



Ein cyf/Our ref MA-P-KS/0462/17

Rhodri Glyn Thomas  
President  
National Library of Wales  
Aberystwyth  
Ceredigion SY23 3BU

1 March 2017

Dear Rhodri

### **National Library of Wales Remit Letter 2017-18**

This letter sets out our joint mission and purpose for 2017-18 grant-in-aid funding to the National Library of Wales.

Looking back on 2016-17, I would like to congratulate you on the UK wide recognition that the National Library achieved in receiving the Archive and Records Association Volunteering Award for 2016. I commend your support for the Cynefin crowdsourcing project, which has involved such a large number of virtual volunteers in activities based on our distinctive Welsh landscape. I am also pleased that the Library continues to support important national initiatives including the *Adventure is just a page away* exhibition in support of the Year of Adventure, and themed activities linked to the Roald Dahl commemoration.

Looking forward to 2017-18, this letter highlights a number of priorities I would ask the National Library to embrace to ensure your organisation continues to deliver important cultural functions for the people of Wales in a sustainable way.

I expect the National Library's aims to align with Welsh Government policies for the purposes of the grant-in-aid funding. However, I do recognise and respect the charitable and Royal Charter status of the Library and the need to act independently on a day-to-day basis and to draw up your own detailed policies and business plans. I expect us to have a relationship based on mutual trust and respect and open and honest communication. In practical terms my officials will provide the National Library with support and guidance from the Welsh Government.

In the context of a reduced overall Welsh Government budget, and competing demands for funding from vital public services, it is more important than ever that we are able to evidence the public value achieved with funding provided to the National Library. Our national institutions need to respond to the challenges set by the Wellbeing of Future Generations

Bae Caerdydd • Cardiff Bay  
Caerdydd • Cardiff  
CF99 1NA

Canolfan Cyswllt Cyntaf / First Point of Contact Centre:  
0300 0604400

[Gohebiaeth.Ken.Skates@llyw.cymru](mailto:Gohebiaeth.Ken.Skates@llyw.cymru)  
[Correspondence.Ken.Skates@gov.wales](mailto:Correspondence.Ken.Skates@gov.wales)

Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

(Wales) Act and to deliver high quality and efficient services that benefit people from all parts of Wales, and from all backgrounds. As specified in the Future Generations Act, you will need to evidence the Library's contribution towards the national wellbeing goals and relevant indicators.

We have a joint accountability to ensure that public money invested in the National Library is used appropriately and to best effect. Being able to effectively measure the impact, value and efficiency of the Library means targets must be set, data gathered and research carried out. I ask you to provide clear and regular evidence of how the Library is performing towards our agreed objectives and targets.

I look forward to discussing the targets in your Operational Plan and how you will measure and report on these on a regular basis; not only to my officials, but also to the National Library's users and stakeholders. **Please provide a draft to my officials by 6 March.** Grant funding can only be released where I am satisfied that public funds will be managed correctly and objectives met cost effectively. Once the Operational Plan is agreed, I will be in a position to release funding to the National Library for 2017-18.

The priorities I want to see acted upon in the year ahead (using the grant-in-aid funding provided by the Welsh Government) are set out below:

### **A national institution at the centre of Welsh life**

For the people of Wales to benefit from our national cultural heritage institutions, they need to be aware of what is on offer and to take advantage of this. Several factors are key to any good customer experience including: inviting entry points and gateways to both physical and digital facilities; intuitive navigation to help users locate and access services and resources; and friendly and helpful support from Library staff.

I expect your Operational Plan to include objectives to:

- promote and effectively market your services and resources to increase usage by, and interest from, new and wider audiences
- improve entry points and provide appropriate training to customer facing staff
- achieve and maintain high standards of customer service
- extend access to National Library services to local communities throughout Wales

Performance measures should include:

- monitoring media coverage, reach, and evaluating the impact of promotional activity by the National Library
- increase the overall usage of the Library and encourage repeat visits and regular usage from physical and virtual customers
- monitor and respond to user feedback, and increase user and visitor satisfaction levels
- monitor and increase participation in Library events with a breakdown to include levels of participation from groups and individuals within key target audiences

### **The memory of our nation**

The National Library is responsible for the care and development of our national collection and in making that rich and varied multimedia resource available to an audience in and beyond Wales. Maintaining statutory responsibilities and reaching and exceeding professional standards is key to demonstrating that the National Library is succeeding in this area. The Library also has an important role to play in establishing and leading a range of

partnerships that add value to the wider archive and library community in Wales for the benefit of users.

The Library has statutory duties and specific obligations for certain types of collection material under the following pieces of UK legislation:

- Legal Deposit Libraries Act 2003 and the Legal Deposit Libraries (Non-Print Works) Regulations 2013
- Public Records Act 1958, and has responsibilities for other controlled classes of records.

I expect the Library to maintain Archive Service Accreditation and its' status as a place of deposit under the Public Records Act 1958.

### **Inclusive organisations**

Our cultural heritage organisations have the ability to help people from all backgrounds participate in, and benefit from, cultural life in Wales.

To achieve these objectives I would expect the National Library to:

- develop an outreach plan, including collaboration with the Fusion programme
- develop plans to work closely with appropriate organisations in the context of your volunteering scheme, and encourage people to improve their quality of life and their skills
- use your particular expertise in bilingual delivery to provide support for Welsh speaking communities in Carmarthenshire and Gwynedd through the Fusion programme

Measures of success should include:

- increased visits and usage by people from diverse or disadvantaged backgrounds
- increased recruitment of staff from diverse backgrounds
- increased volunteer numbers and time contributed by volunteers, and increasing the number of volunteers from diverse and disadvantaged backgrounds

I will of course expect that the National Library continues to ensure that the contribution made by volunteers adds value to existing paid positions, and is not used to fill staff vacancies in the organisation.

### **Outward facing nation**

Wales' special and distinctive cultural heritage needs to be visible to the rest of the UK and the wider world. Your Operational Plan should include objectives to:

- support cultural tourism activities and promotional activities (particularly Year of Legends and Year of the Sea) by Visit Wales
- increase the visibility of our national collections online through your existing partnership with Wikimedia UK, and the delivery of attractive and user-friendly digital services and resources.

Measures of progress will include:

- analysis of the impact of key events, activities and exhibitions
- monitoring usage of online services and resources supported by the National Library

### **Digital engagement**

Digital technology is revolutionising the way people create, consume and re-purpose cultural material.

Specifically I would expect your Operational Plan to include objectives to:

- lead and co-ordinate efforts to collect and preserve 'born digital' material and develop a national policy for digital preservation
- work in collaboration with other cultural heritage organisations to implement a new customised bilingual platform for crowdsourcing activity for use in virtual volunteering projects
- increase the amount of high quality cultural heritage material available online through digitisation of the national collections and collaborative projects with other partners
- contribute to delivering the People's Collection Wales action plan for 2017-18

Measures will include:

- increased number of virtual visitors who access and take up online resources and services
- social media followings and interaction levels
- virtual volunteering and direct engagement with the national collections through digital technology

### **Sustainable organisations**

UK Government austerity has stretched heritage sector budgets over the last few years, and pressures are likely to increase in the future. To ensure that the National Library remains viable and can continually improve services, I would expect Welsh Government grant-in-aid funding to be supplemented by significantly increasing levels of funding attracted from other sources.

Objectives will include:

- increasing funding as part of wider collaborative projects with other partners (e.g. partners in the cultural heritage sector and higher education)
- higher levels of fund-raising (charitable giving)
- increased level of new added value activities and commercial opportunities that generate income

I would expect your Operational Plan to include targets for increased funding.

### **Collaboration and Leadership**

Our national cultural heritage institutions, including the National Library, are stronger when they work together. I would expect to see joint-working objectives in your operational plan including:

- supporting research and formal learning through partnerships with higher and further education bodies
- strategic collaboration and partnerships within the cultural heritage sector, with other national institutions, and with non-national libraries and archive services in Wales
- activities supporting specific initiatives including the *Cymru'n Cofio Wales Remembers 1914 – 1918* programme and Fusion

### **Workforce development**

The skills, passion and expertise of people working in the National Library can bring our heritage to life just as much as our physical cultural assets. It is clearly important for the

Library to have a workforce that is respected and motivated at all levels. This is challenging for many organisations that have undertaken significant restructuring and, as the main funder of the Library, it is only right that we work with you to address any issues.

Specifically I would expect the National Library to:

- work towards harmonising your key human resources policies with those of the Welsh Government, in consultation with your recognised trade unions
- make an initial assessment of the terms and conditions and pay of National Library staff and the implications of bringing those into line with the Welsh Government
- continue to improve the relationship between the Board of Trustees, management staff and union representatives, and ensure that a formal agreement is in place between the Library and unions which sets out the principles for partnership working and procedures for negotiation, consultation and communication
- ensure staff receive appropriate training to provide high quality services, and any key skills gaps (including specialist skills) are identified and addressed strategically (in consultation with your recognised trade unions) in your workforce development planning

Underpinning changes to policies, staff surveys are essential to measuring staff morale and management effectiveness. I would expect that such surveys are carried out regularly and findings acted upon. I ask you to keep my officials informed of the results and trends analysis from your staff surveys, and to seek advice if this would be useful.

Thank you for the National Library's contribution to the work of the Historic Wales Steering Group. I will publish my response to the Group's report in due course. I look forward to working with the National Library as we progress this important agenda.

Yours sincerely



**Ken Skates AC/AM**

Ysgrifennydd y Cabinet dros yr Economi a'r Seilwaith  
Cabinet Secretary for Economy and Infrastructure

## Annex 1

### Financial support:

The Welsh Government will provide the following Grant-in-Aid funding to the National Library in 2017-18 to deliver the priorities outlined in this letter:

<b>Revenue</b>	<b>Plans 2017-18 £</b>
Baseline running costs (net)	9,261,000
Additional revenue funding for 2017-18 (3.5%)	324,000
<b>Total Revenue</b>	<b>9,585,000</b>

<b>Non Cash</b>	<b>Plans 2017-18 £</b>
Depreciation*	1,250,000

*\*Depreciation is a non-cash item and is not available for drawdown in the course of the year*

<b>Capital</b>	<b>Plans 2017-18 £</b>
Purchase Grant	200,000
Digital Infrastructure Grant	105,000
Capital Maintenance	8,000,000
<b>Total</b>	<b>8,305,000</b>

<b>Total Grant-in-Aid 2017-18</b>	<b>£19,140,000</b>
-----------------------------------	--------------------

<b>Invest to Save scheme funding</b>	<b>Plans 2017-18 £</b>
Invest to Save: Energy Efficiency Project (capital repayment)	-25,000

Additional non Grant-in-Aid funding which has already been earmarked to support specific activities:

	<b>Plans 2017-18 £</b>
People's Collection Wales programme	TBC
First World War Commemoration activities (revenue)	£20,000

### **Terms and Conditions of Grant-in-Aid funding:**

The National Library's funding agreement with the Welsh Government (the Framework document) sets out the details of the sponsorship relationship and the terms and conditions under which the Welsh Government provides grant-in-aid funding to the National Library under Section 61 of the Government of Wales Act.

The Framework document also sets out various operational requirements and refers to government guidance and policies with which the National Library needs to comply, in addition to its own duties and responsibilities as a Charter body, Registered Charity, and public institution in Wales. As stated in the Framework Document, the Welsh Government's Museums, Archives and Libraries Division (MALD) is the sponsor division for the National Library, and monitors the Library's progress against key targets and milestones, progress and expenditure on funded projects, through quarterly meetings.

### **People's Collection Wales digital heritage programme:**

The National Library receives a funding allocation from the total People's Collection Wales budget, as one of the lead delivery partners for this programme. Exact funding allocations for future years are agreed between the lead partners on an annual basis. Lead partner allocations may vary between financial years, depending on the needs and priorities of the programme.

Payment of grant is subject to compliance with the National Library's Framework Document.