

The National Library of Wales

Shaping the future:

*The Library's strategy
2008-2009 to 2010-2011*



Noddir gan
Lywodraeth Cynulliad Cymru
Sponsored by
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Foreword

The National Library of Wales is one of Wales's leading cultural institutions, and its principal source of recorded knowledge. It is a body of international standing, and contributes to a worldwide network of knowledge providers.

It is unusual, if not unique, among national libraries, in collecting and giving access to recorded knowledge in almost every medium – books, periodicals, newspapers, manuscripts and archives, maps, paintings, drawings and prints, photographs, sound and moving images, and electronic media.

The aim of this document is to outline the main strategic directions the Library proposes to take over the next three years. Influences on this revised strategy come from several directions: the Library's new charter (2006), the results of a full public consultation conducted in 2007, the policy programme of the Welsh Assembly Government (2007), and considerable work on the part of the Library's staff and Board.

Behind all these developments lies the firm belief that the National Library has the potential to make a major contribution to education, environment, culture, and economic and social life in the Wales of today, as well as projecting Wales to the world – and that there is real need to continue realising that potential.

I am confident that the programme of work to be found in the strategy can build on what has already been achieved to open up our resources for more people to be able to take advantage of them, and consolidate our status as 'one of the great libraries of the world'.

The following are just two examples of these exciting plans which have the potential to transform Wales:

- We shall be expanding our 'digital library', in particular by a substantial upgrading of our digitisation programme to encompass information in the form of text: this can lead to the equivalent of a huge high-quality library in every home, business and school in the land
- Our intention is to become the main store and central repository in Wales for all types of information held in electronic form, so that those who come after us are able to have easy access to it in the future.

As you can see, the success of this programme depends on our ability to secure considerable additional funding, from a number of sources. I am convinced not only that the plans deserve financial support, but also that we can obtain it, and thus bring great benefit to the present and future inhabitants of our country and the citizens of the world.

Dafydd Wigley
President of the National Library of Wales
May 2008

Summary

- 1 The National Library of Wales is one of Wales's chief cultural institutions. It acts as the memory of the nation, storing and giving access to recorded knowledge, in all forms, about Wales. The Library is also the largest storehouse in Wales of information and knowledge on *all subjects*. As a legal deposit library it receives copies of most books and other printed material published in the United Kingdom and Ireland.
- 2 For many years the Library has performed five core functions: Collecting, Preserving, Giving access and information, Publicising and interpreting, and Professional collaboration. All these will remain relevant in the future.
- 3 During the last decade, by means of developments in the building and by creating a digital library on line, we have begun to open up the Library's collections and services to more people, and to wider groups of people. This has made a considerable contribution to the objectives of the Welsh Assembly Government, including facilitating learning opportunities, reducing social inequalities, modernising public services and creating a better profile and image of Wales overseas.
- 4 Once again during the coming three years, public accessibility will be our main theme.
- 5 Firstly, we want to see an increase in the number of visitors to the building and of those who make use of the Library from a distance, and to improve the quality of their visit. We shall do this by opening up more of the building to the public, expanding our educational work, taking advantage of the new technologies of the Internet, and promoting the Library better.
- 6 Then, we shall increase the range of information available to our readers, by a very considerable increase in our digitisation work, and by extending the range of online electronic publications.
- 7 And thirdly, we shall ensure access to our resources for the users of the future, by planning new storage for analogue material, ensuring preservation of digital material, preparing for electronic legal deposit, and exploring the possibility of becoming a Trusted Digital Repository.
- 8 In carrying out these plans we shall be co-operating with other institutions in Wales and beyond, wherever that may prove advantageous. We shall utilise the resources available to us – our staff and our financial grants – in the most effective ways possible, and strive to raise money ourselves.

1 Introduction

1.1 The National Library of Wales is one of Wales's major national institutions.

1.2 The Library is a central **cultural institution**. It serves as a collective long-term memory for Wales, and helps to define, for the people of Wales and for the world, part of what is meant by 'Welsh culture' or, more properly, 'Welsh cultures'.

1.3 It is also an important **knowledge institution**. Thanks in large part to its status as a legal deposit ('copyright') library¹; it has a key role to play in building an economy and a society in Wales based on knowledge and information.

1.4 This plan attempts to plot a course for the development of the Library over the next three years (2008-2009 to 2010-2011, starting in April 2008).

It proposes a strategy that seeks to preserve the essential current work of the Library, while continuing the process of unlocking the vast potential the Library possesses for enriching the people of Wales, for the benefit of wider audiences and new users.

1.5 Four main sources have been utilised in the creation of this plan:

- the Royal Charter which established the National Library and which continues to govern its functions
- the previous Corporate Plan, which covered the period 2005-2006 to 2007-2008, and which includes many long-term developments still relevant for the future²;
- the responses to the Library's public consultation paper, *Shaping the future*, issued in 2007³;
- the Welsh Assembly Government's strategy for Wales, *One Wales: a progressive agenda for the government of Wales* (2007)⁴.

1.6 *One Wales; a progressive agenda for the government of Wales* is the Welsh Assembly Government's high-level strategy. It lists:

- ten 'top commitments' of the Welsh Assembly Government

¹ The Legal Deposit Libraries Act 2003 gives the Library the right to claim, free of charge, a copy of every printed work published in the United Kingdom and Ireland; future secondary legislation will extend the operation of this right by stages to categories of non-print materials.

² National Library of Wales, *Knowledge, Memory, Identity: a corporate plan, 2005-06 to 2007-08* (2004)

http://www.llgc.org.uk/fileadmin/documents/pdf/adrodd_c_ccorff.pdf

³ National Library of Wales, *Shaping the future*, May 2007:

<http://www.llgc.org.uk/index.php?id=1688&L=1>

⁴ Welsh Assembly Government, *One Wales: a progressive agenda for the government of Wales*, 2007:

<http://new.wales.gov.uk/strategy/strategies/onewales/onewalesw.pdf?lang=cy>

- four 'key areas' of policy (to 'ensure learning for life', 'create a fair and just society', 'ensure a sustainable environment' and 'have a rich and diverse culture, which promotes Wales as a bilingual and multicultural nation').

The Library is making an important contribution to and is able to promote the Government's objectives in a number of areas, including:

- promoting tourism
- enhancing skills for jobs
- establishing a right to learn
- developing adult learning
- promoting equality
- regenerating communities
- improving the local environment
- supporting the Welsh language
- promoting arts and culture
- placing Wales in the world

The Library has a particular contribution to make under 'A Rich and Diverse Culture' towards the establishment of a collection of People's History (working title 'The People's Collection / Casgliad y Bobl'). This will involve partnership working with Amgueddfa Cymru – National Museum Wales, Culturenet Cymru and the Royal Commission on the Ancient and Historical Monuments of Wales (RCAHMW) and other relevant organisations. This is commitment 206 in the *Delivery of One Wales 2008-2011* document.

2 The Library's mission and character

2.1 The fundamental nature of the Library's work was determined by the Royal Charter that established the Library's existence in 1907. The new wording of the Charter gives as the Library's functions:

to collect, preserve and give access to all kinds and forms of recorded knowledge, especially relating to Wales and the Welsh and other Celtic peoples, for the benefit of the public, including those engaged in research and learning.

It is the Charter that is the basis for a number of the Library's key features:

- its emphasis on material of Welsh (and Celtic) interest
- its wider collecting responsibilities (based on legal deposit and purchase)
- the fact that it collects material in such a wide variety of media
- its mission to support researchers and those in education

2.2 The National Library is an Assembly Government Sponsored Body, and receives Grant-in-Aid annually from the Welsh Assembly Government. The relationship between the Library and the Assembly Government is defined by a *Management statement and financial memorandum*.

3 Principles and values

3.1 The existence and work of the Library depend on certain principles and values, shared by those who govern it, work in it and use it. They are seen as complementary to the values and principles of the Assembly Government in guiding the Library's work.

3.2 The Library has a vital role as a collector and guardian of the intellectual record of the life of Wales and the Welsh people. This is important in itself, and is also an important element in defining the cultural identities of the country.

The new political status of Wales is a product of, and will itself contribute to, a renewed concern with cultural identities. The Library is likely to have an important part to play in reflecting, recording and even forming those identities.

3.3 This intellectual record is not confined to any particular medium, format, period or language.

From its inception the Library has been more than what is conventionally recognised as a 'library', that is, a collection of printed works. It stores a wide – and still widening – range of formats capable of carrying intellectual content. Among these are: books and periodicals, manuscripts and archives, pictures, photographs and maps, sound and moving images, and electronic material.

3.4 This record of the 'matter of Wales' (and of the other Celtic countries) is, however, part of a wider, indeed worldwide, domain of recorded knowledge, produced in many languages and over many centuries, which the Library attempts to represent in its collections for the benefit of its users.

The Library's wider collections, mainly acquired in print form through legal deposit, are essential to its ability to support study and learning, not only in Welsh or Celtic domains, but also in a very wide range of other subjects.

3.5 The Library's collections and services exist to meet the needs of all who can benefit from them.

The Library is proud of the fact that it is a public library, in the sense that any person aged 16 or over is welcome to obtain a reader's ticket that will enable them to use its collections for reference purposes with little formality and without charge. Among the groups that make use of the Library at present for consultation and reference are academic and personal researchers, students and other learners, businesses, the media, and visitors from Britain and overseas. This right of unrestricted access is part of the democratic rights of citizens in pursuit of

information, knowledge and enlightenment, and contributes to the promotion of 'social inclusion'.

- 3.6 The Library has a duty not merely to 'hold its doors open', but to encourage awareness and use of its collections and services, by all the means at its disposal.

In the past, personal visits to the Library in Aberystwyth were usually necessary to take advantage of what the Library had to offer; in future, remote, and especially digital, networked access will become more significant. Already remote (including online) uses of the Library greatly outnumber visits in person.

- 3.7 The Library has an important role, as the largest and most significant institution of its kind in Wales, in leading, co-ordinating and supporting the development of library and archive services in Wales. This is not an optional part of its mission, but an essential role in a country where library and archive services tend to be small and scattered. (Although this role has been modified by the status of CyMAL as a strategic body in these areas, it continues to be an important one.) It will work closely with CyMAL: Museums Archives and Libraries Wales in fulfilling this role.

In its turn the National Library is part of a wider, interlocking structure of library, information and archive institutions in the United Kingdom and throughout the world. It co-operates with them to make the best use of the resources that are available to all.

- 3.8 In everything it does - whether answering enquiries, publishing books, mounting exhibitions, or any other relevant activity – the National Library aims for the highest possible standard, with excellence as a constant ideal in mind.

4 Long-term vision

4.1 How does the Library see its role in ten years' time?

Briefly, as a thriving, relevant and well-respected educational, cultural and information resource for the people of Wales and the rest of the world.

4.2 The following will be among the Library's defining characteristics:

- all of the Library's central functions (see section 5) will remain relevant, although how they are performed will change over time. In particular, more information and services will be delivered through the internet and will therefore be capable of reaching a much larger number of people. Among these services will be: detailed information about items in the collections; digitised copies of many items; and transactional services, such as the sale of goods from the shop and reprographic services.
- many more people, and a wider range of people, will make use of the Library's services than in the past. There will be more visitors to our building in Aberystwyth, and many more people will make use of the Library from a distance (through touring exhibitions as well as through internet-based services).
- as well as continuing to serve researchers and learners wishing to study its collections, the Library will welcome many more visitors interested in exploring the history and culture of Wales through its collections.
- a range of information services will be developed to satisfy the needs of specific user groups, including those interested in family and community history.
- the systematic collection and preservation of electronic material, both published and archival, will become a major element of the Library's activity, particularly since the law of legal deposit was extended in 2003 to embrace electronic publications. The Library may gain the accredited status of a 'Trusted Digital Repository' for the whole of Wales.
- the Library's services to readers and visitors will be complemented by a suite of well-organised collection, technical and administrative services.
- the Library will respond flexibly to changes in the way people seek and utilise information.
- the Library's already well-developed partnerships with other organisations will be further strengthened.

4.3 The degree to which the Library will be able to realise this vision will depend on a number of factors:

- whether sufficient resources are available to maintain the existing functions and fund new developments
- how swiftly and easily new technical systems and equipment can be harnessed for the achievement of our objectives
- how successful the Library will be in nurturing innovative and adaptive thinking among its own staff.

5 Core functions

- 5.1 The essence of what the Library does is contained in its five 'Core Functions'. These set the minimum boundaries of its policies and practice.

Their identity was confirmed by the responses to the consultation paper 'Choosing the future' (1999), by the responses to the consultation conducted by the Quinquennial Review (2002), and more recently by the responses to the public consultation *Shaping the future* (2007).

The Core Functions are defined below, indicating in each case the main method by which they are performed.

Collecting

- 5.2 Collecting materials by legal deposit, purchase, donation, bequest, exchange and deposit, in accordance with agreed collection development policies.

- 5.3 This function is carried out through:

- assembling as complete a collection as possible, in all media, of published material relating to Wales (and to a lesser extent the other Celtic countries), including printed and electronic publications and sound and moving image material
- maintaining (mainly through legal deposit and purchase) the most comprehensive collection in Wales of printed material published in the United Kingdom and Ireland, and of research material from other countries
- developing collections of unpublished materials relating to or deriving from Wales, including archives and artistic works
- accessioning, processing, cataloguing and storing material acquired

Preserving

- 5.4 Preserving and conserving materials in the collections.

- 5.5 This function is carried out through:

- ensuring environmental, storage and handling conditions favourable to the continued preservation of materials
- intervening to conserve materials and thus to arrest deterioration or repair damage
- transferring information, in some cases, to more suitable preservation formats

Giving access and information

5.6 Providing satisfactory access for Library users to its building, collections and services, and adequate information about them.

5.7 This function is carried out through:

- providing access to public spaces, collections and facilities within the Library's building
- providing document delivery, enquiry and information services to those wishing to use the Library, in person or remotely
- providing easy access to catalogues and lists of the Library's collections, and published electronic resources, and surrogates of selections from them
- continuing investigation, monitoring and analysis of user needs

Publicising and interpreting

5.8 Raising awareness of, and disseminating knowledge of, the Library's collections.

5.9 This function is carried out through:

- mounting material on the Library's website
- issuing guides, leaflets and other publicity material
- staging exhibitions and educational activities derived from the collections
- publishing printed monographs and serials
- arranging lectures and seminars

Professional collaboration

5.10 Collaborating with, and where appropriate giving leadership to, related professional and other bodies in the fields of library and information services, archives, museums and galleries.

5.11 This function is carried out through:

- acting as a focal point for library and archive bodies in Wales
- working with bodies in Wales, in Britain and beyond to pursue co-operative initiatives and partnerships, and to advance professional practice

Supporting functions

5.12 The Library underpins the performance of these five core functions through the following 'supporting functions':

- management and development of its staff

- budgeting and control of, and accountability for, its financial resources, and income generation and fundraising
- maintenance and development of the Library's information and communication technology infrastructure
- maintenance and development of the Library's building and its facilities

6 The main developments

This section sets out what the Library believes it needs to achieve over the next three years if it is to continue to

- fulfil the requirements of its Charter;
- make an effective contribution to the plans of the Welsh Assembly Government;
- realise the ambitions for the Library expressed by the respondents to *Shaping the future*.

Many objectives will take more than three years to be fully realised.

The Library plans to continue with the activities that currently contribute to the performance of the Core Functions and will be committing at least 80% of its resources to these obligatory, central services. It should be noted, however, that the ways in which the Core Functions are performed will necessarily change over time. The fact that these new means do not always supersede existing ones carries resource implications.

The Objectives are set out according to the aims identified by the Library and will move it towards the vision outlined in section 4 above. These aims have been confirmed by the respondents to *Shaping the future*.

Objective 1: Growing our audience

Since 2000 the Library has succeeded in attracting many more users:

- an increase had been recorded in the number of people physically visiting the building, with over 90,000 visitors in 2006-07 (compared with 35,000 in 2000-01). This increase reflects the success of the setting up of the visitor centre, which opened in 2004, and the popularity of the reader facilities, which have been transformed over that period.
- almost 407,000 remote users were identified in 2006-07, taking advantage of the various electronic resources available through the new website launched on 1 March 2007.

However, the potential remains to reach many more people in Wales, and the challenge for the Library is to encourage them to make use of it by making them aware of its value, its relevance and its services.

We propose:

- 1.1 Considering the possibilities and implications of expanding visitors' experience of the Library. The *Buildings Strategy* to be published in 2008 will explore a number of possibilities that have already been identified, including the creation of a reception and display area which will have the benefit of the most modern technologies, upgrading the

Gregynog Gallery to comply with recognised display standards, and developing a new technology centre that will permit public access.

- 1.2 Expanding our educational work by developing a service that will meet the needs of lifelong learners, researchers, students and school children. If resources allow, we would like to expand the range of touring exhibitions organised in conjunction with Welsh local authorities. We shall continue to take advantage of video-conferencing as a means of providing the education service.
- 1.3 Developing the functions of the Information Management System and adding new software so as to offer wider services to the user
- 1.4 Taking advantage of new online technology, including the construction of Web 2.0 services, to develop progressive ways of interacting with users. It is expected that the Library itself will provide only some specific services on its website. Instead, the intention is to promote and facilitate the use of the collections by external users, in accordance with specific guidelines.

Among the activities the Library will be considering are:

- Providing a suitable and practical RSS feed
 - Releasing rights (where possible) on some digital collections so users can use them for non-commercial web publishing
 - Keeping a watch on developments in the field of Instant Messaging Reference Services
 - Keeping a watch on new independent devices to ensure that our services are compatible with them
 - While recognising copyright restrictions, giving further consideration to responding to the demand for digitisation services, and particularly in connection with the Library's reprographics service.
- 1.5 Responding to the needs of our users, and promoting the Library, its collections and services in a corresponding way. This will be achieved by revising the Library's strategies to reflect and make the needs of our users central. Specifically, we shall be revising the *Marketing Strategy*, drawing up an *International Strategy*, and contributing proactively to national and local cultural tourism campaigns.

Objective 2: Taking information to the users - digitisation

Mounting digital copies of items from our collection via the website is an established, significant and popular service. There is agreement that digitisation is an excellent means to open the Library's collection to a worldwide audience.

We propose:

- 2.1 Continuing to digitise collections and a selection of individual items in accordance with the agreed programme.
- 2.2 Revising the *Digitisation Strategy* by the end of 2008.
- 2.3 Establishing a process that will allow users to express their views on the selection of items for digitisation. Similarly, we intend establishing a robust mechanism that will allow the Library to collect and appraise users' views on the collections already provided in digital form.
- 2.4 Undertaking larger-scale programmes so as to provide searchable collections in the form of text, through, for example, *The Theatre of Memory*. To achieve this aim the Library will need to develop and maintain partnerships with other organisations.

Objective 3: Taking information to the users – published digital resources

An increasing number of our users obtain remote access to published information provided by the Library by means of the internet. As the number of these publications increases, and as more users become accustomed to receiving information via the Web, we shall aim at increasing the number of similar resources provided in the same way.

We propose:

- 3.1 Extending the range of published digital resources provided via the Library's website.
- 3.2 Continuing to provide the same service currently offered via the Athens resource and preparing to migrate to the solution that will eventually supersede it.
- 3.3 Working in partnership with CyMAL to assess the possibilities and implications of creating a Wales Digital Library by merging the Library's service and the similar services available via public libraries.

Objective 4: Maintaining user access

Today we offer the people of Wales public access to information and to their heritage. However it is also essential to maintain this accessibility for the future. We recognize the need for forward planning and for implementing preparations that will allow and safeguard access to both analogue and digital information in the long term.

We propose:

- 4.1 Giving consideration to the needs and possibilities of storing analogue material in the mid and long term, through the new *Buildings Strategy* (see 1.1 above).

- 4.2 Preparing for the implementation of the Legal Deposit Libraries Act 2003 by contributing to the development of the essential technical infrastructure and to the work of drawing up the associated regulations, and by contributing to the work of the Legal Deposit Advisory Panel (LDAP). We note the importance of being able to implement regulations for non-commercial online digital publications, which could be in force by 2011.
- 4.3 In accordance with the principles and recommendations of the proposed *Digital Preservation Strategy*, researching into, and investing in, systems and skills that will safeguard and preserve access to the digital resources kept in the Library's digital store.
- 4.4 Undertaking a feasibility study to investigate the requirements for and implications of establishing a Trusted Digital Repository, which will safeguard digital resources on behalf of external organisations. Should it be decided to implement such a scheme, the Library would have to identify and set up a number of partnerships with other organisations.

Objective 5: Working in partnership

The Library has developed and fostered a long and firm tradition of co-operation with a wide range of other organisations. We anticipate that it will be essential for the Library to continue to work closely with other significant bodies to achieve its objectives in the future.

We propose:

- 5.1 Working in partnership with CyMAL – within a structured and agreed framework – to bring to fruition plans that will benefit users of Wales's library and archive services. It is anticipated that this work will encompass
 - Negotiating and managing licences that will allow the citizens of Wales access to commercial digital resources;
 - Devising a system to discover and share library resources;
 - Maintaining the 'library.wales.org' website.
- 5.2 Continuing to co-operate with the British Library and the other UK legal deposit libraries to create a technical system for storing, managing and giving access to digital legal deposit material.
- 5.3 Continuing to work in conjunction with local libraries, archives and museums to make the most of the country's resources and to promote the Library's collections. Two schemes that have already been identified are *Archives Wales* and *Libraries for Life*.

- 5.4 Continuing to co-operate with other public institutions and with the Assembly Government to achieve the objectives of 'Making the Connections'. Areas already identified are collaborative procurement, ecological and energy saving measures, and prioritising the customer.
- 5.5 Continuing to co-operate with schools and further and higher education establishments to satisfy the needs of learners of all types.
- 5.6 Working in partnership with Amgueddfa Cymru – National Museum Wales, CyMAL: Museums Archives and Libraries Wales, Culturenet Cymru and the Royal Commission on the Ancient and Historical Monuments of Wales (RCAHMW) and other relevant organisations, in the development of the all-Wales Collection of People's History (Casgliad y Bobl / People's Collection).

Objective 6: Making the most of our resources

We realise that we are expected to work within the limits of tight resources in the coming years. In order to achieve the objectives noted above, it will be essential for the Library to be able to ensure adequate resources, and make the most of our current assets - particularly our staff and our financial resources.

- 6.1 We are committed to developing our staff so that they can provide an effective service to the Library's users. We shall continue to attain the standards of Investors in People, introduce new methods of coaching and mentoring, implement a framework of competencies and seek to attain the standards of the Customer Service Excellence scheme that will succeed the Charter Mark standard.
- 6.2 As well as ensuring that money received from the Assembly Government is spent wisely and efficiently, we shall be redoubling our efforts to raise commercial income for the Library and to develop fundraising programmes.
- 6.3 We shall take advantage of the opportunities arising from staff changes over the next three years and reviewing our internal structure in order to ensure that the above objectives are realised in the most effective and efficient way.

7 Resources

7.1 Resources available to maintain current activity

The Library depends mainly on the Welsh Assembly Government for its funding, although it also attracts funding from a number of other sources including grants from other bodies, income from trading activities and its own charitable funds.

Grant in Aid (GIA) from the Welsh Assembly Government is summarised in the table below:

| | 2008-09 £000 | 2009-10 £000 | 2010-11 £000 |
|----------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Base budget | 10,369 | 10,369 | 10,369 |
| Increase: | | | |
| Legal deposit | 90 | 90 | - |
| Inflation | 174 | 351 | 522 |
| Gross GIA | 10,633 | 10,810 | 10,891 |
| Less income | (400) | (400) | (400) |
| Total Running Costs | 10,233 | 10,410 | 10,491 |
| Capital grant | 891 | 891 | 891 |
| Specific capital grant | 180 | 120 | |
| – Legal deposit | | | |
| Collections Purchase Grant | 611 | 611 | 611 |
| Sub total | 11,915 | 12,032 | 11,993 |
| Cost of Capital and Depreciation | 3,600 | 3,600 | 3,600 |
| AME Pensions | 1,255 | 1,255 | 1,255 |
| Total Budget | 16,770 | 16,887 | 16,848 |

The basic capital grant and the collections purchase grant remain static over the period and expenditure will need to be prioritised so that the strategy's priorities are reflected.

The Library's expenditure and income for the period is summarised as follows:

| | | 2008-09 | 2009-10 | 2011-12 |
|-----------------------------|-------------------------------|---------------|---------------|---------------|
| | | £000 | £000 | £000 |
| Running costs | Expenditure: | | | |
| | Salaries | 9,119 | 9,160 | 9,241 |
| | Other costs | 2,258 | 2,250 | 2,250 |
| | Total expenditure | 11,377 | 11,410 | 11,491 |
| | Income: | | | |
| | GIA | 10,233 | 10,410 | 10,491 |
| | Fees and charges | 400 | 400 | 400 |
| | Private Funds and fundraising | 323 | 300 | 300 |
| | Capitalised salaries | 67 | - | - |
| | Other grants | 354 | 300 | 300 |
| Total Income | 11,377 | 11,410 | 11,491 | |
| Capital | Expenditure | 1,602 | 1,200 | 1,200 |
| | Income: | | | |
| | GIA | 1,071 | 1,011 | 891 |
| | Private Funds and fundraising | 531 | 189 | 309 |
| Total Income | 1,602 | 1,200 | 1,200 | |
| Collections Purchase | Expenditure | 680 | 680 | 680 |
| | Income: | | | |
| | GIA | 611 | 611 | 611 |
| | Private funds and fundraising | 69 | 69 | 69 |
| Total Income | 680 | 680 | 680 | |
| Gross Budget | | 13,659 | 13,290 | 13,371 |

7.2 Resources needed to realise future developments

The expenditure and income detailed in section 7.1 refer to the financing of the Library's existing services. They do not include provision for realising the additional developments listed in section 6.

GIA from the Welsh Assembly Government for running costs is likely to grow only by 1.7% per annum over the period of this strategy: not even sufficient to cover inflation. If therefore the Library is to make a meaningful attempt to implement the new developments then

- resources will need to be redirected internally, and
- additional sources of funding must be attracted

One of the main challenges of the strategy will be to elaborate the developments identified in section 6 into detailed plans that can be costed in detail. The approximate cost of these developments is around £800,000:

| | Recurrent | Non-recurrent |
|--|-----------|---------------|
| | £000 | £000 |
| Objective 1 – Increasing our audience | 110 | 50 |
| Objective 2 – Taking information to the users - digitisation | 100 | 40 |
| Objective 3 – Taking information to the users – published digital material | 150 | |
| Objective 4 – Maintaining user access | 220 | 40 |
| Objective 5 – Working in partnership | 20 | |
| Objective 6 – Making the most of our resources | 70 | |
| | 670 | 130 |

In order to make a meaningful impact on the new strategy additional savings and relocation of staff to priority areas would need to account for an additional £100K per annum of savings.

This is an ambitious target and means that the Library's existing operations and staffing costs will need to be closely examined. Opportunities to relocate or reorganise staff must seek to maximise reallocation of resources. The Library will need to seize the opportunity provided by the retirement of a relatively large number of staff in the coming years to reorganise departments and services. Other processes and procedures such as the collection and cataloguing of materials will need to be considered. The Service Improvement Plan will need to focus on generation of cash savings.

The Library will seek to maximise the amount it generates through its commercial activities. Currently this is set at £400,000 per annum, but in the current economic climate it will be a challenge if this level can be maintained over the period. The Library's fundraising activities will however provide an

opportunity to explore new projects financed by grants and donations from other sources. The Library's existing charitable private funds will continue to provide support for running costs, the capital programme and purchases for the collection.

8 Performance indicators and targets

Key Performance Indicators (KPIs) are used to measure the Library's progress in providing its services and in progressing new developments. They are listed in the Library's annual Operational Plan. In the case of the Service Performance Indicators targets are proposed for each of the three years. Development Performance Indicators are liable to change from year to year.

9 Research and evaluation

One of the primary duties of the National Library is to support research. It is not itself an organisation with a remit to carry out research. However, it conducts applied research and evaluation to ensure that its main activities are carried out in an informed and well-monitored way. This is done through:

- the Service Improvement Plan, a rolling programme of best value reviews of specific functions and activities
- the use of standard project planning methodologies for all major project developments
- the use of performance indicators, both quantitative and qualitative, together with surveys gathering the views of users.

10 Risk management

The Library maintains a *Risk Register* and keeps it continually up to date. This lists all major risks facing the Library in the performance of its core functions. To each risk is assigned a type, a rating of its impact and probability, and an overall rating, together with a description and a statement of how each risk is being managed.

Regular reports on the *Risk Register* are made to the Library's Audit Committee.