

1 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 and 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 December 2016 (Quarter 3). The results will also be placed on the 'How the Library is performing' section of the [Library's website](#).

2 Achievements/Performance in the year to December 2016

In overall terms the Library continues to make good progress with the 2016/17 Library Plan. The majority of targets and indicators will be achieved for the year.

Two 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 A shows almost 82% of the targets set for the year are on schedule to be met. Six targets (12%) have been assessed as 'Amber'. This is the same figure as reported to the Board for Q2. This means they are slightly behind schedule, but should still be achieved during the planning year. These include:

- **Define the scope of the national bibliography of Scotland** – this has been delayed due to other work commitments but the report will be completed by the end of March
- **Migrate the existing digital archive finding aid to the new online platform** – work is progressing and completion by the end of the financial year is still planned

- **Eliminate the backlog of digitised material to be placed online** – although more collections are now online there still exists a backlog. The whole area of digital production is currently being examined and the 2017/18 Library Plan includes a target of implementing a re-vamped digital production workflow
- **Finalise the Library's Audience Development Plan** – this was slightly behind schedule at the end of Q3 but has now been completed
- **Complete design and testing work on the refreshed Library web presence** – this was scheduled for Q2 but was delayed until February 2017. This work is now complete
- **Develop a business case and specification for a library services and management platform by 31 March 2017** – this work is ongoing.

At this stage three targets are assessed as 'Red'. These targets are unlikely to be met by the end of the year. This is an increase from the report to the November Board meeting where no targets were in this category. Further details are provided below.

Description of target	Update
<p>Deliver the 2016/17 milestones in the Digital Preservation Programme.</p>	<p>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.</p> <p>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.</p> <p>An updated target has been set in the 2017/18 Library Plan to agree an updated Digital Preservation and Implementation Policy.</p>
<p>Agree two new commercial digitisation partnerships in the year.</p>	<p>One agreement has been signed during the year. However, it is now unlikely that another will be added during 2016/17.</p> <p>The impact of this is that progress to the digital third will be slowed.</p>
<p>Work with stakeholders (Scottish Government/SLIC/</p>	<p>Work has progressed, with this matter now likely to be considered by the Library</p>

RLUK/SCURL) to explore the potential for a designation scheme for distributed library collections of national significance to Scotland.	Leadership Team before April – after the end of the plan year. The impact of this will be minor in relation to the Library's overall Strategy.
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Particular items of note during the last quarter include:

- Recruitment has been completed for the project staff to manage the retro-conversion of the remaining manual catalogues. This work is now ongoing (Priority 2.1)
- Over 650,000 images were scanned in the first nine months. Microfilm digitisation will commence in Q4 (Priority 2.2)
- There were two new successful applications to the Scottish Cultural Heritage Consortium for post-graduate studentships. More details are provided in the National Librarian's report (see page 24 of these papers)
- 17 datasets were released and are now available on the Library's website
- The extended storage/preservation facility at Kirkintilloch is now operational.

Appendix B shows the results of the 13 Key Indicators for the first nine months 2016/17. There has generally been good performance, including:

- Environmental Compliance remains above the target of 98% over the year although the 'bedding in' of the new extended facility at Kirkintilloch meant there was a temporary dip in Q3 performance. These set-up issues have been resolved and there will be an improvement over the remainder of the year
- The percentage of the Library's collections available digitally has increased to 10.16%. The equivalent figure at the end of September was 8.6%
- There was a 9% increase in visits to the Library's website. For the first time the number of visits in the quarter exceeded 1 million
- Exhibitions numbers continue to exceed the expectations set at the start of the year
- The indicator for the amount raised against the Fundraising target has been assessed as 'Red' since it is unlikely the target of £601k will be met. The impact of this is that specific projects and purchases planned for 2016/17 will either now not happen, will be delayed or will need to be made using Library core funds.

3 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	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	2	1	4	7	5	Inspiring Engagement - We will design and deliver public engagement programmes that will educate, entertain and inspire the communities of Scotland.	0	1	9	10
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	2	5	7	6	Reaching Out - We will develop the National Library as an exciting and memorable destination for both onsite and online visitors.	0	1	4	5
3	Promoting Research - We will encourage and promote research as a defining characteristic of the Library	0	0	7	7	7	Enablers - Delivering the Strategy	1	1	5	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	6						
Overall Performance		3	6	40	49						
By Objectives		6.1%	12.2%	81.6%							

Appendix B – progress against Key Indicators

Key Indicators 2016/2017

Strategy element	Key Indicator name	Target/ Indicator for the year	Responsibility for completion	2016/17 results Q1	2016/17 results Q2	2016/17 results Q3	2016/17 results Q4	2016/17 Q3 cumulative	2015/16 results up to Q3	R-A-G rating	Comment
Safeguarding collections	Environmental compliance	98.00%	Head of Collections Management	99.26%	98.67%	97.06%		98.33%	99.72%	G	New stores at Kirkintilloch came on line during September/October. Set up issues, which can be expected with new installation, have affected Q3 result. These are being rectified and reliability issues will be resolved and compliance will increase for rest of year.
Improving access	Percentage reduction in hidden collections	2%	Head of Collections Management	0.74%	0.04%	0.40%		1.18%	n/a	A	
Improving access	Percentage of collections in a digital format	4%	Head of Collections Management	7.71%	8.60%	10.16%		10.16%	3.44%	G	
Promoting research	Number of research collaborations	10	Head of Collections & Research	13	15	17		17	11	G	
Promoting research	Reading Room visits	60,000	Head of Access	15,829	14,281	18,618		48,728	45,959	G	Q3 figures now include Kelvin Hall
Inspiring engagement	Exhibition visitors	75,000	Head of Access	33,908	44,835	26,742		105,485	84,547	G	
Inspiring engagement	Number of public engagements/ events	80 events, 20 tours	Head of Access	34 events, 16 tours.	26 events, 12 tours.	22 events, 19 tours.		82 events, 47 tours.	99 events, 55 tours.	G	
Reaching out	Website usage (web sessions)	3.0 million	Head of Access	869,438	949,849	1,034,541		2,853,828	2,478,196	G	Over 1 million visits during the quarter for the first time.
Reaching out	Overall user satisfaction levels	93%	Head of Access	*	*	*		n/a	n/a	G	We will be re-tendering for our market research contract which will include work on our 2017 Customer Survey.
Enablers	Staff absence rate (days per employee)	7.8	HR Manager	1.4	1.4	1.6		4.4	6.0	G	
Enablers	Amount raised against fundraising target	100%	Head of External Relations & Governance	21%	11%	18%		50%	40%	R	Results below target at this stage of the year due to reduced staffing earlier in the year which has had a knock on effect, particularly in relation to progressing projects to campaign stage. Focused activity planned for Q4 to secure funds for specific projects.
Enablers	Central support costs as a percentage of Library income	7%	Business Support	4%	5%	5%		5%	4%	G	More elements of the Library classified as 'Central Support' during 2016/17.
Enablers	Media profile (Advertising Value Equivalent)	£ 2,500,000	Head of External Relations & Governance	£261,500	£919,710	£660,920		£1,842,130	£1,762,456	G	Q3 Positive media coverage this quarter particularly with the chimney map story and the acquisition of Stevenson letters, among others.

* To be measured against biennial Customer Survey - scheduled Q4