Library Plan update 2018/19
September 2018 – (Q2)

National Library of Scotland
Leabharlann Nàiseanta na h-Alba

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 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 September 2018 (Quarter 2). The results will also be placed on the 'How the Library is Performing' section of the Library's website.

2   Achievements/Performance to September 2018

The Library continues to make satisfactory 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 86% of the targets set for the year are on schedule to be met. Six targets (12%) have been assessed as 'Amber'. They are slightly behind schedule, but should still be achieved during the planning year. One target (2%) will not be achieved in 2018/19. This refers to the completion of the Treasures Space referred to in other reports.

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

- Good progress was made with the implementation of the new Library Services Platform and this was delivered early in Q3.
- The Unlocking Our Sound Heritage project is now up and running at the sound digitisation studio in Kelvin Hall. The majority of staff are in place and digitisation work has begun.
- Over 56% of the annual digitisation target was achieved in the first half of the year.

- The open protocol platform across building management information systems was rolled out and has started to capture key data on environmental conditions.

Those targets running behind schedule at the end of Q2 include the following;

- Extend range of digital resources for national entitlement card holders – delayed due to Library Services Platform implementation but expected to be complete late Q3/early Q4;

- Implement programme of mystery visits – procurement will commence in Q3.

- Implement removal of permission fees – should be achieved in Q4;

However, as noted above these we are still expecting that these will be achieved in the planning year.

Appendix B shows the results of the 15 Key Indicators for the first six months 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 15.78%.

- Web session numbers have stabilised after a fall between Q4 and Q1 and show an increase over the same period last year.

However, there has been a drop off in some areas. Reading Room visits have fallen by 12% when compared to the same period last year. We understand that similar cultural organisations have also seen a drop off in attendance over this timeframe, perhaps as a result of the good spring and summer weather. The staff absence rate is also at risk of falling outside the target rate. Over the past 12 months the rate has averaged 7.8 days compared to the target of 7.1 - 7.4. Analysis of this suggests that this is due to an increase in a relatively small number of long term absences.

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	0	1	4	of 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	of 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	0	6	of 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	of 6
3	Promoting Research - We will encourage and promote research as a defining characteristic of the Library	0	0	7	of 7	7	Enablers - Delivering the Strategy	0	0	10	of 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	0	3	8	of 11						

Overall Performance By Objectives	Red	Amber	Green	Total
	1	6	43	50
	2.0%	12.0%	86.0%	

Appendix B – a summary of progress against the Key Indicators

Key Indicator Name	Target/Indicator for the Year	2018/19 Results Q1	2018/19 Results Q2	2018/19 Cumulative	2017/18 Results up to Q2	R-A-G Rating	Comment
Environmental Compliance	95.00%	98.51%	98.17%	98.34%	99.37%	G	
Growth in Collections	1.025 million	416,855	557,675	974,530	827,809	G	
Availability of non-print legal deposit access	99%	100%	100%	100%	99%	G	
Percentage Reduction in Hidden Collections	10%	7.79%	7.89%	7.89%	3.16%	G	
Percentage of Collections in a digital format	14%	14.94%	15.78%	15.78%	13.55%	G	Steady growth over the previous three years
Number of research collaborations	20	38	52	52	34	G	
On-site learning & community events/Outreach learning & community events/Onsite other programmed events	130-160	75/9/21 (105)	52/17/21(90)	195	111	G	
Exhibition Visitors	35,000-40,000	19,518	9,241	28,759	69,208	G	Exhibition visitors numbers were down compared with Q1 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 is 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	2.472 million	2.26 million	G	Very similar results to Q1, with a 9% increase compared to the same period last year.

Reading Room Visits	62,000-67,000	15,346	15,642	30,988	35,262	A	Reading room visits were down 12% overall for Q1-2 in 18/19 compared with the same period in 17/18. General Reading Room numbers were down 9% with Kelvin Hall showing a fall of 25.5%. Building occupancy was also down in Q2 and it is likely that the unseasonally good weather in Q2 contributed to a fall in visits.
Physical Collections Capacity	6,753 linear metres	n/a	22,963 linear metres	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.
Staff Absence Rate (Days per Employee)	7.1-7.4	1.8	2.0	3.8	2.9	A	There has been an increase compared to the previous Q1 and Q2 figures. This is due to rise in a number of long-term absences - mostly related to musculo-skeletal issues. Work related illnesses have decreased.
Amount raised against Fundraising target	100%	6%	9%	9%	7%	A	Focus during Q1 and Q2 has been on developing a prospect pipeline, developing fundraising projects portfolio, GDPR response and establishing fundraising policies and reporting systems. A number of pledges and HLF grant funding is expected in Q3 and Q4.
Support costs as a percentage of Library income	10.7%	10.2%	7.80%	8%	8%	G	

Staff Engagement	Top Quartile	n/a	n/a	n/a	n/a	G	Report due in November.