Library Plan update 2016-2017
June 2017 – Q4 /Year end

National Library of Scotland
Leabharlann Nàiseanta na h-Alba

Background

The Board agreed the 2016/17 Library Plan (BM/16/08) at its meeting on 31 March 2016.

The Plan is 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 or Technology & Finance. The Plan contained 49 targets for the year and identified a number of Key Indicators which the Library would use to help assess the achievement of its strategic priorities. Among other measures, it included 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 Corporate Dashboard is produced which incorporates the progress against the targets plus the performance against the Key Indicators.

The Corporate 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 March 2017 (Quarter 4) which represents the end of the planning year for the Library. The results will also be placed on the 'How the Library is Performing' section of the Library's website. The results will also be highlighted in the 2016/17 Annual Report and Financial Statements.

1   Achievements/Performance in the year to March 2017

In overall terms the Library has made solid progress with the 2016/17 Library Plan and with the implementation of the strategy. The majority of targets and indicators have been achieved for the year.

Three 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 C – a historical perspective on those Key Indicators which can be tracked across a number of years.

Appendix A shows almost 88% of the Plan targets set for the year were achieved. This is higher than the rate for 2015/16 (85%). In addition to the 49 Plan targets, the Library also agreed 13 Key Indicators. Appendix B shows that 11 of these were achieved and that when compared to 2015/16, performance improved in 11 out of 13 categories.

Particular items of note in relation to the Library Plan targets during the last year include the following:

- Opened the National Library at Kelvin Hall in Glasgow. This is now home to the Moving Image Archive which offers hundreds of historic films of life in Scotland for enjoyment and education.

- Made a major acquisition in securing a collection of 33 autograph letters of Robert Louis Stevenson to Anne Jenkin the widow of Stevenson's professor at Edinburgh University.

- Made significant progress with the major renovation of Library's main book store at the Causewayside building in Edinburgh.

- Staged two major exhibitions; 'Plague': a cultural history of contagious diseases in Scotland, and 'You are Here' on maps which attracted over 92,000 visitors.

- Undertook the first live streaming event on the then current Treasures display 'Playing Shakespeare: 400 years of great acting'.

- Improved wheelchair accessibility to the George IV Bridge site.

- Agreed a Memorandum of Understanding with Edinburgh University.

- Launched the 'Wee Windaes' website designed to raise awareness of the history, richness and cultural significance of Scots. The Library's own website was also refreshed giving it a more modern user friendly interface.

Particular items of note in relation to the Key Indicators during the last year include the following:

- Doubled the percentage of the collections available digitally from 5.5% at the start of the year to almost 11.8%.

- Increased traffic to the Library's website to over 4.1 million visits – an increase of 17% on the previous year. Over a million visits are now made every quarter.

- Created almost 1.1 digital images – an increase of 23% over the previous year and higher than in any other previous year.

- Welcomed over 132,000 visitors to the Library's exhibitions – an increase of 11% on the previous year.

- Maintained environmental compliance above the target rate of 98%.

- 17 datasets were released and are now available on the Library's website.

- Began to make inroads to the Library's hidden collections – reducing this by over 2.7% during the year.

Appendix A shows that six Plan targets were not met. Details of these and the action which will be taken are included in the following Table.

Description of Target	Update
Deliver the 2016/17 milestones in the Digital Preservation Programme.	The original programme dates from 2013 and the milestones set as part of this have been overtaken by events. New areas of work, not scheduled in the programme, including cloud backup of digital content, the recruitment of a Digital Preservation intern, and a review of mass digitisation file formats, with the intention to reduce ongoing storage requirements, have taken precedence and are being undertaken. The impact of these changes is that whilst the Library is not yet as aware of the file formats it holds or the approaches that should be taken with each of these, the underlying storage of digital content and our ability to preserve the actual 'bits' has improved more than planned. An updated target has been set in the 2017/18 Library Plan to agree an updated Digital Preservation & Implementation Policy.
Define the scope of the national bibliography of Scotland by 30 September 2016	A report from working group has now been completed and was initially considered by the Steering Group on 06/06/17. It likely that the approach will be formally approved by the Library Leadership Team on 27/06/2017.
Work with stakeholders (Scottish Government/SLIC/ RLUK/SCURL) to explore the potential for a designation scheme for distributed library collections of national significance to Scotland.	Work has progressed, with this matter now likely to be considered by the Library Leadership Team over the summer.
Migrate the existing digital archival finding aids to new (ArchivesSpace) on-line publicly available platform by end of Q3.	The launch date for this was postponed until end of May 2017 as result of issues with the import of data. Core data, has now been uploaded to the new system, and further datasets will be added during the first half of 2017-18.
Eliminate the backlog of digitised material to be placed 'on-line'.	The backlog has been reduced but still exists. Work is due to be undertaken in 2017/18 to replace the batch import method where bottlenecks can exist, with a constant workflow where items are ingested constantly once they are created.
Agree two new commercial digitisation partnerships in the year.	One significant agreement was signed during the year and discussions are taking place in relation to others. The impact of this is that progress to the digital third will be slowed.

In summary therefore:

(1) 88% of the Library Plan targets were met in the year.

(2) Six (12%) were not achieved. The majority of these will be either be completed in the first months of 2017/18 or have been incorporated into the 2017/18 Library Plan.

(3) Eleven of the thirteen targets set in relation to the Key Indicators were met or exceeded.

(4) Where it was possible to measure, performance improved or remained broadly the same in eleven of the thirteen categories of Key Indicators.

All of the above indicate a good performance for the year.

2   Recommendations

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

Appendix A – a summary of the results against the Library Plan targets

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	3	0	4	of 7
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	2	0	5	of 7
3	Promoting Research - We will encourage and promote research as a defining characteristic of the Library	0	0	7	of 7
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	6	of 6

Strategic Priority No	Description	Red	Amber	Green	Total
5	Inspiring Engagement - We will design and deliver public engagement programmes that will educate, entertain and inspire the communities of Scotland.	0	0	10	of 10
6	Reaching Out - We will develop the National Library as an exciting and memorable destination for both onsite and online visitors.	0	0	5	of 5
7	Enablers - Delivering the Strategy	1	0	6	of 7

	Red	Amber	Green	
Overall Performance	6	0	43	49
By Objectives	12.2%	0.0%	87.8%	

Appendix B – Dashboard for 2016/2017 performance

KEY INDICATORS 2016/2017							
Strategy Element	**Indicator**	**Target for 2016/17 (where applicable)**	**Result for 2016/17**	**Target met for 2016/17?**	**Equivalent for 2015/16**	**Performance compared to 2015/16**	**Comments**
Safeguarding Collections	**Environmental Compliance**	**98%**	**98.7%**	✔	99.4%	⬇	Target met for the year. Slight dip compared to 15/16 as new vaults were opened in Kirkintilloch. These continue to 'bed in'.
Improving Access	**Percentage Reduction in Hidden Collections**	**2%**	**2.7%**	✔	0.0%	⬆	
Improving Access	**Percentage of collections available in a digital format**	**4%**	**11.8%**	✔	5.50%	⬆	
Promoting Research	**Number of research collaborations.**	**10**	**20**	✔	13	⬆	
Reaching Out	**Reading Room Visits**	**60,000**	**69,392**	✔	63,291	⬆	The 2016/17 figures now include visitors to new facility at Kelvin Hall.
Inspiring Engagement	**Exhibition Visitors**	**75,000**	**132,063**	✔	118,251	⬆	Includes 93k visitors for extended run of the Maps exhibition.
Inspiring Engagement	**Number of public engagement/event attendees**	**80 events/20 tours**	**107 events, 58 tours**	✔	120 events, 71 tours	⬇	Our events target was reduced in 16/17 to reflect the impact of Kelvin Hall planning on the availability of key staff resources.
Reaching Out	**Website Usage (Web sessions)**	**3,000,000**	**4,070,417**	✔	3,452,649	⬆	Web visits now averaging over 1 million each quarter.

Reaching Out	**Overall User Satisfaction levels**	**8.60**	**8.70**	✔	8.60	⬆	Based upon mystery visit programme.
Enablers	**Staff Absence Rate (Days per Employee)**	**7.8**	**6.20**	✔	8.30	⬆	
Enablers	**Percentage raised against Fundraising target**	**100%**	**63%**	✘	87%	⬇	Although target missed over £4 million in philanthropic contributions was raised across the Library in 2016/17.
Enablers	**Central Support costs as a percentage of income**	**7.0%**	**5.20%**	✔	3.60%	⬆	More elements of the Library classified as 'Central Support' during 2016/17. On a 'like for like' basis there has been a decrease in central support costs over the year.
Enablers	**Media Profile (Advertising Value Equivalent)**	**£2,500,000**	**£2,308,000**	✘	£2,179,000	⬆	Although the figure is better than in 2015/16 the move to have one exhibition running from summer 2016 to spring 2017 resulted in some opportunities for publicity being lost.