National Library of Scotland
Leabharlann Nàiseanta na h-Alba

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 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 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 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 December 2017 (Quarter 3). The results will also be placed on the 'How the library is performing' section of the Library's Freedom of Information web pages.

2. Achievements / Performance in the period to December 2017

Over the first nine months of the year the Library continues to make steady progress with the 2017/18 Library Plan.

Three appendices are attached. These are:

> Appendix A – a summary of progress against the Library Plan targets.
> Appendix B – a summary of progress against the Key Indicators.
> Appendix C – a graph showing progress towards the One Third Digital target.

Appendix A shows that over 82% of the targets set for the year are on schedule to be met. This is the same figure as at the end of the same period in 2016/17 (82%).

Three targets (5%) have been assessed as 'Amber'. They are slightly behind schedule, but should still be achieved during the planning year. The Library Leadership Team (LLT) has reviewed the position with each of the 'Amber' targets.

Seven targets (13%) are now unlikely to be achieved in the year. Detail on these is provided below.

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

- The Library is in line to meet digitisation targets for the year – over 78k items have been digitised over the past nine months, which is 78% of the total.

- The Muriel Spark exhibition opened.

- The Library signed a Memorandum of Understanding with Scottish Enterprise.

There are currently seven targets which are unlikely to be met during 2017/18. This is an increase of four from the previous report in September. Previously the following have been marked as 'Red':

- **Datasets** – As part of the Plan we aimed to publish 20 further datasets on data.nls.uk. While one new set has been added, changes to the licensing regime mean it is now unlikely that the target will be met 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 is now not able to travel to Scotland and the role will not be filled during 2017/18. The Library has agreed to extend the Fulbright Scholarship scheme for another four years.

- **Application for Archival Accreditation by March 2018** – Given the scale of the work involved and the review of the scheme it is unlikely that this target will now be achievable in 2017/18.

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

- **Update Digital Preservation Policy / Implementation Plan** – Work on the policy resumed in November 2017. However, in order to ensure the policy can meet new accreditation requirements, the update will now be guided by a much wider group that will be established in January 2018. This will result in the policy being completed in Q2 2018/19.

- **Feasibility Study / Public Spaces at George IV Bridge** – The brief for the work has been prepared however any work is now unlikely to complete in this financial year. This work will be carried forward to 2018/19.

- **Modernise and upgrade Multi-Media room and South Reading Room** – Work for the re-fit of the South Reading room is under way, 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** – Work has progressed in scoping an initial partnership model with Glasgow Life with the likelihood of the National Library of Scotland being a key provider of business information content. It is intended to develop this model by early spring 2018 with the intention of reaching agreement with Glasgow Life and the British Library by the end of May 2018. This model would be based on the three partners – British Library, Glasgow Life and the National Library of Scotland – providing services / content to Glasgow in the area of business information.

Appendix B shows the results of the 15 key Indicators for the first nine months of 2017/18. There has generally been good performance, including:

- Environmental Compliance remaining above 99% during the period.

- There were almost 3.6 million web sessions over the nine months. The number of visits over the last quarter increased by 9%.

- The percentage of the Library's collections available digitally has increased to 14.5% which exceeds the target set for the year of 14.0%. The progress with this metric has been shown in a graph at Appendix C. It shows a steady increase each quarter over the past three years.

- Fundraising performance against the target has improved over the past quarter.

The progress of work on the Hidden Collections has been assessed as Amber. However, we remain confident that the target of a 7% reduction by the end of the year can still be achieved.

The Visitor Survey has now been sent out and will report upon user satisfaction by the end of the year.

3. Recommendations

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

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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	1	2	4	of	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	of	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	1	4	of	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	of	6
3	**Promoting Research** - We will encourage and promote research as a defining characteristic of the Library	2	0	6	of	8	7	**Enablers** - Delivering the Strategy	3	0	12	of	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	0	0	7	of	7							

	Red	Amber	Green		
Overall Performance	7	3	46		56
By Objectives	12.5%	5.4%	82.1%		

Key indicators 2017/2018

Strategy Element	Key Indicator Name	Target/ Indicator for the year	Responsibility for Completion	2017/18 Results					2016/17 results up to Q3	R-A-G Rating	Comment
				Q1	Q2	Q3	Q4	Cumulative			
Safeguarding Collections	Environmental Compliance	98.00%	Head of Collections Management	99.56%	99.18%	99.00%		99.25%	98.33%	G	
Safeguarding Collections	Growth in Collections	1.4-1.5 million	Head of Collections Management	330,365	497,444	447,096		1,274,905	923,293	G	
Improving Access	Percentage Reduction in Hidden Collections	7%	Head of Collections Management	3.16%	3.16%	4.38%		4.38%	1.18%	A	Drop off since Q1 partly as result of Pentland House move.
Improving Access	Percentage of Collections in a digital format	13.5-14.0%	Head of Collections Management	12.72%	13.55%	14.50%		14.50%	10.16%	G	
Promoting Research	Number of research collaborations	15	Head of Collections & Research	21	34	36		36	17	G	More collaborations and better reporting in place.
Promoting Research	Reading Room Visits	65,000-70,000	Head of Access	17,869	17,393	16,715		51,977	48,728	G	Figure now includes Kelvin Hall.
Supporting Learning	School/Lifelong Learning workshops etc.	130-160	Head of Access	68	43	84		195	116	G	Broadly in line with 16/17 and on track to meet our full year target. The jump in Q3 was due to the Enduring Eye School Workshops, funded by the Royal Geographical Society as the partner in the exhibition, and an increased range of workshops in Kelvin Hall.
Inspiring Engagement	Exhibition Visitors	95,000-105,000	Head of Access	23,247	45,961	25,426		94,634	105,485	G	Exhibition visitor numbers were slightly down in Q3 compared with the same period in 2016/17. However, we remain confident we will exceed our annual target.
Inspiring Engagement	Number of Public Engagements/Events	95-110	Head of Access	32	28	26		86	82	G	Use of the Board Room for a ten day Fringe event reduced the number of individual events in Q2, but figures are in line for Q1-3 compared with 2016/17.
Reaching Out	Website Usage (Web sessions)	4.0-4.5 million	Head of Digital	1,066,985	1,193,098	1,304,675		3,564,758	2,853,828	G	
Reaching Out	Overall User Satisfaction levels	8.6	Head of Access	n/a	n/a	n/a		n/a	8.60	G	Visitor survey now open.
Enablers	Staff Absence Rate (Days per Employee)	7.2-7.5	HR Manager	1.3	1.4	2.3		5.0	4.4	G	
Enablers	Amount raised against Fundraising target	100%	Head of External Relations & Governance	3%	7%	29%		29%	50%	A	Development Manager now appointed. Two grants/donations due to be received before year end.
Enablers	Central Support costs as a percentage of Library income	9.5%	Associate Director of Business Support	6.9%	8.1%	8.1%		8%	5%	G	The way the figures have been calculated changed between 2016/17 and 2017/18.
Enablers	Media Profile (Advertising Value Equivalent)	2.2-2.6 million	Head of External Relations & Governance	£624,580	£417,760	£767,490		£1,809,830	£1,842.130	G	