

I. 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 ['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 September 2017 (Quarter 2). The results will also be placed on the 'How the Library is Performing' section of the [Library's website](#).

2. Achievements/Performance in the period to September 2017

Over the first half of the year the Library continues to make good progress with the 2017/18 Library Plan and the results show that it is on line to meet the majority of the targets set for the year.

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 over 84% of the targets set for the year are on schedule to be met. Six targets (11%) have been assessed as 'Amber'. They are slightly behind schedule, but should still be achieved during the planning year. These figures are broadly similar to the position at the end of September last year. The Library Leadership Team (LLT) has reviewed the position with each of the 'Amber' targets.

Three targets (5%) are now unlikely to be achieved. Detail on these is provided below.

Some of the specific targets achieved or significantly progressed towards, in the first half of the year are:

- The bulk of the work on the move from Pentland House to Causewayside was completed and staff moved into their new accommodation during October.
- The Enduring Eye exhibition opened in June and there were almost 46,000 visitors to all exhibitions in the second quarter of the year.
- Over 51,000 items were digitised – which represents just over 50% of the annual target.

There are three targets which are unlikely to be met during 2017/18. This is an increase of one from the previous report.

- 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 means that 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.

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

- Environmental Compliance remains above 99% during the period.
- Almost 2.3 million web sessions over the 6 months – an increase of 24% over the same period last year.
- The percentage of the Library's collections available digitally has increased to 13.55% compared to 11.8% at the start of the year.

There has been a dip in work on the Hidden Collections – largely as a result of the planned move of staff from Pentland House. We expect this to improve as the year progresses and as staff bed into their new accommodation. User Satisfaction levels have increased over the period however, the cumulative rate for the year remains below the target level.

3. Recommendations

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



| 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 | 2 | 5 | 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 | 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 | 5 | 6 | Reaching Out - We will develop the National Library as an exciting and memorable destination for both onsite and online visitors. | 0 | 0 | 6 | 6 |
| 3 | Promoting Research - We will encourage and promote research as a defining characteristic of the Library | 2 | 0 | 6 | 8 | 7 | Enablers - Delivering the Strategy | 1 | 3 | 11 | 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 | 7 | | | | | | |
| Overall Performance | | 3 | 6 | 47 | 56 | | | | | | |
| By Objectives | | 5.4% | 10.7% | 83.9% | | | | | | | |

KEY INDICATORS 2017/2018

| Strategy Element | Key Indicator Name | Target / Indicator for the Year | Responsibility for Completion | 2017/18 Results Q1 | 2017/18 Results Q2 | 2017/18 Results Q3 | 2017/18 Results Q4 | 2017/18 Cumulative | 2016/17 Results up to Q2 | R-A-G Rating | Comment |
|--------------------------|---|---------------------------------|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------------|--------------|--|
| Safeguarding Collections | Environmental Compliance | 98.00% | Head of Collections Management | 99.56% | 99.18% | | | 99.37% | 98.97% | G | |
| Safeguarding Collections | Growth in Collections | 1.4-1.5 million | Head of Collections Management | 330,365 | 497,444 | | | 827,809 | 740,720 | G | |
| Improving Access | Percentage Reduction in Hidden Collections | 7% | Adding | 3.16% | 3.16% | | | 3.16% | 0.78% | 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% | | | 13.55% | 8.60% | G | |
| Promoting Research | Number of research collaborations | 15 | Head of Collections & Research | 21 | 34 | | | 34 | 15 | G | More collaborations and better reporting in place |
| Promoting Research | Reading Room Visits | 65,000-70,000 | Head of Access | 17,869 | 17,393 | | | 35,262 | 30,110 | G | Figure now includes Kelvin Hall |
| Supporting Learning | School / Lifelong Learning workshops etc | 130-160 | Head of Access | 68 | 43 | | | 43 | 65 | G | School holidays and use of the Board Room for a ten day fringe event reduce the number of workshops in Q2. |
| Inspiring Engagement | Exhibition Visitors | 95,000-105,000 | Head of Access | 23,247 | 45,961 | | | 69,208 | 78,743 | G | Exhibition visitor numbers up 6% for Q2 compared with the same period in 2016/17 |
| Inspiring Engagement | Number of Public Engagements / Events | 95-110 | Head of Access | 32 | 28 | | | 60 | 88 | G | Use of the Board Room for a ten day fringe event reduce the number of individual events in Q2 |

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|--------------|---|-----------------|---|-----------|-----------|--|--|------------|------------|---|--|
| Reaching Out | Website Usage (Web sessions) | 4.0-4.5 million | Head of Access | 1,066,985 | 1,193,098 | | | 2,260,083 | 1,819,287 | G | |
| Reaching Out | Overall User Satisfaction levels | 8.6 | Head of Access | 7.25 | 8.06 | | | 7.66 | 8.60 | A | Based on a composite of one onsite and two offsite visitor scores from different users over Q1. Our onsite is marked against a higher number of measurements and scored 8.9 for Q2. Our offsite score was 7.23 |
| Enablers | Staff Absence Rate (Days per Employee) | 7.2-7.5 | HR Manager | 1.3 | 1.4 | | | 2.7 | 2.8 | G | |
| Enablers | Amount raised against Fundraising target | 100% | Head of External Relations & Governance | 3% | 7% | | | 7% | 32% | R | Recruitment under way for new Development Manager. Two major grant applications submitted, awaiting outcome (£400k) |
| Enablers | Central Support costs as a percentage of Library income | 9.5% | Business Support | 6.90% | 8.10% | | | 8% | 5% | G | There has been a change in the way the figures have been calculated 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 | | | £1,042,340 | £1,181,210 | G | |