



Equalities Mainstreaming and Outcomes Update Report

April 2015

Part 1

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Introduction

The National Library of Scotland (the Library) published both a Mainstreaming Report and a set of Equalities Outcomes in April 2013. This report will provide an update on the Library's progress and will also include our most recent analysis of the gender pay gap at the Library and of our employee and recruitment data.

The Library is one of six legal deposit libraries in the United Kingdom and Ireland. These are entitled to request and receive a copy of each item published in the UK; this obligation has existed in English law for printed books and papers since 1662 and for electronic and other non-print publications since 6th April 2013. This ensures that Scotland's published output, and therefore its intellectual record and future published heritage, is collected systematically, preserving the material for the use of future generations and to make it available for readers.

The Library was formed in 1925 by the National Library of Scotland Act which formalised the presentation to the nation of a large portion of the material that had formerly been the Library of the Faculty of Advocates. The Faculty had been collecting material since the early 1680's and it was much of this material that became the basis of what is now the National Library of Scotland, and is still part of our collections today.

The Library has six main physical buildings, three in Edinburgh and one in Glasgow with around 330 staff working across these sites. The Library's staff support the day to day operation of the Library as a public resource and in its longer term objective as a national repository. The staff have a wide mixture of skills including those who are both highly specialised in the fields of curatorial and archival work, those supporting the public areas in the reading rooms and front of house, and the corporate support functions such as finance and human resources.

Under the National Library Act of 2012 the Board of the Library was reconstituted and as of February 2015, we have our first full Board. This new Board consists of thirteen Board members, a Chair directly appointed by Scottish Ministers and a nominee from the Faculty of Advocates. The Library Board is now moving towards a greater diversity with a gender split of 8 female to 6 male. This is a topic which the Scottish Government has considered in detail in their 2014 consultation 'Women on Board' and the Library are proud to be able to support. The new Board also has a much wider age representation, although we acknowledge that there is still progress to be made in terms of the other protected characteristics, but accept that this is an issue wider than the Library and that we will work wherever possible with other organisations to continue to improve on this. As can be seen from our employee information

in Part 3 it is more than just the Board at the National Library of Scotland that is showing significant movements towards gender parity. However, we again acknowledge the further work that is required to make the Library an employer of choice for those with protected characteristics.

In 2014 we welcomed our first Skills for the Future trainees; we are running this training programme in conjunction with the National Galleries of Scotland and as such, the Library will be training twelve young staff over the next three years in collections management and digitisation. To support improvements in our staff demographic we have designed a youth friendly recruitment process to remove unnecessary barriers to employment, leading to us recruiting three Metadata Assistants and a Digital Access Assistant in the 18 to 24 age group. We are also working towards enhancing the employability of young people, commissioning work from two graduate photographers and from a young film maker, as well as using our procurement processes to secure commercial work experience for one person through the Young Scot Youth Apprenticeship scheme. As well as delivering on our own objectives this work also supports the Scottish Government's Youth Employment strategy 'Developing the Young Workforce'.

We have continued to run successful outreach and education programmes, interacting with a wide range of customers and potential customers. Greater detail as to our activities over the last two years, as well some information on our planned activities over the next two years is included within our report.

Enhancing Employability - Film Commission

Working with young people revealed to us just how powerful negative stereotypes about library work are and how much of a barrier these present to young people who might otherwise consider a library career.

With funding from Creative and Cultural Skills, we commissioned Caitlin Delves, a young film-maker studying at Duncan of Jordanstone, to make a film about the variety of jobs at the Library and to challenge the stereotypical view of a librarian as someone who “reads books, drinks coffee and tells people to be quiet”.

Caitlin's film (or trilogy of short films) is now available on the Library's YouTube page and has been picked up and circulated across the sector.

As well as the benefits to the Library and the opportunities raised for expanding young people's career options we wanted the commission to directly support Caitlin's career.

As well as having a film to add to her portfolio and her CV, Caitlin has benefited by gaining practical experience in areas such as working to a brief; dealing with intellectual property considerations; and liaising with curators over the inclusion of archive film in her project. We believe that this experience will stand her in good stead in her future career.



Legal Framework underpinning both the Library and the Duty

The National Library of Scotland ('the Library') was formed in 1925 by the National Library of Scotland Act. The Act of 1925 formally constituted the organisation we now know as the Library, and in 2012 a new National Library of Scotland Act was passed. Under the 2012 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 as a non-departmental public body 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, to publish equality outcomes and progress reports, to assess and review policies and practices, to gather and use employee information, to publish gender pay gap information and statements on equal pay, to consider award criteria and conditions in relation to public procurement and to publish in a manner that is accessible.

A Tour Guided by Fiction

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.

More can be found about Ken's placement at <http://investigatecreate.co.uk/2014/bat-squeak/>



Artlink is an arts and disability organisation based in Edinburgh. This Investigative Placement is part of a series of projects exploring the creative potential of access tools, such as verbal description, through collaboration between artists, venues and audiences. Artlink's work and approach promotes diversity by drawing on lived experiences to inform arts responses which are relevant and enduring.

Part 1

Mainstreaming the Equality Duty

The Library published its first Mainstreaming Report in April 2013 and here we will provide an update on how we have progressed towards embedding equalities in our general activity and on how we have progressed with the activities highlighted in our April 2013 report.

In our April 2013 report we also identified areas where the Library was already working well on embedding equalities. We will provide further details as to our achievements in these areas, along with any other activities which had not previously been singled out and where we feel we have made positive progress towards mainstreaming equalities.

Update on getting it right activity

Previously we had identified that the Library was already achieving well in terms of mainstreaming the duty within our education, outreach and learning activities and these are areas in which we are continuing to progress well. Included are some examples of positive activities we have been involved with or have delivered since our last report.

Our Learning Zone has continued to be a positive aspect of our online presence with additional development work having been carried out to expand on the material accessible; this now hosts a number of pages relating to women; from pages on the Suffragette movement in Scotland 'A Guid Cause...' to those on forgotten women writers of the early 19th Century, as well as information relating to projects such as Project Blaster, for building literacy and Mapping History, a resource for teaching about using historical maps.

All of our web based resources have been designed and developed to meet the Web Accessibility Initiative's standards and we will continue to work with groups affected by access concerns to encourage and increase their use of our web based resources.

Our outreach activity over the past two years has been extensive and has involved those from across a diverse range of geographical and social groups. We have run specific events for particular audiences as well as those in partnership with other organisations, or at the request of particular interest groups. Our collaborations with the Worker's Education Association and Artlink continue and we have a number of events planned already for 2015 onwards.

Enhancing Employability - Using Procurement

In November 2014, the Library was keen to develop an app to build on the success of the Oor Wullie web feature on the Scots language. We spotted an opportunity to use the procurement of a supplier to create a work experience placement to help improve the technical skills and workplace experience of a young person.

We made it a condition of the contract that the successful supplier would offer a work experience placement to a nominated young person. We worked with Young Scot to help us find a young person on their Creative Media Modern Apprentices programme who could benefit from such an opportunity.

Young Scot identified Hanna Sabic, a young person who could be released for half a day a week over a 3 month period to work with the supplier. We then facilitated a meeting between Hanna and Bluemungus, the successful supplier. Bluemungus were delighted with Hanna's skill set and got back in touch with us to see if her work experience could be extended. Hanna was very pleased with the opportunity to use her skills in a commercial environment and to learn more about the digital business world.

The Library is continuing its partnership with Young Scot in finding new ways to create employability opportunities for young people.

Examples of the events that we have run, or co-hosted are:

- Regular events for older people (especially socially isolated older people) in collaboration with Contact the Elderly and Artlink
- Working with women's history groups, e.g. WEA women's forum, Damn Rebel Bitches, and the Breaking the Mould project
- Tours for a wide range of community groups, including the Bethany Christian Trust (former homeless), and North Edinburgh Arts (lower socio-economic backgrounds)
- School workshops in rural areas and areas of deprivation (e.g. as part of the Scottish Ballet Hansel and Gretel project)
- Working with other cultural / heritage organisations to explore regular events for people affected by dementia
- Scottish LGBT History: 20 years after Footsteps and Witnesses (What's On public event)
- Scottish Youth Parliament Scottish Referendum debate
- Access All Areas? Working with Visitors to address physical, sensory and intellectual barriers: Visitor Studies Group/GEM conference for heritage and other organisations

Our Access, Outreach and Learning teams are already looking at a diverse programme of events and activities for next year and further ahead. These will continue to support both the mainstreaming of the equalities duty and the Library's duty under the 2012 Act to encourage and promote our collections and access to them. We continue to be proud of our staff and their achievements in terms of widening access and supporting and fostering good relations.

Making improvements and areas to focus on

Under these two sections in our April 2013 report we identified those areas listed in the table below as ones where we felt we needed to look at further activity. This is to ensure that we were progressing our obligations under the equalities legislation and the Library Act, and here we have provided a brief update on these issues and on the activity we have planned to continue to support and deliver on these.

Issues Identified in 2013	Progress	Activity Planned and Underway
Corporate Planning and impact assessments	There was a new cover sheet designed for all corporate documents and papers to be submitted to internal corporate meetings, as well as for all Board and Committee meetings, to include a section asking the paper provider to give details of any equalities issues that may be raised, or addressed, by the contents of the paper. There was also a high level impact assessment carried out on the 2012-2015 corporate plan, with all other assessments sitting underneath this.	For the subsequent corporate plans it has been agreed that assessments will be carried out in individual areas so that these capture in more detail the work that is being done and that is still required. This will ensure that there is a greater depth of understanding across the Library as to what the equalities duties are and how they affect our day to day work.
Digitisation process	A new digitisation request form was created and released for use in 2013. Although there was some	The reviewed proposal document was issued for requests being made from March

	<p>success with this new form in terms of raising awareness of the equalities agenda with the curatorial staff, the response rate was poor in terms of actual considered justification for digitisation to support those with protected characteristics. Therefore, as part of the review process it was decided to amend the structure of the request form to provide greater direction for those raising the requests, and provide an improved evidence base for future activity.</p>	<p>2015 onwards. It is intended that the Equalities Officer will meet with the Digitisation Manager later in 2015 to review the received requests to ensure that these are satisfying the needs and requirements of both the digitisation programme and in improving the mainstreaming of the equalities agenda.</p>
<p>Training and awareness</p>	<p>We had identified this as a particular area of weakness and whilst there has been progress towards all staff having training and development plans in place, this has not moved as far forward as we would have wished, particularly in terms of our delivery of the Equalities agenda.</p>	<p>An Equalities module has been sourced which will be hosted on the Library's new internal e-learning site. This will be a requirement for all staff as part of their induction process and will be rolled out to all other staff as part of an annual training and development programme. We are looking to run specific sessions for managers to cover their additional responsibilities under the Equalities duty in more detail as well as to cover the impact assessments and why these are required.</p>

Collecting and analysing statistics	In terms of both our recruitment monitoring and our general use of statistics these activities allowed us to identify areas in which we could support greater diversity within our staffing profile and we have continued to make use of the data available to drive change in these areas.	We are continuing to explore ways of decreasing the median age of our staff; from working with the National Galleries of Scotland on the Skills for the Future programme, to use new and innovative ways of advertising vacancies that may appeal particularly to the younger demographic.
Staff questionnaire	Due to internal reorganisation and a comprehensive review of our pay structure it was felt that it would be more beneficial for the Library to wait until changes had been finalised before running a further questionnaire. This will ensure that this did not simply capture staff's views of these activities and instead could be used as a valuable tool for the Library and provide us with a base line from which to work from over the next arc of the reporting cycle.	A staff questionnaire is prepared and will be run in Summer 2015.

Staff composition	It had been identified that the Library had an ageing staff profile with, in 2013, a quarter of our staff aged 55 or over. As a result of this the Library has undertaken specific recruitment activities and looked to work in partnership with other organisations to support schemes which will help to diversify our staffing profile.	The Library has been very proactive in looking to widen our staffing demographic particularly in terms of youth employment and to this end have carried out a number of pieces of work designed to encourage more young people to consider the Library as an employer of choice; from carrying out consultations on perceptions to amending our recruitment policy to focus more on potential rather than past experience.
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As well as the activities that we have singled out above the Library has continued to encourage staff to work towards embedding equalities within their day to day work.

Recently the Library is proud to announce that it has received a positive review on the online disability access guide 'Euan's Guide'. It is our intention to not only continue to provide the highest standard of service to all of our customers, but also to work with groups who may not previously have considered the Library as a destination to ensure that we are truly a resource for the nation. Our new shared premises at Kelvin Hall in Glasgow have been designed with access for all in mind and where possible, given the limitations of our historic buildings, we are working to ensure that this level of access is achieved across our estate. Where physical access to particular rooms or parts of buildings is problematic we have facilities available that allow readers to access our collection material on site and we are continuing to work towards increasing access via our on-line presence so as to provide enhanced access for those not able to attend our physical sites.

Removing Unnecessary Barriers

In response to the youth employability agenda and having recognised the implications of our aging workforce profile, we made a critical review of our employment practices as they affected young people. It soon became clear that two particular aspects of our recruitment process created unnecessary barriers for young people. Our communications about jobs included a lot of jargon and implicit assumptions about the nature of the work and our selection process was heavily biased towards candidates who could establish their suitability by reference to their previous work experience.

We saw that not all our jobs actually required previous experience so, mindful of age discrimination legislation; we devised a recruitment process that favoured potential over experience in order to create a level playing field for young people. We worked with young people to re-draft our job literature and used other channels to advertise the vacancy. The selection procedure involved a series of individual and team based tasks where the candidates were observed and scored against specific performance criteria over a full day's assessment centre.

We ran this process with a recruitment campaign for Metadata Assistants in June 2014 then again with a campaign for a Digital Access Assistant in November of that year. From these two campaigns we employed three young people in the 18-24 age range.

Feedback on the process has been positive from both candidates and managers. Candidates tell us the experience is much less stressful and they therefore feel they can give a better account of themselves and also gain a better understanding of the job. Even unsuccessful candidates come away with a better impression of the Library. Recruiting managers value the opportunity to see the candidates in action and the chance to get to know them better over the course of the day. One of the young people appointed through the process has since achieved promotion.

As our corporate literature comes ready for redesign we are ensuring that those images that are not from our collection material reflect the population and to encourage those who do not currently see the Library as a destination or consider it as an employer of choice to reconsider.

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