longer periods, with the levels of Grant-in-Aid funding known for three years ahead. Meantime, our planning for 2011/12 has been set as far as possible within the wider context of our 'best-guesses' about possible future funding levels.

This Plan lists only the high-level actions which we intend to put in place during the year ahead; it is complemented by more detailed plans at departmental, divisional and project levels. The sections from pp 5 to 11 show, in the first two columns, the outcomes that we want to see and our priorities; these are taken directly from the *Connecting Knowledge* strategy. The third column describes the action we commit to during the year ahead. At the end of each section, we describe the type of measures that we will use to monitor our success in achieving these strategic outcomes. We will use this material to inform a formal review of our Key Performance Indicators in the first part of the 2011/12 year.

Section 6 represents an overview of our funding and resource requirements. We have to manage with less government funding than before, for both capital and revenue, and must realistically expect that the public funding environment will continue to be difficult. We will nevertheless continue to make the case vigorously for strong public funding for NLS and to demonstrate the importance of the Library to Scotland.

Finally, Section 7 gives a brief summary of performance and achievements over the past year, including our contribution to the Scottish Government's national outcomes. We will publish full performance information, including progress in meeting KPIs, as part of our Annual Report later in 2011. This will enable data on the full 2010-11 financial year to be reported to the public.

2 Content

What outcomes do we want?	Our priorities are to:	No.	Actions - We will:
We preserve all our collections for the long term	<ul style="list-style-type: none"> Focus on the most vulnerable material - much of which is digital, film and sound. 	A1	Seek as far as possible to ensure the long-term security of our digital holdings by developing and starting to implement a new digital preservation strategy in conjunction with the Digital Preservation Coalition.
We collect Scottish publications as completely as we can	<ul style="list-style-type: none"> Improve legal deposit processes, including developing effective ways to collect electronic publications. 	A2	Maintain our intake of Scottish material at least at 2010-11 levels.
		A3	Complete our comprehensive 'Review of Ingest of Printed Materials' and begin implementation of its recommendations on processes for acquiring, managing and using the collections. (see also 'Collaboration' for electronic Legal Deposit).
We collect non-Scottish material that we know our customers in Scotland will want	<ul style="list-style-type: none"> Be more selective in what we acquire, targeting our intake of non-Scottish legal deposit material to meet demand from our customers; 	A4	Define our required intake of non-Scottish legal deposit material, taking account of our collecting policies and expected customer demand.
	<ul style="list-style-type: none"> Collaborate with other Legal Deposit Libraries, aiming to ensure that everything is collected by someone. 	A5	Work towards establishing a new collaborative mechanism for Legal Deposit libraries and the Agency for Legal Deposit Libraries to agree collecting strategies and put them in to place effectively.
	<ul style="list-style-type: none"> Buy or subscribe to those paper, print or digital resources that our customers most need. 	A6	Review our collection purchasing priorities, to take account of reduced Purchase Fund, focusing on the principal known or likely customer requirements and the NLS Integrated Collections Strategy.

How we will measure success:

- The condition of our collections
- Our success in collecting Scottish and other resources our customers need
- How much we collect, in accordance with our collection strategy.

3 Connectivity

What outcomes do we want?	Our priorities will be to:	No.	Actions - We will:
People can find and use the content they need.	<ul style="list-style-type: none"> Provide an appropriate description promptly for all the new material we receive and reduce cataloguing backlogs 	B1	Provide appropriate descriptions for all deposited, purchased and donated items accepted for the collections during 2011-2012.
		B2	Draw up and, as far as resources allow, begin implementing a programme for disclosure of un-catalogued and unprocessed collections tailored to available resources.
	<ul style="list-style-type: none"> Provide systems, tools and support which meet our customers' needs effectively 	B3	Implement a programme of projects to improve user access to digital objects, archives, moving images and printed items held by, or accessible through the Library.
Our customers have expanded remote access to content they need	<ul style="list-style-type: none"> Provide online access to licensed resources and digitised materials 	B4	Provide and promote an appropriate form of public access to all digital materials created or acquired during 2011-2012. *
	<ul style="list-style-type: none"> Make NLS content available for use and re-use in learning environments, including school, adult and higher education 	B5	Bring into operation our new 'Learning Zone', an online education resource linked to the Curriculum for Excellence and designed to engage schools, communities and self directed adult learners with the Library's collections and services.
Customers have on-site access to our collections	<ul style="list-style-type: none"> Tailor our reading room services to meet both current demands and emerging needs 	B6	Implement the first year of a long-term programme of improvements to Reading Room services, including: <ul style="list-style-type: none"> the creation of a new Special Materials Reading Room facilities with improved fetching and reserve services; increased facilities for laptop users; introduction of improved digital copying facilities; improved self-service access to consultation aids and open-access book stock for all readers.

What outcomes do we want?	Our priorities will be to:	No.	Actions - We will:
	<ul style="list-style-type: none"> Provide access to digital materials collected through legal deposit 	B7	As soon as the regulations permit, and working in collaboration with partners the British Library and the National Library of Wales, bring into operation the joint IT system for managing electronic Legal Deposit and make electronic legal deposit items available for the first time in our buildings.
The Library, our collections and how they can be used have a high profile	<ul style="list-style-type: none"> Publicise the Library, its collections and services to key potential customers. 	B8	Develop, and begin implementation of, a new marketing plan, further enhancing public awareness of NLS and the exciting offerings that we have available, identifying our main market segments and further exploiting digital media and social networking.
		B9	Deliver at least 4 Book Festival partnerships, promoting increased awareness NLS and its services to relevant audiences in different parts of Scotland.
	<ul style="list-style-type: none"> Display and interpret collections through exhibitions, events and educational resources 	B10	Hold 2 major exhibitions (with accompanying web features) and 6 'treasures' displays to showcase our collections.
		B11	Host a minimum of 40 public events, based around the national collection; to an audience of at least 3000 members of the public.

* the form of access to specific resources (including remote access) depends on the relevant licensing and intellectual property agreements that apply.

How we will measure success:

- How quickly we catalogue new items and reduce un-catalogued collections
- The use of collections (physical, in reading rooms and digital - including remote, online access)
- How many people use our services, online and in person
- Media monitoring and evaluation.

4 Organisational Effectiveness

What outcomes do we want?	Our priorities will be to:	No.	Actions - We will:
The Library is well managed, equipped to achieve its key goals at a time of restricted public funding	<ul style="list-style-type: none"> Foster a culture of innovation and customer focus 	C1	Introduce a corporate system/database for managing customer feedback, comments and complaints.
		C2	Maintain a programme of customer service training for staff.
	<ul style="list-style-type: none"> Continue to make leadership and management more effective throughout the organisation 	C3	Implement our new management competency framework, building on the recent Leadership and Management Development Programme.
We improve internal processes, efficiency and productivity and cut costs.	<ul style="list-style-type: none"> Reduce or eliminate non-essential work and make the organisation simpler 	C4	Carry out a strategic review of NLS staffing and structure, taking account of reduced funding and staffing levels.
		C5	Implement the recommendations of our recent reviews of reading room services, enquiries and ingest of collections.
		C6	Improve administrative processes in key areas, through application of ICT systems, in particular introducing a new Finance system and extending the use of SharePoint to communications and records management.
		C7	Review current arrangements so as to ensure we have effective project management, procurement and contract management arrangements.
		C8	Implement Carbon Management Plan, further reducing consumption of energy and water, and output of waste and carbon.
We acquire the resources we need	<ul style="list-style-type: none"> Attract public, philanthropic and project funding and generate income from services where appropriate 	C9	Following the completion of Phase 2 of the fundraising programme for the John Murray Archive, devise and implement a revised fund-raising strategy focusing on NLS priority projects in our 2011/12 strategy.
		C10	Implement a new corporate income generation policy, setting out income targets for each major area of fee-generating activity.

What outcomes do we want?	Our priorities will be to:	No.	Actions - We will:
		C11	Implement an e-commerce facility in the Library to increase revenue and reduce staff costs.
	<ul style="list-style-type: none"> Retain, recruit, train and motivate staff who have the skills we need 	C12	Implement a new internal communication strategy.
		C13	Complete new strategies for staff development/training and for pay/reward.
	<ul style="list-style-type: none"> Acquire the infrastructure (both IT and property) that we need to support key aims 	C14	Monitor our property holdings to ensure that we are obtaining best value from all of them, and take action where opportunities arise to dispose of or reduce net costs of some of them.
		C15	Develop and implement a sustainable IT plan, bearing in mind the possibilities of collaboration with other parts of the public sector.
Our accountability and governance are improved	<ul style="list-style-type: none"> Ensure that effective control mechanisms, standards and targets are applied 	C16	Adopt revised internal control assurance process and monitor their effectiveness carefully.
		C17	Review our Key Performance Indicators, based on the 'Success Measures' included in this Plan, and ensure that they are monitored by the Senior Management Team and Audit Committee each quarter.
	<ul style="list-style-type: none"> Assist in the preparation of new legislation re-defining the role of the Library and its Board 	C18	Support and contribute actively to the formation and communication of any new legislative proposals to modernise the governance of the NLS.

How we will measure success:

- The amount of money raised and generated funds raised through philanthropy, grant-making trusts and income generated
- Structured review of staff skills, competencies and gaps
- Efficiency data; cost per unit of processes; reduced carbon emissions
- Progress of legislation.

5 Collaboration

What outcomes do we want?	Our priorities will be to:	No.	Actions - We will:
All Scottish library and archive collections are made more accessible to researchers	<ul style="list-style-type: none"> Support a strategic national approach to the collection, digitisation and use of Scottish materials 	D1	Contribute to and where appropriate lead developments aimed at producing a more integrated Scottish-wide collection policy (based on existing work developed in collaboration with SLIC and SCURL).
		D2	In partnership with other cultural bodies, develop proposals for the effective co-ordination of Scottish digitisation standards, policy and activity.
Scottish library and information services collaborate effectively	<ul style="list-style-type: none"> Share knowledge with the Scottish library community, focussing particularly on issues where we have specific expertise and remits 	D3	Identify, publicise and encourage developments in partnership activity ensuring use of Partnership Framework including <ul style="list-style-type: none"> Completion of a Memorandum of Understanding between NLS, SLIC and Heads of Public Libraries which will improve collaboration across the sector; Organisation of a meeting bringing together NLS with Heads of Public Libraries to share best practice and new developments; Implementation of a mechanism for collaborative Scottish advocacy on issues relating to copyright.
Our work is well co-ordinated with major library, educational and cultural institutions	<ul style="list-style-type: none"> Collaborate with UK and Irish Legal Deposit Libraries in the fields of collection, preservation and access 	D4	Work with other Legal Deposit Libraries on collaborative preservation including storage for little used items.
		D5	Identify efficiencies in claiming of required Legal Deposit materials with other legal deposit libraries. The Agency for Legal Deposit Libraries (ALDL) will implement these decisions, by agreement of the ALDL Board and in accordance with ALDL Business Plans and Service Level Agreement.
		D6	Work with UK partners to implement electronic Legal Deposit regulations and to make materials available to users (see also 'Content').

What outcomes do we want?	Our priorities will be to:	No.	Actions - We will:
	<ul style="list-style-type: none"> Contribute to joint initiatives and services with other national bodies 	D7	Develop and implement plans and effective governance for strategic collaboration with key Scottish partners on effective delivery of digital services (for example, Scotland's Places).
We communicate with and involve our customers and potential customers, understanding their changing needs and demands.	<ul style="list-style-type: none"> Research our various audiences, identify their specific needs and engage with them in a focussed way 	D8	Carry out required market research to ensure that collecting priorities, public services and communications are effective.
		D9	Publish and implement our Gaelic Language Plan, setting out the contribution NLS will make to the vitality of the Gaelic language.
Our services are improved, and costs reduced, by collaborating with other partners.	<ul style="list-style-type: none"> Deliver efficiencies through pooling administrative and other services 	D10	Complete the evaluation stage on a shared services programme with National Galleries of Scotland, setting milestones for implementation where appropriate with respect to Information Services, Finance, HR and Estates.
		D11	Jointly with NGS, provide support for the merging of our two American Friends/Patrons organisations, and develop plans to exploit the exciting new prospects that this will offer to NLS.
		D12	Look for new opportunities for collaboration in back-office and also product delivery projects with other organisations, including the British Library, National Library of Wales, Royal Commission on Ancient and Historic Monuments, National Archives of Scotland and Scottish public and university libraries.

How we will measure success:

- Customer market research, mystery visits, feedback from users
- Completion of project milestones for shared services (especially for Finance and Information Systems)
- Delivery of collaborative services with other cultural bodies and libraries (especially for electronic Legal Deposit)
- Research outputs, public and professional reputation.

6 Resources

Our high-level budget for 2011-12 is shown in the table on the following page. We have not included in the Plan a budget for any years beyond the current one, because future levels of Grant-in-Aid are unknown.

The Grant-in-Aid for 2011-12 available to NLS represents a reduction in revenue funding of 4.4% compared to the previous year. In addition, the allocation for the Purchase Fund has been reduced by the Scottish Government from £1.3 million to £0.7 million (subsequently supplemented through internal re-allocation of budgets). We acknowledge that funding is being reduced for many public bodies and accept our responsibility to contribute to the most efficient and effective public sector; this is witnessed through the emphasis in this plan on the increasing operational efficiency and deepening shared services collaboration. We also acknowledge that the Scottish Government has been helpful in funding other areas of capital spending and in assisting significantly with the costs of allowing 20 NLS staff to take early retirement/severance terms in the 2010-11 year. However, taken together the reduction in Grant-in-Aid from 2010/11 levels is around 11%.

These cuts therefore present NLS with very significant challenges in the year ahead, and if continued, over the medium term horizon. We will continue to press the case for improved funding terms to the Scottish Government over the year ahead, principally to restore our purchasing capacity. This is essential if NLS is to retain relevance to Scottish researchers of all kinds, who need not only UK print publications (which we can normally collect through Legal Deposit) but also current publications from overseas or in electronic format which we must pay for. Without uninterrupted annual collecting of this contemporary material, NLS cannot play the central role in supporting Scotland's need for dynamic research and generation of knowledge. As evidence for our commitment to support our purchasing, and with some additional help from Scottish Government in 2010-11, NLS has budgeted £900,000 for purchasing in 2011-12 to meet the most pressing customer needs, despite the reductions in both Purchase Fund and revenue grant. This, of course, will reduce other activity that we are able to do, but we see this as a necessary price to pay for maintaining a necessary level of purchasing capacity. It is essential to note, however, that it will not be possible to make such adjustments in future years, so we need to ensure that future levels of funding for purchasing activity are sustainable.

During 2011-12 we will be reviewing our approach to fundraising, with the aim of bringing more non-governmental income into the Library. This coincides with the completion of the major John Murray Archive project - we have now accumulated all the required funds associated with our acquisition of this flagship archive in 2006. Through the new fundraising strategy, we expect to be able to generate some additional income to support some of the priorities of the Library in new ways, but it is important to note that fundraising will never be of more than very marginal relevance to most of our core activities.

BUDGET 2011/12			TOTAL (£)
INCOME			
Grant In Aid			14,224,000
Other Grant			36,132
Interest Income			70,000
Trading Income			77,942
Other Income			363,825
TOTAL INCOME			14,771,899
EXPENDITURE	Staff	Non-Staff	
Acquisitions & Description	1,070,227	26,125	1,096,352
Café	0	2,100	2,100
Reference Services	942,774	45,751	988,525
Shop	0	23,550	23,550
Director of Customer Services	78,402	23,978	102,380
Customer Services	2,091,403	121,504	2,212,907
Modern Collections	1,005,110	220,000	1,225,110
Maps & Manuscripts	722,894	45,448	768,342
Rare Books	408,027	63,810	471,837
Scottish Screen Archive	355,256	218,721	573,977
Preservation & Conservation	420,281	0	420,281
Director of Collections & Research	36,509	24,500	61,009
Collections & Research	2,948,077	572,479	3,520,556
Fundraising	165,063	94,020	259,083
External Relations	308,414	315,400	623,814
Partnerships	63,763	12,180	75,943
Dir of Development & Ext Relations	77,268	25,356	102,624
Development & External Relations	614,508	446,956	1,061,464
Finance	227,721	72,700	300,421
Human Resources	373,790	170,060	543,850
Information Systems	560,385	562,422	1,122,807
Estates Summary	1,731,370	3,530,251	5,261,621
Collection Support Service	71,340	2,850	74,190
Director of Corporate Services	210,284	78,768	289,052
Corporate Services	3,174,890	4,417,051	7,591,941
Trustees	0	3,550	3,550
Strategic Policy	153,869	10,600	164,469
National Librarian & Chief Executive	148,937	128,510	277,447
National Librarian & Chief Executive's Office	302,806	142,660	445,466
TOTAL EXPENDITURE	9,131,684	5,700,650	14,832,334
Depreciation			-351,046
SURPLUS/(DEFICIT)			-411,481

7 Performance and achievements

The National Library of Scotland has continued to monitor performance at a strategic level through quarterly reviews of progress in implementing the current Corporate Plan and of our Key Performance Indicators (KPIs). The Audit Committee of the Board of Trustees also considers the KPIs on a quarterly basis and from time to time requests more detailed information on specific performance issues. As noted above, we will report fully on past performance in the Annual Report. We would also draw attention to a small number of especially significant milestones which have been achieved over the past year:

- the launch of remote registration services, allowing people to have access to a wide range of high-quality research resources online;
- digitisation of half a million pages of historic materials including a large number of 18th and 19th century post office directories (done in collaboration with a number of local authority libraries);
- helping to ensure the approval of Regulations which allow the collection and preservation of electronic publications through Legal Deposit (with the British Library and National Library of Wales);
- completion of our fundraising obligations for the John Murray Archive;
- deepening and extending our 'shared services' collaboration, particularly with the National Galleries of Scotland
- Exceeding our targets to reduce energy consumption and carbon emissions.

We aim to ensure that at all times, we align our performance reporting measures with those of the Scottish Government, as represented by Scotland Performs <http://www.scotland.gov.uk/About/scotPerforms>. The high-level aims of our new strategy *Connecting Knowledge* are deliberately expressed in terms of 'outcomes' to assist in this approach and allow us to integrate NLS performance monitoring with the achievement of government priorities. Our proposals and initiatives to improve both public services and efficiency now include, as a matter of course, consideration of collaborative options. The most important relationships between key NLS and Scottish Government outcomes are set out below.

Scottish Government Outcomes

NLS Outcomes

Better educated, skilled, renowned for research and innovation

- NLS is widely acknowledged as the premier library for many of Scotland's research communities
- We link with Scottish universities, colleges and schools on innovative research projects, some of them directly collaboratively with Research Council Support
- We increasingly attract people of all ages from all parts of Scotland with a broad range of educative material
- We collect everything that is published in Scotland as completely as possible, in accordance with our collecting policy
- People from all parts of Scotland make more use of our collections: use of on-line materials increased by 35% last year
- We contribute to and create new innovative resources for use in schools including 'Scotland on Screen' and the 'NLS Learning Zone'.

Take pride in a strong, fair and inclusive national identity

- The collections (both physical and digital items) are preserved in good condition, enhancing Scotland's international reputation for both the quality of its literary, scientific and cultural heritage, and for treasuring this heritage
- Enhanced reputation of NLS amongst public, LIS community and internationally.

Public services high quality, improving, efficient

- We have created an attractive new visitor centre which an increasingly large and diverse range of people are now visiting
- We have more customers, and more satisfied customers
- The organisation is more efficient
- We generate income independently and raise funds
- Our staff are skilled and motivated
- Increased collaboration/shared services.

Reduce the local and global environmental impact.

- NLS is more sustainable, building on our 15% reduction in carbon emissions in 2010

Scotland attractive place to do business in/ Realise full economic potential

- Increased support for business information needs
- Increased footfall/tourism.