Corporate Plan Update 2015-16
Quarter 4/Year end

National Library of Scotland
Leabharlann Nàiseanta na h-Alba

1   Background

At its meeting on 30 March 2015 the Board agreed the 2015/16 Corporate Plan for the Library.

The 2015/16 Corporate Plan contained 14 corporate objectives and 95 targets for the year. The Plan also identified a number of Key Indicators which the Library would use to help assess the achievement of its objectives. For the Library, among other things, it included metrics on the number of items acquired, visitor numbers, web-site visits and staff absence rates.

The targets and key indicators were assigned to a staff member – most typically a Head of Department. On a quarterly basis a Corporate Dashboard was 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 the 2015/16 planning/financial year.

The results will also be placed on the Library's web-site.

2   Achievements/Performance in the year to March 2016

The planning/financial year is now complete and a summary of the results against the Corporate Plan targets is attached to this document at Appendix A.

This shows that just over 85% of the targets set for the year have been met. This is considered a solid performance. Fourteen targets (15%) have been assessed as Red which means that they were not completed in the planning year. These have been detailed at Appendix B.

Where they continue to be relevant these targets have been rescheduled for completion in the 2016/17 planning year.

A copy of the results of the Key Indicators for the end of the financial year is included at Appendix C.

Targets were set for eleven indicators and nine of these were achieved. When compared to 2014/15, performance improved or remained broadly the same in ten out of eleven categories. In particular, over the year the Library:

- Added 195,000 published items to the physical collections through legal deposit, purchases and donations

- Increased the percentage of the Library's collections which are available digitally. Over 5.5% of the Library's collections are now available in the format compared to 2.6% at the start of the year

- Increased traffic to the Library's website to over 3.45 million visits – an increase of 18% on the previous year

- Welcomed over 118,000 visitors to the Library's exhibitions – an increase of 16% on the previous year.

Some further specific achievements in the year are detailed below:

- Added almost 800,000 books and journal articles through electronic legal deposit

- Made a major acquisition in securing the Sweetheart Breviary – an extremely rare example of a Scottish medieval religious manuscript

- Completed the purchase of the final part of the archive of the Scots-born and internationally famous writer Muriel Spark

- Successfully made the case to the Scottish Government for an increase in the Collection Purchase Fund budget for 2016/17. This increased from £500k to £1 million, securing access to key electronic resources and helping to ensure the integrity of the national collections

- Created 860,000 digital images – an increase of 57% over the previous year and higher than in any other previous year

- Continued building work on new facilities at the Kelvin Hall in Glasgow, due to open in September 2016. This work shall deliver substantially enhanced public access facilities for on-site consultation of the Moving Image Archive collections and other selected Library digital resources

- Continued with the major renovation of Library's book depository in Edinburgh

- For the first time, took part in a national People Survey to measure levels of engagement among our staff. Survey results showed some clear strengths. Overall engagement levels put the Library in the top quartile of all participating organisations. There were also a number of defined areas for improvement

- Undertook a re-organisation of the Library's staffing structure to ensure that it was better aligned with the new strategy. Achieved savings of over £250k from the senior management structure

- Hosted and organised the Elizabeth Soutar Bookbinding Competition and the Callum Macdonald Memorial Award for poetry pamphlet publishing

- Introduced self-service photography within the Library's reading rooms.

In summary therefore:

(1) 85% of the Corporate Plan targets were met in the year
(2) Nine out of the eleven targets set in relation to the Key Indicators were met
(3) Where it was possible to measure, performance improved or remained broadly the same in ten out of eleven categories of Key Indicators.

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

3 Recommendations

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

No	Responsibles/Description	Red	Amber	Green	Total	No	Responsibles/Description	Red	Amber	Green	Total
	Graeme Forbes, Robin Smith						Graeme Forbes, Robin Smith, Murat Guven, Gill Hamilton, Alison Buckley				
1	Reveal hidden collections	1	0	8	of 9	8	Create the capacity to search and to find material within all collections on-line	2	0	7	of 9
	Graeme Forbes, Murat Guven, J Coll, J Cromarty, Gill Hamilton, Lee Hibberd						Robin Smith				
2	Increase digital access to collections	0	0	8	of 8	9	Grow our capacity to support research	2	0	2	of 4
	John Coll						Robin Smith, Graeme Forbes				
3	Improve the user experience	1	0	7	of 8	10	Develop the national collections	1	0	6	of 7
	John Coll, Jackie Cromarty										0
4	Deliver a programme of workshops, events and exhibitions across Scotland	0	0	4	of 4	11	Collect, curate and communicate material relating to the Scottish Referendum 2014	1	0	2	of 3
	Murat Guven, Linda Macmillan, Jack Plumb, Iain Anderson						John Coll, Alex Miller				
5	Provide robust infrastructure to support Library operations	0	0	8	of 8	12	Continue to develop public awareness of and interest in the Library, its collections and services	0	0	5	of 5
	Robin Smith, Murat Guven, John Coll, Jack Plumb, Linda Macmillan, Gill Hamilton						Alex Miller, Anthony Gillespie, Lois Wolffe				
6	Establish a public National Library facility at Kelvin Hall	1	0	5	of 6	13	Continue to fundraise for NLS priorities	1	0	2	of 3
	Robin Smith/Alistair Bell						All HoDs				
7	Deliver a Sound Scotland archive network	2	0	1	of 3	14	Maximise organisational effectiveness through continuous improvement	2	0	16	of 18

Overall Performance By Objectives

Red	Amber	Green	Total
14	0	81	95
14.7%	0.0%	85.3%	

Last Snapshot Taken on 31/03/16

Appendix B - Targets not met in 2015/16

Number	Description of Target	Update
1.5.3.	Sort, appraise and describe the Mehew archive by the end of March 2016.	The work on this project has been rescheduled for a start and finish in 2016-17. This is as a result of adjusted priorities – with more focus being placed on the Muriel Spark archive project and exhibition.
3.1.1	Options appraisal paper on Public Spaces completed by June 2015.	Work completed by Task and Finish Group and report and plans currently being drafted for completion by end April 2016 in the new planning year.
6.1.1	Negotiation of management agreement (Kelvin Hall) with partners by March 2016.	Now likely to be June 2016. Does not jeopardise full project
7.1.1	Launch new Sound Scotland portal by October 2015 with metadata from 8 organisations, and initiate phase 2 of portal development to include metadata to 20 contributing organisations by the end of 2017.	Portal not ready for launch as of end of March 2016. Plans for expanding metadata sets to 20 on hold as fundraising for this area has been unsuccessful.
7.1.2.	Evaluate the Sound Scotland portal by February 2016	The completion of the portal (Target no 7.1.1) has been delayed. This means that the evaluation will slip into the 2016/17 planning year.
8.2.2	Add 44 collections to the Europeana Library by March 2016.	Licensing issue resolved. 25 collections in total sent to Europeana. The 44 collections would have been achieved but for the delay in licensing issues.
8.3.1	Complete Encoded Archival Description (EAD) integration by March 2016	This target has been overtaken by events. An alternative approach has been approved by the LLT – this is the Archives Space project which will provide on-line access to manuscripts during 2016. This is part of the 2016/17 Library Plan.

9.2.1	Run two workshops to scope out research community potential in one subject area.	One internal workshop has been held on developing communities of interest to support external research networks. Groups set up to explore a range of potential research areas, including Gaelic and photographic collections.
9.3.1	Deliver at least one research fellowship.	Fellowship programme will be launched during the 2016-17 planning year.
10.6.1	Complete review of integrated collecting policy by March 2016.	Work on researching comparator policies has now begun in preparation for detailed work once CPF for 2016-17 has been planned in detail. The new policy will be drafted and go through the necessary approvals during 2016/17.
11.2.1	Deliver outputs from web archiving work placement (January-March 2016) in collaboration with the Centre for the History of the Book at Edinburgh University.	Timetable for student placement amended following discussions with Centre for the History of the Book. Interviews for placement will now be held in September 2017, for a placement in January 2017.
13.1.1	Deliver £565k of fundraising during 2015/16 focusing on the following priorities: Muriel Spark, Kelvin Hall, Sound Scotland, Conservation Work Shop, Collection Purchase Fund, Fulbright Scholar.	Achieved total cash of £492k in year against target of £565k. Although less than planned the amount raised is higher than in any other financial year.
14.2.3	Improve HR page on the intranet in Q2.	Now waiting until report from SharePoint Implementation Group on intranet management.
14.5.1	Have draft application for Archive Service Accreditation ready by March 2016.	Work on this project has now been put on hold. The involvement of MIA colleagues is essential, but it is not feasible for them to engage fully with this project due to the move to Kelvin Hall.

Appendix C: Dashboard for 2015/16 performance

Key Indicators 2015/2016						
Indicator no	Indicator	Target for 2015/16 (where applicable)	Result for 2015/16	Target met for 2015/16?	Equivalent for 2014/15	Performance compared to 2014/15
1.1	Additions to physical collections	N/A	194,799	N/A	209,366	In line with increase in e-legal deposit
1.2	Environmental compliance	95%	99.4%	✔	99.1%	⬆
2.2	Percentage of collections available in a digital format	N/A	5.50%	N/A	2.60%	⬆
3.1	Research income generated as a percentage of Grant in Aid	0.80%	0.80%	✔	N/A	N/A
3.2	Number of research collaborations	6	13	✔	N/A	N/A
4.1	Number of school workshops/educational events	80	119	✔	89	⬆

5.1	Exhibition visitors	99,451	118,251	✓	101,796	⬆
5.2	Number of public engagement/event attendees	70 events/5000 attendees	120 events, 6,623 attendees	✓	104 events, 6,320 attendees	⬆
6.1	Website usage (web sessions)	2,300,000	3,452,649	✓	2,916,333	⬆
6.2	Reading Room visits	N/A	63,291	N/A	63,989	⬌
7.1	Staff absence rate (days per employee)	8	8.30	✗	8.60	⬆
7.2	Percentage raised against fundraising target	100%	87%	✗	N/A	⬆
7.3	Central support costs as a percentage of income	6%	3.60%	✓	6.60%	⬆
7.4	Media profile (Advertising Value Equivalent)	£2,000,000	£2,179,234	✓	£3,300,000	⬇