



The National Library of Wales

## Action Plan for 2014/15



Noddir gan  
**Lywodraeth Cymru**  
Sponsored by  
**Welsh Government**

## Overview

The National Library's Action Plan for 2014/15 details the key activities we will have delivered by March 2015, set against our Five Strategic Priorities for 2014-17. It is a challenging and exciting plan, full of opportunities to increase our social, economic and cultural benefit through innovation and collaboration.

The Plan builds towards enabling the Library not only to continue to preserve the nation's tangible documentary heritage in the collections, but also to make greater use of digital technologies to release new content online and provide greater access to resources. Whilst remaining true to our original objectives the Strategic Plan addresses the key issues of extending public accessibility and engagement, the enhancement of its skills base and its leadership role in conservation and information literacy.

The Plan is both ambitious and realistic in the light of current restrictions on public spending – conditions that we recognise are likely to persist in the medium term. We fully recognise our need to work within reduced operational and capital budgets. We will deliver targeted savings in order to meet the 2% reduction in our Grant in Aid.

## Our Mission

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*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*

## Our Vision

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To provide knowledge for all

## Our values

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We will provide an exemplary service to the people of Wales; we will be recognised globally as a trusted archival and digital repository; we will be efficient and effective in all we do; we will be accountable to our users and to our regulators; we will respect diversity and our impact on individuals and on our communities will be significant.

# DELIVERING OUR STRATEGY

## Action Plan for 2014/15

These are the highlights for 2014/15 against which we will report progress and achievements in our Annual Review.

### **STRATEGIC PRIORITY 1: Access**

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#### **Enable access to our core collections**

- Facilitate access and use, and repurpose collections
- Expand our presence across Wales
- Develop and preserve collections to ease access
- Maintain, develop and provide access to the national collections including legal deposit material
- Encourage and gather feedback from users
- Maintain and support research, increasing impact on the collections

### **STRATEGIC PRIORITY 2: Expertise**

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#### **Retain and mobilize expertise**

- Share skills and knowledge
- Lead by setting standards of good practice
- Develop the Digital Preservation Service Project for the Documentary Heritage of Wales
- Nurture and preserve competencies and skills

### **STRATEGIC PRIORITY 3: Collaboration**

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#### **Encourage collaboration for the benefit of the people of Wales**

- Engage with users and allied groups
- Collaborate with the private sector
- Develop a Community Partnership Programme with partners in the public sector
- Collaborate with other bodies within and outside Wales
- Contribute to international research
- Play a leading role in the culture and heritage sectors

## **STRATEGIC PRIORITY 4: Sustainability**

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### **Place sustainability at the core of our planning**

- Investigate new income streams
- Encourage a culture of continuing improvement
- Measure and monitor the value and impact of the Library
- Promote, develop and sustain environmental efficiency

## **STRATEGIC PRIORITY 5: Forward Thinking**

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### **Lead and collaborate in the planning and development of the evolving national information infrastructure of Wales**

- Lead a national debate on establishing a National Archive for Wales
- Lead and collaborate in developing an information base for Wales
- Be proactive in developing commercial opportunities

The following sections are the activities for 2014/15 against which we will report progress and achievements in our Annual Review. They are divided into three categories:

- continuing services
- developments
- supporting functions

## Continuing services

This section highlights the Library's core obligations under our Royal Charter, and under relevant UK legislation.

<b>Core activities</b>	
3.2.1	Assemble, describe and manage as complete a collection as possible, in all media, of published and unique, unpublished material relating to Wales and our neighbours, including printed and electronic publications, archival, graphic, cartographic and sound and moving image material.
3.2.2	Maintain (through legal deposit and purchase) the most comprehensive collection in Wales of material published in the UK and Ireland, and of research material from other countries.
3.2.3	<p>Continue to implement the new Legal Deposit Libraries Act 2003 Regulations on the legal deposit of non-print (electronic) material, in partnership with the other legal deposit libraries.</p> <p>Sustain and develop the necessary technical infrastructure, systems, policies, procedures and workflows to implement the Regulations in the Library and continue to collect relevant materials. Continue to cooperate with publishers and suppliers of electronic publications, especially in Wales.</p> <p>Provide public access to the legal deposit of non-print (electronic) material in the Library's reading rooms.</p>
3.2.4	Continue to Implement the Resource Description and Discovery Policy and Strategy (2010) to include: link Library metadata with, for example, COPAC, OCLC WorldCat, Europeana, People's Collection Wales; automate metadata so that they are easily found through search engines like Google; simplify and make less costly the processes of gathering and creating metadata; prepare a plan to manage analogue and digital backlogs.

	<p>Continue to implement the RDA standard in line with the timetable shared with the legal deposit libraries. Contribute RDA-compliant bibliographic records to the Shared Cataloguing Scheme and authority records to NACO.</p>
3.2.5	<p>Maintain the usability of the digital and analogue collections through a programme of conservation and preservation activities, which will enable sustained access.</p> <p>Continue to ensure that environmental, storage and handling conditions are met which in turn enable the preservation of materials and through intervention to conserve materials by arresting deterioration or repairing damage.</p>
3.2.6	<p>Develop the functions of the Information Management System to extend and improve services to users.</p> <p>Continue to monitor and maintain the Library's collection management systems and improve the resource discovery experience of users.</p> <p>Continue to implement the recommendations of the Systems Review (February 2013) within funding constraints.</p>
3.2.7	<p>Implement the Memorandum of Understanding signed with ITV Wales on the transfer of the latter's archive to the National Screen and Sound Archive.</p> <p>Maintain the service to ITV, and develop and maintain access to the public through the catalogue.</p>
3.2.8	<p>Continue to develop expertise in information rights, and to develop and implement internal policies and procedures.</p>
3.2.9	<p>Work closely with the Welsh Government in implementing the Equality Act 2010 and in particular by implementing the Single Equality Scheme 2010 – 2013 (2010). The Library will continue to mainstream equality and ensure that our policies and services secure equality of opportunity for all.</p>
3.2.10	<p>Conduct a review of the effectiveness of the Board of Trustees.</p>
3.2.11	<p>Continue to promote and encourage the use of the Welsh language in all of the Library's internal and external activities.</p>

## Developments

The following table lists the main developments planned for the year. They are not listed in priority order. The developments are listed according to the Five Strategic Priorities.

Access	
3.3.1	<p>Establishing new physical access points in strategic sites across Wales, including Merthyr Tydfil, Cardiff and Swansea.</p> <p>Remit Letter (RL 1.1): <i>‘Extend the Library’s presence across Wales, and increase participation through engaging local communities in activities that support skills development and social regeneration.</i></p>
3.3.2	<p>Continue to apply greater selectivity in what is collected in print form, increase access to the electronic resources available outside the building, and continue implementation of the workflow to process and provide access to born-digital archives.</p> <p>Continue to implement the Library’s Collections Development Policy and Deposits Strategy.</p> <p>Develop the All Wales e-resource collection through consultation with Welsh Public Libraries and CyMAL.</p>
3.3.3	<p>Undertake larger-scale digitisation programmes so as to provide searchable collections including in the form of text.</p> <p>Continue to contribute to the national commemoration of the First World War in Wales, including digitising and providing access to First World War material (partnership project funded by the Joint Information Systems Committee). Seek funding opportunities to continue digitising archival material from the First World War.</p> <p>Continue to add materials to the Cymru1914 resource developed as part of the Welsh Experience of the First World War partnership project funded by the Joint Information Systems Committee.</p> <p>Deliver the Wales at War project focussing on education and outreach around the War Memorials of Wales, working in partnership with representatives from the armed services, and education and schools in Wales.</p> <p>Remit Letter (RL 4.1): <i>‘Contributing to the national programme of activities for commemoration of the First World War in Wales’</i></p>

	<p>Develop educational resources and make these available to Hwb.</p> <p>Continue to add titles to the Welsh Newspapers and Magazines Online resource along with the OCR that will allow the content to be searched, and monitor usage.</p> <p>Jointly develop the All Wales Digital Culture and Heritage Strategy with National Museum Wales and the Royal Commission.</p> <p>Facilitate access through the implementation of the Principles of Access to Collection Items.</p> <p>Deliver the HLF funded Cynefin: ‘Mapping Wales’ Sense of Place’ project which is led by Archives and Records Council Wales working in partnership with the National Library and local authority record offices throughout Wales.</p> <p>Contribute content to the European Union’s Europeana Research initiative and monitor usage of the Library’s content on Europeana Libraries.</p> <p>Plan for the Patagonia 150 anniversary and digitise more content in collaboration with CyMAL and the People’s Collection Wales.</p> <p>Continue to implement the internally financed digitisation programme, including components of the ‘Theatre of Memory’ (Welsh print heritage).</p> <p>Develop plans to extend and enrich the ‘Bywgraffiadur Cymreig’ in partnership with the University of Wales Centre for Advanced and Celtic Studies.</p> <p>Remit Letter (RL 3.6): <i>‘Work with wider partners, and support other digital initiatives to increase online access to Welsh cultural material (including the Heritage Lottery Funded Cynefin project)’</i></p> <p>Remit Letter (RL 4.1) <i>‘Contribute to the national programme of activities for commemoration of the First World War in Wales’</i></p> <p>Remit Letter (RL 4.1): <i>‘Continuing to play a lead role in the federated delivery of the People’s Collection Wales digital heritage service which supports community engagement with Wales’ culture and heritage, digital inclusion and digital skills development, and provides a collaborative forum for national digital heritage initiatives’.</i></p>
3.3.4	<p>In accordance with the principles and recommendations of the Digital Preservation Strategy, research into and invest in systems and skills that will safeguard and preserve access to the digital resources kept in the Library’s digital store.</p>



	<p>Maintain continuing access to digital resources held in the Library through the embedding of digital preservation into workflows and through the monitoring of progress towards the objectives contained in the Digital Preservation Strategy 2012-15 (2012) and the Digitisation Strategy 2012-15 (2012).</p> <p>Jointly develop the All Wales Digital Culture and Heritage Strategy with the National Museum Wales and the Royal Commission.</p>
3.3.5	<p>Ensure that the Library's planning and services reflect the needs of the Library's physical and remote users, as identified through consultation with users, monitoring and evaluating user information.</p> <p>Continue to implement the processes that will allow users to express their views on the selection of items for digitisation and purchase.</p> <p>Establish a consistent method of collecting feedback from Library events.</p> <p>Regain the Customer Service Excellence standard.</p> <p>Remit Letter (RL 1.2): <i>'Place the user at the centre of service developments to deliver knowledge services to new and existing users across Wales, based on their needs'</i>.</p>
3.3.6	<p>Develop and implement the following strategies and policies:</p> <ul style="list-style-type: none"> <li>• Marketing</li> <li>• Outreach</li> <li>• Exhibitions</li> </ul>
3.3.7	<p>Implement the Digitisation Strategy 2012-15 (2012).</p> <p>Support digital inclusion through the continued production of high quality cultural content.</p> <p>Help companies to take advantage of selected digital resources in the Library through the European-funded DigiDo project.</p> <p>Implement the strategy, which will enable:</p> <ul style="list-style-type: none"> <li>• Digitisation for access</li> <li>• Digitisation for preservation</li> <li>• Digitisation for users and external customers</li> </ul>
3.3.8	<p>Develop a Web 2.0 and 3.0 Social Computing Network and begin planning for Web 4.0.</p>

	<p>Continue to expand our use of Web 2.0 social media technologies, to promote the Library's work and engage with our users.</p> <p>Continue to look for new innovative technologies to promote the Library's work.</p>
3.3.9	<p>Consolidate and develop our research programme in digital collections.</p> <p>Remit Letter (RL 1.3): <i>'Support formal learning by contributing high quality digital content and educational resources, in Welsh and English, to the Hwb platform'</i>.</p>
3.3.10	<p>Ensure that the Library plays a full part in Welsh Government's priority to tackle poverty</p> <p>Remit Letter (RL 2.1): <i>'Work with the Welsh Government to consider and help implement Consider and act upon the findings and recommendations from Baroness Kay Andrews' report on my sponsored bodies' contribution to review and develop plans for the Library's activities which support the Welsh Government's priority agenda of tackling poverty, particularly in forging closer links with Communities First clusters'</i>.</p>
3.3.11	<p>Consider ways of developing the Library as an economic multiplier</p> <p>Remit Letter (RL 2.4): <i>'Explore opportunities to evidence and increase the Library's contribution to the economy in Wales, building on your existing work with creative industries under your European funded DigiDo project'</i>.</p>
3.3.12	<p>Actively support Peoples Collections Wales and in particular the Content, Moderation and Community Engagement strands which included the delivery of activities relating to 'Cymru'n Cofio'.</p> <p>Remit Letter (RL 4.2): <i>'Continue to play a lead role in the federated delivery of the People's Collection Wales digital heritage service which supports community engagement with Wales' culture and heritage, digital inclusion and digital skills development, and provides a collaborative forum for national digital heritage'</i>.</p>
<b>Expertise</b>	
3.3.13	<p>Continue discussions with the Heritage Lottery Fund and Welsh Government with regard to developing a conservation and digital services network for Wales' documentary heritage.</p> <p>Consider ways of retaining staff with highly-developed and scarce skills especially in digital conservation and preservation.</p> <p>Engage with librarians and archivists across Wales to discuss the provision of</p>

	<p>cataloguing and RDA training in those sectors.</p> <p>Develop a conservation network to deliver a National Conservation Strategy by working with strategic and operational partners.</p> <p>Promote and develop skills in the preservation of digital information through the development of the Conservation and Digital Services Network.</p> <p>Remit Letter (RL 3.1): <i>'In collaboration with sector partners, develop plans for a national infrastructure to support conservation and digital preservation activities in Wales, through the Library's Conservation and Digital Services Network for Wales' Documentary Heritage'.</i></p>
3.3.14	Be committed to developing our staff so that they can continue to provide an effective service to Library's users.
3.3.15	Develop entrepreneurial and business skills.
<b>Collaboration</b>	
3.3.16	<p>The Library will procure and deliver online services for Welsh libraries by 1 April 2015, including newspapers, family history and the Welsh libraries portal, as part of the 'Resources for All' strand of the Libraries Inspire strategy.</p> <p>Remit Letter (RL 3.5): <i>'Contribute to delivery of Libraries Inspire and Archives for 21<sup>st</sup> Century strategies, as agreed in the delivery plans for these strategies, and according to the partnership agreements for specific projects'.</i></p>
3.3.17	<p>Collaboratively develop the 'digital library offer' for Wales and establish a working group for this project by September 2014.</p> <p>Remit Letter (RL 3.7): <i>'Consider how the National Library can implement or contribute towards recommendations made by the Commission on Public Service Governance and Delivery, chaired by Sir Paul Williams'.</i></p>
3.3.18	Cooperate with UK institutions in fields of relevance to the Library.
3.3.19	Contribute to joined up service delivery with other WGSBs.
3.3.20	<p>Implement and extend the Volunteering Strategy to new locations.</p> <p>Remit Letter (RL 2.2): <i>'Provide opportunities for individuals to have direct contact with the national collections, and to develop skills for employment and personal development through volunteering.'</i></p>

3.3.21	<p>Continue to play a lead role in enabling the Archives and Records Council (ARCW) members to address the preservation and maintenance of digital records and the provision of access (ARCW strategic objective 3)</p> <p>Remit Letter (RL 3.3): <i>‘Continue to support the Digital Preservation Consortium to increase capacity across Wales to manage and preserve digital collections’.</i></p>
3.3.22	<p>Develop the activities of the University of Wales Trinity St David’s Chair in Digital Collections, to the benefit of the Library, University and all who use its digital collections.</p> <p>Remit Letter (RL 3.4): <i>‘Take a national leadership role in developing and sharing good practice in relation to digitisation’.</i></p>
3.3.23	<p>Continue discussions with the Royal Commission, regarding the National Monuments Records accommodation requirements and associated issues.</p> <p>Remit Letter (RL 3.2): <i>‘Work with the Welsh Government and the Royal Commission on the Ancient and Historical Monuments of Wales to establish arrangements for the co-location of the National Monuments Record and associated services at the Library. To include provision of appropriate storage for the NMR and relevant associated staff within the Courtyard Infill project, in line with the agreed business case for the £3.5 million investment from the Welsh Government’.</i></p>
3.3.24	<p>Collaborate with Arts Council Wales to develop and deliver an innovative exhibition to contribute to the Dylan Thomas 100 celebrations.</p>
<b>Sustainability</b>	
3.3.25	<p>Maintain a culture of continuous improvements, and identify opportunities for efficiencies, sharing services, increased effectiveness and invest-t-save initiatives.</p> <p>Remit Letter (RL 5.2): <i>‘Explore opportunities for sharing services and increasing sustainability through collaboration with other organisations’.</i></p>
3.3.26	<p>Improve energy efficiency and sustainability in environmental control in repository areas by exploring new techniques.</p>
3.3.27	<p>Ensure that curatorial expertise and knowledge is retained and developed at the Library thus sustaining the continued development of the collection and access to it based on curatorial knowledge and understanding by description, interpretation, and digitisation, and thus enabling others – including community partners – to engage meaningfully with the collection.</p>

<b>Forward Thinking</b>	
3.3.28	Lead a national debate on the potential for establishing a National Archive for Wales.
3.3.29	The development of an 'All Wales Information Architecture'. The Library, in collaboration with its partners, will provide the platform for the development of the all Wales information architecture to deliver knowledge for all.
3.3.30	We will work towards achieving IRO status.

### 3.4 Supporting Functions

This section outlines supporting functions which will underpin the delivery of this action plan. The ‘supporting functions’ are:

3.4.1	Undertake and implement a full organisational restructuring programme.
3.4.2	<p>Prioritize financial viability and the sourcing of diverse funding streams.</p> <p>Remit Letter: (RL 5.1): <i>‘Actively seek opportunities to increase income generation, fundraising, and gain access to more diverse funding streams to support the Library’s activities’.</i></p>
3.4.3	<p>Implement parts of the Building and Services Strategy, within the funds available.</p> <p>Continue to plan for future collection storage.</p> <p>Implement the Building and Services Strategy that will consider the development, improvement and repair of the Library’s buildings, as well as any additional requirements arising from the Space Development Programme.</p> <ul style="list-style-type: none"> <li>• Undertake essential repairs, including the roof and physical infrastructure;</li> <li>• Undertake sustainability improvements;</li> <li>• Adapt the building in response to Business Transition Programme and space audit findings.</li> </ul>
3.4.4	<p>Develop fundraising programmes and continue to raise commercial income for the Library.</p> <p>Remit Letter (RL 5.1): <i>‘Actively seek opportunities to increase income generation, fundraising, and gain access to more diverse funding streams to support the Library’s activities’.</i></p>
3.4.5	<p>Develop and implement an income generation scheme for the National Screen and Sound Archive of Wales.</p> <p>Remit Letter (RL 5.1): <i>‘Actively seek opportunities to increase income generation, fundraising, and gain access to more diverse funding streams to support the Library’s activities’.</i></p>
3.4.6	<p>Reinstate the computing facility lost to water damage following the fire at the Library, having received additional funds from Welsh Government. Procure, install and commission a modern, efficient modularized server</p>

	room, reducing the physical and carbon footprint of the facility and providing on-site failover capability of the Library's electronic services to users within and without the building.
3.4.7	Rationalise and consolidate existing storage platforms into efficient, redundant and flexible solutions to reduce operational support and electrical costs. Develop and implement new strategies to tackle digital storage inefficiencies to maximise the library's investment in its digital storage systems.

# The resources that will be available

## Grant-in-Aid

The Welsh Government has determined the Grant-in-Aid (GIA) allocations to the Library for 2013-14, and also indicative figures for the following two years as shown below (Table 1).

	<b>2013-14</b> <i>£000</i>	<b>2014-15</b> <i>£000</i>	<b>2015-16</b> <i>£000</i>
Base budget	10,541	10,541	10,341
Reduction		(200)	(200)
<b>Gross GIA</b>			
Less income	(420)	(420)	(420)
	10,121	9,921	9,721
<b>Total running costs</b>			
Capital grant	550	550	550
<i>Specific capital grants:</i>			
Additional Capital	2,472	375	
Conservation and Digital Exchange Phase 1		3,300	200
Collections Purchase Grant	305	305	305
<b>Total capital</b>	<b>2,777</b>	<b>4,530</b>	<b>1,055</b>
<b>Total</b>	<b>12,898</b>	<b>14,451</b>	<b>10,776</b>

Table 1  
Running Costs



Balancing the running costs budget is the main area of concern for the Library over the period from 2014/15 to 2015/16. The budget reductions follow a sustained period of almost a decade where the grant has failed to keep pace with inflation. The scope for efficiency improvements is limited, and it is inevitable that the Library will need to lose staff in order to remain financially viable. The Library also needs to release revenue resources in order to implement its new strategy which will align its outputs more closely with the policies of the Welsh Government. This will require the creation of further savings and also changing staff's roles and responsibilities.

The Library has applied for Invest-2-Save funding to finance the loss of staff through redundancy and early retirement schemes. The medium and long term financial sustainability of the Library will depend upon the Library significantly reducing the number of staff it employs. At the same time as this, the Library has frozen the pay of staff for 5 years in order to control its costs and the Welsh Government is requiring the Library to move towards paying the Living Wage.

In 2013-14 Welsh Government has provided the Library with additional capital investment in the Library's building and infrastructure to enable essential remedial and development work. The substantial building work to be undertaken in 2014-15, including the essential preparatory phase for the wider Conservation and Digital Service Network development, will be funded by Welsh Government.

### Private funds

Private funds provide essential additional resources to supplement the grant provided by the Assembly and the Library plans to spend a total of £514K in 2014-15 (see Table 2).

<i>Private Funds support</i>	<i>£000</i>
Running costs	345
Capital programme	100
Collections Purchase Grant	69
<b>TOTAL</b>	<b>514</b>

## Performance indicators and targets

Development objectives for 2014-15 and relevant indicators are listed in Appendix 2. Appendix 3 provides a table summarising the Library's key indicators of successful effective service delivery that will enable monitoring and trends analysis over successive years.

Progress and performance against these indicators will be monitored and reported quarterly to the Welsh Government and to the Library's Board of Trustees.

## Research and evaluation

One of the primary duties of the National Library is to support research. Through its Chair in Digital Collections it contributes to research itself, in the field of the creation and use of material in digital form. The Library will build on existing in-house capacity to carry out research that will materially extend and enhance the nation's research base and demonstrate our independent capability to undertake and lead research programmes.

It also 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:

- a continuous programme of reviewing and monitoring 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, and including user surveys.

## Risk management

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

The *Risk Register* is reported regularly to the Library's Audit Committee.

## Governance

In 2013 the Library's Board of Trustees adopted its first Governance Framework which lays down the key responsibilities of the Board of Trustees and the Executive Team; the Board's powers of delegation; the conduct expected of the Board; and proceedings of the Board in the delivery of our Strategy and our services to the people of Wales.

# Appendix 1

## Welsh Government priorities for the Library during 2014-15:

### **1. Widen access to the Library's collections and services to people wherever they live (in Wales and the world), promoting participation and engagement with Wales' culture and heritage, particularly amongst communities and minority groups:**

- Extend the Library's presence across Wales, and increase participation through engaging local communities in activities that support skills development and social regeneration (Remit 1.1)
- Place the user at the centre of service developments to deliver knowledge services to new and existing users across Wales, based on their needs (Remit 1.2)
- Support formal learning by contributing high quality digital content and educational resources, in Welsh and English, to the Hwb platform (Remit 1.3)

### **2. Work together with other public bodies in Wales to make a real difference to people's lives:**

- Work with the Welsh Government to consider and help implement the findings and recommendations from Baroness Kay Andrews' report on my sponsored bodies' contribution to the Welsh Government's priority agenda of tackling poverty, particularly in forging closer links with Communities First clusters (Remit 2.1)
- Provide opportunities for individuals to have direct contact with the national collections, and to develop skills for employment and personal development through volunteering (Remit 2.2)
- Identify ways in which the National Library's activities can contribute towards recommendations made by Professor Dai Smith's report on the Arts in Education in the Schools of Wales (Remit 2.3)
- Explore opportunities to evidence and increase the Library's contribution to the economy in Wales, building on your existing work with creative industries under your European funded DigiDo project (Remit 2.4)

### **3. Collaborate with the libraries, archives and museums sector in Wales, and other partners, to identify and implement sustainable and more effective ways of delivering Wales-wide services:**

- In collaboration with sector partners, develop plans for a national infrastructure to support conservation and digital preservation activities in Wales, through the Library's Conservation and Digital Services for Wales' Documentary Heritage project (Remit 3.1)

- Work with the Welsh Government and the Royal Commission on the Ancient and Historical Monuments of Wales to establish arrangements for the co-location of the National Monuments Record and associated services at the Library. To include provision of appropriate storage for the NMR and relevant associated staff within the Courtyard Development Project, in line with the agreed business case for the £3.5 million investment from the Welsh Government (Remit 3.2)
- Continue to support the Digital Preservation Consortium to increase capacity across Wales to manage and preserve digital collections (Remit 3.3)
- Take a national leadership role in developing and sharing good practice in relation to digitisation (Remit 3.4)
- Contribute to delivery of Libraries Inspire and Archives for the 21st Century strategies, as agreed in the delivery plans for these strategies, and according to the partnership agreements for specific projects (Remit 3.5)
- Work with wider partners, and support other digital initiatives to increase online access to Welsh cultural material (including the Heritage Lottery Funded Cynefin project) (Remit 3.6)
- Consider how the National Library can implement or contribute towards recommendations made by the Commission on Public Service Governance and Delivery, chaired by Sir Paul Williams (Remit 3.7)

**4. Develop the national, UK and international profile of the Library, contributing to national initiatives and support the Welsh Government in promoting Wales and our culture and heritage to the wider world through activities such as:**

- Contributing to the national programme of activities for commemoration of the First World War in Wales (Remit 4.1)
- Continuing to play a lead role in the federated delivery of the People's Collection Wales digital heritage service which supports community engagement with Wales' culture and heritage, digital inclusion and digital skills development, and provides a collaborative forum for national digital heritage initiatives (Remit 4.2)
- Supporting strategic Welsh Government overseas partnership (e.g. with China)

**5. Ensure that the Library mainstreams sustainability into your own internal planning, with efficient and effective use of staff, resources and facilities to deliver key services and strategic priorities:**

- Actively seek opportunities to increase income generation, fundraising, and gain access to more diverse funding streams to support the Library's activities (Remit 5.1)

- Explore opportunities for sharing services and increasing sustainability through collaboration with other organisations (Remit 5.2)

## Appendix 2

### Development Objectives 2014-15

Remit Letter priorities	Development Objectives	Relevant indicators
<p>1. Widen access to the Library's collections and services to people wherever they live (in Wales and the world), promoting participation and engagement with Wales' culture and heritage, particularly amongst disadvantaged communities and minority groups</p>	<p>Establish new physical access points in Cardiff and Swansea by March 2015</p>	<ul style="list-style-type: none"> <li>• Number of visitors to the Library</li> <li>• Number of visitors to the Library's websites</li> <li>• Number of outreach events and number of participants</li> <li>• Number of outreach events and number of participants in events in Communities First areas</li> <li>• Number of items from the collections on public display (in the Library and other locations)</li> <li>• Number of new digital images created through the Library's digitisation programme</li> <li>• Number of new digital images created by the Library participating in collaborative projects</li> <li>• Number of digital learning resources developed by the Education Unit through collaborative projects</li> </ul>
	<p>Review the Library's existing methods for collecting and responding to user feedback by January 2015.</p>	
	<p>Develop 30 digital learning resources and digital assets and make these resources available online by 31 March 2015.</p>	
	<p>Contribute to collaborative discussions with other sponsored bodies and the Welsh Government to develop a joint delivery plan for Tackling Poverty through Culture and the</p>	<ul style="list-style-type: none"> <li>• Number of volunteers participating in Library projects</li> <li>• Percentage of volunteers who go on to</li> </ul>

2. Work together with other public bodies in Wales to make a real difference to people's lives	Arts in Education by July 2014.	<p>gain employment</p> <ul style="list-style-type: none"> <li>• Project indicator for DigiDo – number of businesses / individuals assisted.</li> <li>• Project indicator for Cynefin – see below</li> </ul> <p>Outcomes and indicators relating to Tackling Poverty through Culture and the Arts in Education will be identified in the joint Delivery Plan (developed by July 2014).</p> <p>End of project reporting and evaluation for the European funded DigiDO project will be completed by March 2015.</p> <p>Report presented to the Board of Trustees for consideration by December 2014.</p>
	Continue to develop the Library's Volunteering Strategy. Develop a model for volunteering opportunities in local communities by March 2015.	
	Ensure that the European funded DigiDO project is successfully completed, in line with the targets and timescale agreed with the Welsh European Funding Office.	
3. Collaborate with the libraries, museums and archives sector in Wales, and other partners, to identify and implement sustainable and more effective ways of delivering Wales-wide services	Commission a report on the economic impact and benefit of the Library's services and resources by December 2014.	
	Develop the Conservation and Digital Service/Network for Wales' Documentary Heritage project in line with Heritage Lottery Fund requirements and timescale?	HLF requirements and timescales will be added here if the bid is successful.
	Continue discussions with the Royal Commission on the Ancient and Historical Monuments of Wales regarding the National Monuments Record accommodation requirements and associated issues. Agree a	Agree forward plan and milestones with the Commission by September 2014.

	<p>forward plan with milestones.</p> <p>Agree the design for the Courtyard Development Project by June 2014, with work to begin on site by September 2014.</p>	<p>Outcomes and indicators relating to Libraries Inspire and Archives for the 21<sup>st</sup> century area included in the action plans for these strategies.</p> <p>By 1 October 2014:  * Procure and install Crowdsourcing systems for Georeferencing and Transcription</p> <p>By 1 October 2015  * 300 volunteers registered with Cynefin Crowdsourcing systems  * 550 maps georeferenced  * 700 maps digitised  * 10,000 apportionment documents transcribed at least once.</p> <p>By 1 October 2016  * 550 volunteers registered as having used Cynefin Crowdsourcing system in past 2 years  * 1100 maps georeferenced</p>
<p>Procure and deliver online services for Welsh libraries by April 2015, including newspapers, family history and the Welsh libraries portal, as part of the ‘Resources for All’ strand of the <i>Libraries Inspire</i> strategy.</p> <p>Deliver agreed contributions to <i>Archives for the 21<sup>st</sup> century</i> in line with the action plan.</p>		
<p>Deliver the Cynefin project</p>		



	<p>Work with the sector to research and develop a digital library offer for Wales, in line with the recommendations of the Commission on Public Service Governance and Delivery to provide ‘joined up, digitally transformed services which deliver better outcomes and more efficient services across the public sector in Wales’.</p>	<p>* 1100 maps digitised * 30,000 apportionment documents transcribed</p> <p>The working group for this project will be established by September 2014 and indicators and milestones will be agreed for each partner by December 2014.</p>
<p>4. Develop the national, UK and international profile of the Library, contributing to national initiatives and supporting the Welsh Government in promoting Wales and our culture and heritage to the wider world.</p>	<p>Deliver activities to support the official First World War Commemoration Programme in Wales, as agreed with the Welsh Government.</p> <p>Provide leadership for agreed activities relating to Community Engagement; Content, Editorial and Moderation, as outlined in the <i>People’s Collection Wales</i> business plan for 2014-15 including Cymru’n Cofio. Contribute to wider programme objectives and priorities in line with the programme’s new strategy for 2014-2017.</p> <p>Develop a leadership role and share good practice on digitisation and digital issues;</p> <ul style="list-style-type: none"> <li>• through the Library’s contribution to the People’s Collection Wales digital heritage</li> </ul>	<p>The Library will provide a report on agreed First World War Commemoration Activities to CyMAL in December 2014.</p> <p>Outcomes and indicators relating to People’s Collection Wales are included in the business plan and evaluation plan for this programme.</p> <p>Report quarterly to Welsh Government on the Library’s contribution and agreed targets.</p>

	<p>programme and other collaborative initiatives</p> <ul style="list-style-type: none"> <li>• through the work of the Chair in Digital Collections.</li> <li>• through the development of the Conservation and Digital Network for Wales' Documentary Heritage</li> </ul>	<p>Chair in Digital Collections will provide a detailed progress report to the Board of Trustees in September and March each year reporting on achievements and developments.</p> <p>Targets to be agreed if bid is successful.</p>
<p>5. Ensure that the Library mainstreams sustainability into your own internal planning, with efficient and effective use of staff, resources and facilities to delivery key services and strategic priorities.</p>	<p>Undertake and implement a full organisational restructuring programme, to ensure that the Library's resources are effectively aligned for delivery, in line with the timetable that is agreed for this work.</p> <p>Seek opportunities to increase external investment through income generation and fundraising activities during the year and meet the targets set for these activities.</p> <p>Implement the Building and Services Strategy. Ensure effective use of additional capital investment provided by the Welsh Government to complete essential remedial and developmental work during 2014-15.</p> <p>Submit an application to the Archive Service Accreditation Scheme for full archive accreditation status by March 2015.</p>	<p>Completion of restructuring programme by December 2014.</p> <ul style="list-style-type: none"> <li>• Amount of external funding received through income generation</li> <li>• Amount of external funding received through the Library's fundraising activities</li> <li>• Adoption of Carbon Management Plan 2014 – 2019 including performance indicators by September 2014</li> </ul>

## Appendix 3

### Indicators of Effective Service Delivery

<b>Outward Facing Indicators</b>				
<b>Reference</b>	<b>Remit Letter Reference</b>	<b>Indicator</b>	<b>Data Source / Comments</b>	<b>Target 2014-15</b>
01	3.2 1.2	Number of visitors to the Library during the period		87,000
02	3.1 1.2	Number of visitors to the Library's websites		800,000
03	3.1 1.2	Number of participants in activities held at the Library (Drwm and other venues)		12,000
04	3.1 1.2	Usage of reading rooms		25,000
05	4.3 1.2	Qualitative assessment of user satisfaction: physical	Based on responses to questionnaire	95% of responses 'good' or 'very good'
06	4.3 1.2	Qualitative assessment of user satisfaction: virtual		New measure for 2014-15 to align with Libraries Inspire Strategy
07	3.3	Number of registered Library users: reader tickets		8,000

08	3.3 3.6	Number of registered Library users: online services only		13,000
09	4.1	Number of outreach events		60
10	4.1 1.1 2.1	Number of outreach events in Communities First areas		New measure for 2014-15 to align with Libraries Inspire Strategy
11	4.1 1.1	Number of participants at outreach events		New measure for 2014-15 to align with Libraries Inspire Strategy
12	4.1 1.1 2.1 2.3	Number of participants at outreach events in Communities First areas		New measure for 2014-15 to align with Libraries Inspire Strategy
13	1.1 2.2	Number of volunteers participating in Library projects		70
14	2.1 2.2	Percentage of volunteers who go on to gain employment		35%
15	4.2	Number of items from the collections on physical display (in the Library building and on loan)		550
16	1.3 3.4 3.6 4.2	Number of new digital images created through the Library's digitisation programme		250,000
17	1.3 2.3 3.6	Number of digital learning resources created by the Education Service and made available online	Based on consultation with teachers and Hwb officers and piloting in schools.	30

18	1.1 1.3 3.4 3.6	Number of e-resource titles available for offsite access for the people of Wales		New measure for 2014-15 to align with Libraries Inspire Strategy

### Inward Facing Indicators/Operational Indicators

Reference	Remit Letter References	Indicator	Data Source / Comments	Target 2014-15
20	1.2	Percentage of new printed materials received by legal deposit is catalogued and made available for public access within 2 weeks  Percentage of new purchased printed materials is catalogued and made available for public access within 2 months.	Data sourced from Virtua LMS	95% within 2 weeks  90% within 2 months
21	1.2	Library's contribution to UK and Ireland legal deposit libraries' shared cataloguing programme	Count of candidate records on Virtua system.	5,000 bibliographical records 1,500 authority (NACO) records
22	1.2	Median time of document request processing (delivery of items requested by reading room users)		45 minutes
23	1.2	Time taken to answer curatorial enquiries		95% of enquiries to be answered within 10 working days
24	3.4	Percentage of the collection in stable condition		New measure for 2014-15 – results will create a baseline for establishing

				targets in future years.
25	3.4	Number of treatment hours during the period		3,641 hours
26	3.4	Number of preventative treatment hours during the period		4,418 hours
27	3.4	Percentage of the collection stored in appropriate environmental conditions		Currently 65% of collections stored in appropriate environmental conditions.  New measure for 2014-15 – results will create a baseline for establishing targets in future years.
29		Percentage of staff time spent in training and development activity		2%
30		Satisfaction with training		95% of evaluation forms returned respond with Good or Very Good.
31	5.1	Amount of external funding received through income generation		£420,000
32	5.1	Amount of external funding received through the Library's fundraising activities		£550,000
33		Percentage of invoices paid within 30 days of receipt		98% of invoices to be paid within 30 days of receipt

34		Work towards reducing the carbon emissions from buildings and transport by 25% by March 2018.		Adoption of Carbon Management Plan 2014 – 2019 including performance indicators by September 2014
35	1.1	Continue digitizing the ITV collection to support the service to the company and to maintain public access to the catalogue		Digitise 735 videotapes and 140 film cans (to allow for increased digitisation demands from other projects)