National Library of Wales

Operational Plan
2013-2014

LlGC
NLW

Noddir gan
Lywodraeth Cymru
Sponsored by
Welsh Government

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Contents

Appendices

1   Introduction

This document, agreed between the National Library of Wales and the Welsh Government, sets out the main work of the National Library of Wales during the financial year April 2013 to March 2014, and how this work will be financed.

The Plan has two main audiences and purposes.

For the Welsh Government it states how the Library will contribute to the Government's own aims and objectives during the year to come.

The Plan also benefits the Library itself as a high-level guide to what needs to be achieved during that period. It will be the basis for a series of departmental operational plans.

Section 2 describes how the Plan fits into the aims and objectives of the Library and of the Welsh Government. Section 3 describes the main activities that are planned for the Library in 2013-14. Section 4 summarises the income and expenditure for the year. Appendices give details of the budget for 2013-14, and a list of performance indicators and targets.

This Plan has been prepared in accordance with the Welsh Government's guidelines for the presentation of Operational Plans produced by Welsh Government Sponsored Bodies.[1]

In 2011 the Library published a new Strategy covering the years 2011-12 to 2013-14. The Strategy reflected the Welsh Government's strategic agendas, drew on the document *2020: a long view of the National Library of Wales*[2] (March 2010) and took into account the findings of a public consultation on a draft of the Strategy (winter 2010).   This Operational Plan is effectively year 3 of the Strategy. It is likely that a new three-year Strategy will be drawn up in 2013-14.

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[1] Welsh Assembly Government, *Guidance on business planning by executive Assembly Sponsored Public Bodies 2005/06.*
[2] http://www.llgc.org.uk/fileadmin/documents/pdf/Vision.pdf

2   Aims and objectives

2.1   The National Library's mission and objectives

The authority for the Library's existence, purpose and functions is its Royal Charter (1907, supplemental Charter 2006)[3]. The Objects of the Library, according to the Charter, are:

> 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.

From the Charter flow the five Core Functions of the Library (see Section 3.1). The Core Functions form the context for the majority of the Library's *continuing work and activity*.

Almost all of the *specific plans for developments in 2013-14* are abstracted from those laid out in the Library's Strategy, which covers the period 2011-12 to 2013-14[4]. The plans have been selected and adapted in the light of knowledge of the Grant-in-Aid to be allocated to the Library by the Welsh Government (see section 4 below).

2.2   The Welsh Government's objectives

This Plan is also guided by the 'Remit Letter' received from the Minister for Housing, Regeneration and Heritage in respect of the Library's Grant-in-Aid during 2013-14.

According to the Remit Letter the Library contributes to the following commitments in the *Welsh Government's Programme for Government*[5]:

> Maintain free admission to Amgueddfa Cymru – National Museum Wales and National Library of Wales in order to maximise their impact.

> Develop the potential of digital media to promote culture through Casgliad y Werin / People's Collection Wales and other on-line initiatives.

> Strengthen regional collaboration in the delivery of library, museum and archive services and ensure that local authorities meet national standards of public library provision.

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[3] http://www.llgc.org.uk/fileadmin/documents/pdf/Charter_2006.pdf
[4] http://www.llgc.org.uk/fileadmin/documents/pdf/Strategy2011-12_2013-14.pdf
[5] http://wales.gov.uk/docs/strategies/110929fullen.pdf

The Library's work also has clear synergies with the Welsh Government's wider strategic agenda, especially contributing to the following areas of the *Programme for Government*:

- o the culture and heritage of Wales
- o education
- o public services in Wales
- o growth and sustainable jobs.

These synergies are reflected in the Minister's priorities for the Library during 2013-14:

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:

- o Promote and deliver the Library's digital collections and resources in local libraries and archives
- o Complete the Welsh Government-funded project to establish and develop access to the ITV Wales archive of nationally-significant audio-visual material
- o Contribute to 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)

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

- o Contribute to alleviating poverty and encouraging participation in cultural activities by implementing the Library's Child Poverty Strategy
- o Develop skills and provide experiences for employment through direct contact with the national collections under the Library's Volunteering Strategy
- o Develop the creative skills of adult learners and young people, in response to the national collections, by implementing the Eluned Gymraes Davies Project
- o Support lifelong learning activity through the work of the Library's Education Service; the work of the Chair of Digital Collections, and explore opportunities to contribute to the developing Hwb programme
- o Support digital inclusion through the production of high quality cultural content
- o Collaborate with Arts Council Wales to develop and deliver an innovative exhibition to contribute to the Dylan Thomas 100 celebrations

3 Collaborate with the libraries, archives and museums sector in Wales to deliver sustainable models of service delivery:

- o Contribute to delivery of the *Libraries Inspire* strategy by taking a leadership role in providing access to online resources, through the library.wales.org website and other means, for Welsh library users
- o Take a lead role in delivering key aspects of the *People's Collection Wales* programme
- o Contribute to delivery of the *Archives for the 21st century* strategy through the provision of the archiveswales.org.uk website, support for digital preservation activity, and contribute to the *Cynefin* project
- o Develop plans for a major project to establish a Conservation Centre for Excellence, as a national service for Wales, and the Library

4 Work in partnership with the other Legal Deposit Libraries of the UK and Ireland to develop and conserve the collections, especially in relation to Wales and its people:

- o Begin to implement new Regulations on the legal deposit of non-print (electronic) material, in partnership with the other legal deposit libraries

5 Ensure that the Library continues to spend public money wisely and efficiently:

- o Implement the next phase of the Library's Business Transformation Programme to ensure efficient and effective use of Library staff, resources and facilities
- o Seek to increase income from income generation activities, including the new online shop
- o Seek external funding opportunities for specific projects and to support the Library's activities
- o Explore opportunities to develop and implement the Space Development Programme

6 Work in collaboration with the creative industries sector in Wales to maximise opportunities for businesses to utilise the Library's collections:

- o Help companies to take advantage of selected digital resources in the Library through the European-funded *DigiDo* project
- o Continue to develop commercial services to provide media companies with resources from the National Screen and Sound Archive of Wales

The Library is also required to identify how it will, in the words of the Remit Letter:

- Deliver and evaluate work programmes, including allocation of resources, milestone, targets and risks
- Set targets for income generation and efficiency savings
- Contribute to other public bodies' work, and work in partnership to deliver key wider outcomes
- Communicate, engage and work closely with the voluntary and private sectors as appropriate
- Support implementation of policies and strategies such as the Wales Spatial Plan and the Sustainable Development Action Plan
- Support the delivery of local authorities' Community Strategies and the Aberystwyth Strategic Regeneration Area project
- Engage with the public in a meaningful way as part of your ongoing consultation exercises
- Mainstream sustainable development, equality, partnership working, and promoting the Welsh language into the way you operate and comply with applicable statutory duties
- Assess the implications of your budgetary decisions on equalities issues
- Demonstrate your commitment to tackling child poverty in Wales in accordance with the Children and Families (Wales) Measure 2010
- Continue your involvement with the Welsh Government's Communities First Programme, targeting services, where appropriate, at the most deprived areas of Wales. We want to see the inclusion of the work carried out in Communities First areas, and in particular the work with the developing Communities First Cluster areas, in quarterly and annual reports. By strengthening these links we aim to maximise the potential to pool resources in delivering services which will contribute to reducing the gaps that exist between families living in low-income households and their more affluent peers in terms of health, education and skills and economic outcomes.
- take steps towards ensuring that all staff are paid at or above the Living Wage, working towards implementation by April 2015.

3 What the Library will do in 2013-14

What the Library sets out to achieve in 2013-14 may be divided into two categories:

❑ continuing services
❑ developments

3.1 Continuing services

Within the constraints of available resources the Library will continue to carry out the basic activities that together form its Core Functions. All are relevant to the Welsh Government's objectives as expressed in *One Wales*.

The Core Functions, confirmed by the public consultation exercise held in 2007, and restated in our Strategy, are:

❑ collecting
❑ preserving
❑ giving access and information
❑ publicising and interpreting
❑ professional collaboration

Collecting

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

This function is carried out through:

- assembling as complete a collection as possible 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 in the most efficient way

Preserving

Preserving and conserving material in the collections.

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

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

This function is carried out through:

- continuing investigation, monitoring and analysis of user needs
- 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

Publicising and interpreting

Raising awareness of, and disseminate knowledge of, the Library's work and collections.

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
- arranging lectures and seminars

Professional collaboration

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

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

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

- management and development of its human resources
- 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

The Library is above all a service, and the majority of its resources are devoted to maintaining the Core Functions in order to perform that service.

3.2   Developments

It is planned to concentrate additional available resources on developments that support the aims of the Library's Strategy.

The following table lists the main developments planned for the year. They are not listed in priority order. Most are derived from the 'main developments' listed in the Strategy.

The developments are listed according to the Core Functions of the Library. Under the appropriate development is given *(in italics)* any more specific action planned for 2013-14, and in appropriate cases how the action contributes to the specific objectives listed in the Remit Letter [RL] (see p. 4-5).

1 Collecting	
1.1	Continue to work towards implementing the Legal Deposit Libraries Act 2003, including preparation for the implementation of electronic legal deposit. *Begin to implement new Regulations on the legal deposit of non-print (electronic) material, in partnership with the other legal deposit libraries.* *Continue to plan, develop and maintain a technical infrastructure, systems, policies, procedures and workflows to implement the Regulation in the Library, and start receiving initial deposits. Continue to cooperate with publishers and suppliers of electronic publications, especially in Wales.* [Remit Letter 4.1]
1.2	Implement the Collection Development Policy (2010), which gives added emphasis to the needs of present and future users who expect

	online access to all our resources.
	Continue to apply greater selectivity in what is collected in print form, increase access to the electronic resources available outside the building, and commence implementation of the workflow to process and provide access to born-digital archives.
	Continue to implement the Deposits Strategy and extend it to include the National Screen and Sound Archive.
	Continue to implement the Archival Appraisal Policy.
	Undertake a review the Collection Development Policy (2010).
1.3	Undertake larger-scale programmes so as to provide searchable collections in the form of text.
	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). Complete the collaborative project, funded by JISC, to digitise material from the First World War. Seek funding opportunities to continue digitising archival material from the First World War. Develop educational resources and make these available to Hwb. Develop a website to bridge the JISC funded project and the exhibition and provide the Library with a constant presence for the duration of the commemoration by creating an interface for its outputs over the period.
	Monitor usage of the Welsh Newspapers and Magazines Online *resource and continue to add titles, along with the OCR that will allow the content to be searched.*
	Specify requirements for a crowdsourcing platform to facilitate data enhancement and correction, and develop associated policies.
	Continue to implement the 'DigiDo' (Digitisation for Business) project, according to the approved timetable.
	Contribute content to the European Union's Europeana Research *initiative and monitor usage of the Library's content on* Europeana Libraries*.*
	Continue to implement the internally financed digitisation programme, including components of the 'Theatre of Memory' (Welsh print heritage).
	[Remit Letter 1.3, 6.1]
1.4	Implement the Business Transition Programme 2011-14, to enable the Library to make the most effective and efficient use of its total

	resources and to respond flexibly to external change and new demands. *Implement the next phase of the Library's Business Transformation Programme to ensure efficient and effective use of Library staff, resources and facilities.* *Continue to pursue the four selected themes, each with a series of projects:* *1 effective and efficient processes* *2 a flexible workforce* *3 resource discovery* *4 collection development* *These will be applied to processes and workflows relating to the Library's collections, with a special emphasis on the needs of readers, using principles of 'lean' and change management.* [Remit Letter 5.1]
1.5	Implement the Resource Description and Discovery Policy and Strategy (2010). *Continue to implement the policy, 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.* *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.* *Undertake a review of the Resource Description and Discovery Policy and Strategy (2010).*
1.6	Develop the functions of the Information Management System to extend and improve services to users. *Continue to monitor and maintain the Library's collection management systems and improve the resource discovery experience of users.* *Begin to implement the recommendations of the Systems Review (February 2013) within funding constraints.*
1.7	Assuming the availability of additional resources, begin to implement the Memorandum of Understanding signed with ITV Wales on the transfer of the latter's archive to the National Screen and Sound Archive.

	Complete the project to establish and develop access to the ITV Archive of audio-visual material of national significance. *Maintain the service to ITV, and develop and maintain access to the public through the catalogue.* [Remit Letter 1.2]
2 Preservation	
2.1	Maintain the ongoing preventative and conservation treatment programmes according to the targets set. *Continue to implement and monitor progress towards the recommendations contained in the review of the preservation policy, services and strategies.*
2.2	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. *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).*
2.3	*Develop plans and associated bids for funding for a major project to establish a Conservation Centre for Excellence, as a national service for Wales and the Library.* Remit Letter 3.4
3 Giving access and information	
3.1	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. *Improve ways of collecting and analysing information about the needs and behaviour of our users and non-users (visitors, readers and customers; physical and virtual); act on the results of this information.* *Establish a process that will allow users to express their views on the selection of items for digitisation.* *Implement a pilot project to identify the Welsh e-books that are of interest to users.*

		Establish a consistent method of collecting feedback from Library events. *Submit to be reassessed for the Customer Service Excellence standard (July 2013).*
3.2	Implement the Digitisation Strategy 2012-15 (2012). *Support digital inclusion through the production of high quality cultural content.* *Help companies to take advantage of selected digital resources in the Library through the European-funded DigiDo project.* *Implement the strategy, which will enable:* *Digitisation for access;* *Digitisation for preservation;* *Digitisation for users and external customers.* See also 1.3. [Remit Letter 2.5, 6.1]	
3.3	Develop a Web 2.0 and 3.0 Social Computing Network and begin planning for Web 4.0. *Continue to expand our use of Web 2.0 social media technologies, to promote the Library's work and engage with our users.* *Continue to look for new inovative technologies to promote the Library's work.* *Redesign the main website to align with the Library's new visual brand and to improve integration with our social media services.* *Promote and facilitate the use of the Library's digital collections by external users, following specific guidelines.*	
3.4	Develop our expertise in information rights by reviewing internal procedures and both responding to and contributing to UK and international developments. *Continue to develop expertise in information rights, and to develop and implement internal policies and procedures.* *Respond to, and contribute to, developments in the United Kingdom and internationally.*	

		Foster and promote an open attitude towards information rights by sharing relevant information with our partners and users.
		Use the Web and links with other libraries, archives and museums to share information about our information rights management.
3.5		Develop the activities of the new University of Wales Chair in Digital Collections, to the benefit of the Library and all who use its electronic collections.
		Support Prof. Lorna Hughes in the objectives set for the third year of her five-year tenure of the Chair, as she continues to increase the use made of the digital collections, particularly through partnerships, external funding and technical innovation.
		[Remit Letter 2.4]
3.6		[Develop education services]
		Develop the creative skills of adult learners and young people, in response to the national collections, by implementing the Eluned Gymraes Davies Project.
		Develop curriculum specific work packages based on the Library's collections, to be presented to and through Hwb.
		[Remit Letter 2.3, 2.4]
3.7		Implement the Volunteering Policy (2010).
		Develop skills and provide experiences for employment through direct contact with the national collections under the Library's Volunteering Strategy.
		Undertake a review the Volunteering Policy (2010).
		[Remit Letter 2.2]
3.8		Implement the new Child Poverty Strategy.
		Contribute to alleviating poverty and encouraging participation in cultural activities by implementing the Library's Child Poverty Strategy.
		[Remit Letter 2.1]
4 Publicising and interpreting		
4.1		Continue to promote use of the Welsh language in all of the Library's activities.
		Contribute to the Welsh Government's Iaith Fyw *strategy by promoting the use of the Welsh language. Continue to implement the Welsh*

	Language Scheme 2010-14 (2010).
4.2	Continue to increase the Library's profile. *Promote and deliver the Library's digital collections and services in local libraries and archives.* *Arrange the outreach season in Blaenau Ffestiniog in (2013) and Pembrokeshire in 2014.* *Plan timely national and/or international coverage for the programmes listed under 1.3 above.* *Continue to align the Library's visual brand, in collaboration with Elfen.* *See also 5.4.* [Remit Letter 1.1]
4.3	*Collaborate with Arts Council Wales to develop and deliver an innovative exhibition to contribute to the Dylan Thomas 100 celebrations.* [Remit Letter 2.6]
5 Professional collaboration	
5.1	Contribute to joined up service delivery with other Heritage AGSBs and to the cultural tourism initiative. *Work on specific joint initiatives with National Museum Wales and cooperate with other Heritage WGSBs.* *Contribute to the work of the Welsh History Forum.* *Contribute actively to national, regional and local cultural tourism initiatives.*
5.2	Continue to play a lead role in delivering Casgliad y Werin Cymru/People's Collection Wales as an operational service. *Take a lead role in delivering key aspects of the People's Collection Wales programme.* [Remit Letter 3.2]
5.3	Work with local libraries, archives, museums and CyMAL to make the most of available resources and increase access across Wales to the national collections. *Contribute to delivery of the* Libraries Inspire *strategy by taking a leadership role in providing access to online*

	resources, through the library.wales.org website and other means, for Welsh library users.
	Contribute to delivery of the 'Archives for the 21st century' strategy through the provision of the archiveswales.org.uk website, support for digital preservation activity, and contribute to the Cynefin project.
	Continue to contribute to the delivery of Digital Wales and explore ways of contributing to the Hwb Programme.
	Contribute to plans to commemorate Dylan Thomas's centenary (see 4.3).
	See also 4.2.
	[Remit Letter 1.1, 2.4, 3.1, 3.3]
5.4	Support local partners in the Aberystwyth Strategic Regeneration Area Project.
	Continue to contribute to the Board's discussion and plans, and continue to benefit from the Library-University transport link.
5.5	Cooperate with UK institutions in fields of relevance to the Library.
	Contribute to the work of the Legal Deposit Libraries Committee, UK Sound & Vision Collections Group, UNESCO Memory of the World Working Group, Research Libraries UK and many others.
6 Supporting functions	
6.1	Plan for future collection storage.
	Implement the Space Development Programme to enable the Library to make the most effective and efficient use of space, and to plan for future needs.
	Explore funding opportunities to develop and implement the Space Development Programme.
	Develop a vision for future storage needs.
	Continue to make better use of available space on the site by extending the existing provision in the North stack, and the development of new storage space in the courtyard of the Third Building; developing a state of the art Conservation Centre and reclaiming parts of the storage spaces currently used for conservation related activities.

	Continue to rationalise the available space in the existing building;
	Continue to develop partnerships to develop and share off-site storage space.
	Update, expand and implement the space audit to include office space and information technology needs.
	[Remit Letter 5.4]
6.2	Be committed to developing our staff so that they can provide an effective service to the Library's users.
	Continue to introduce more generic jobs and skills.
	Continue to implement the revised Competency Framework.
	Continue to implement the new talent management and development software (TalentLab).
6.3	Continue efforts to raise commercial income for the Library.
	Seek to increase income from income generation activities, including the new online shop.
	Continue to develop commercial services to provide media companies with resources from the National Screen and Sound Archive of Wales.
	Update and implement the Income Generation Strategy.
	[Remit Letter 5.2, 6.2]
6.4	Develop fundraising programmes.
	Review the management and structure of the fundraising operation.
	Seek external funding opportunities for specific projects and to support the Library's activities.
	Continue to promote the Library's existing sponsorship scheme (Chapters) and legacies programme, and to submit applications to trusts and foundations.
	Establish mechanisms for securing funds for the purchase of items for the collections.
	[Remit Letter 5.3]
6.5	Work with the Pension Fund Trustees to monitor the Library's Pension Scheme and work to address its deficit.
	Continue to work proactively to manage and reduce the pension

		scheme deficit.
6.6	Continue to build the ICT infrastructure.	
	Continue to protect and preserve the Library's technical assets. *Provide support for all the Library's ICT systems and systems hosted for partners.* *Continue to strengthen the technical ICT infrastructure in all respects including capacity (digital storage and content management systems), redundancy and robustness (disaster recovery and business continuity systems), and improve connectivity and security (networks and servers) within current funding constraints.* *Establish a failover disaster recovery site for continuity of vital business ICT functions in event of large-scale systems failure.* *Support and expand in line with requirements the Joint Infrastructure for Legal Deposit in co-operation with the British Library and National Library of Scotland to ensure the successful storage and delivery of non-print material collected under the new Regulations for legal deposit.* *Continue to develop workflows, software and interfaces for critical Library projects including ITV and Cymru WW1.* *Continue to work with and support our project partners, including research partners,* The People's Collection Wales *and* Libraries Inspire *to ensure robust and sustainable technical architectures.* *Continue to implement the ICT Strategy to provide for a smarter, leaner and greener ICT environment including:* *Continuing to move services to a virtual infrastructure for improved performance, efficiency and robustness whilst reducing the energy consumption of the ICT systems.* *Continue to develop the professionalism of the ICT section and its responsiveness to the Library's business need by aligning with industry best practice ITIL.* *Continue to play a leading role in developing and implementing the Library's Information Security Programme to identify and protect the Library's information assets.*	
6.7	Implement parts of the Building and Services Strategy, within the limited funds available.

Develop a new 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.

Undertake essential repairs, including the roof and physical infrastructure; *Undertake sustainability improvements;* *Adapt the building in response to Business Transition Programme* | |

	and space audit findings.	
6.8	Mainstream equality. *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.*	
6.9	Implement the new Records Management Strategy (2012). *The Records Management Policy and Records Management Strategy have been drafted and will be presented to the Senior Management Team and to the Board of Trustees for approval in April 2013. The Strategy will be piloted within the Corporate Services Department during May – December 2013.*	

4   What resources will be available

4.1   Grant in aid

The Welsh Government has determined the Grant in Aid (GIA) allocations for the Library for 2013-13, with indicative figures for 2014-15.

	2011-12 £000	2012-13 £000	2013-14 £000	2014-15 £000
Base budget	10,972	10,746	10,525	10,541
Reduction	(226)	(221)	(4)	-
Income adjustment			20	21
Gross GIA	**10,746**	**10,525**	**10,541**	**10,562**
Less income	(400)	(400)	(420)	(441)
Total running costs	**10,346**	**10,125**	**10,121**	**10,121**
Capital grant	550	550	550	550
Specific capital grants:		530		
Legal deposit	100	100	-	
Collections Purchase Grant	305	305	305	305
Total capital	**11,301**	**11,610**	**10,976**	**10,976**
Cost of capital & depreciation	1,250	1,250	1,250	1,250
Total	**12,551**	**12,860**	**12,226**	**12,226**

The day-to-day costs of running the Library are mainly staff salaries (75%), with the balance relating to the building, information technology, electronic subscriptions and other recurrent costs. Income from trading activities is also set against running costs. The *Collections Purchase Grant* is used to purchase items to strengthen collections, and the *Capital Grant* is used for investment in the building, equipment and information technology. The Library's budget is set out in detail in Appendix 2.

Running costs

The net running costs grant reduces to £10.121m, having reduced by £0.451m in cash terms since 2010-11, and in real terms by even more due to the effect of inflation. The Library will need to continue to search for efficiency savings and the number of staff funded from the core budget will inevitably decline. We will endeavour to safeguard services and actively seek to maximise funding from alternative sources. We have sought to streamline processes and eliminate waste and promote collaborative working with other organisations in areas such as procurement.

Gross running costs are budgeted at £11.233m, with the excess over the net GIA of £1.112m being financed from trading income, non-recurring GIA and non-exchequer grants.

Capital expenditure and collections purchases

Both the Capital and Collections budget are a major challenge for the Library, having been cut to levels which, even in cash terms, are less than they were 20 years ago. A lack of investment will create issues for the long term sustainability of the collections, services and the building itself. The list of possible capital schemes is identified in Appendix 2. However, those schemes actually progressing have to be matched to the resources available.

The Library recognises that the financial position has little room to accommodate any unexpected events. In order to manage the risk appropriately an effective system of budgetary control is essential in order to deliver a financially stable organisation. We await the results of applications for special funding in respect of electronic legal deposit and essential capital improvements to the fabric of the building.

The Library's publically funded activities are supplemented by contributions from its charitable funds. The contributions budgeted for 2013-14 are as follows:

Private funds contribution	*£000*
Running costs	270
Capital	128
Collections Purchases	69
Total	**467**

5 Key performance indicators and targets

Proposed Key Performance Indicators (KPIs) are listed in Appendix 3. Appendix 4 provides a table of Service Performance Indicators (SPIs).

Outcomes of both sets of performance indicators are monitored and reported quarterly to the Welsh Government and to the Library's Board.

6 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. 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.

7 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.

Appendix 1
Summary of Planned expenditure: running costs

The following table summarises planned expenditure on running costs in 2013-14 by department. The Library's projected running costs expenditure is £11,233,001.

Running costs - Public funds	Salary costs	Non-Salary costs	Total
Librarian's Department	337,313	285,000	622,313
Department of Corporate Services	2,317,811	1,468,000	3,785,811
Department of Collections Services	3,697,391	530,000	4,227,391
Department of Public Services	1,946,486	341,000	2,287,486
Overtime, Saturday shift	210,000		210,000
Contingency	50,000	50,000	100,000
Gross Public Funds expenditure	**8,559,001**	**2,674,000**	**11,233,001**
Less income			-500,000
Net Public funds expenditure			**10,733,001**
Expenditure to be financed by:			
Grant in Aid			10,121,000
People's Collection			220,000
University of Wales			90,000

Big Lottery Fund			32,000
Part funded by ELD special grant			69,000
Private Funds and Reserves			201,001
Total income			**10,733,001**

Appendix 2
Capital funds

The table below lists the capital projects that Library needs in 2013-14. A large number of capital schemes have been identified, but only the highest priority of these will be included in the capital programme due to the substantial reduction in capital GIA.

Group	Description	Schemes Identified	Group subtotal	Programmed Schemes	Group subtotal
Building	Insulation	50,000		25,000	
	Secondary glazing	75,000			
	External entrance	80,000			
	Internal Entrance- Main floor			10,000	
	Roof - Main building	350,000			
	Roofs - others	1,000,000			
	Stone repairs	600,000			
	Space Development - Business Transition	20,000		5,000	
	Space Development - new cells	3,500,000			
	Space Development - Bookstack 1 North	3,000,000			
	Space Development - Conservation Centre (Ex BS1N)	13,000,000			
	Sustainability - invertors on fans and pumps	30,000		10,000	
	Sustainability - Improved and replaced BMS	150,000			
	Sustainability - chiller mods	150,000			
	Sustainability - CHP	450,000			

	Sustainability - EcoCooling Tan y Blwch	25,000		25,000	
	Sustainability - additional metering	5,000			
	Sustainability - rationalise Drwm chillers	15,000			
	Improve heating - BSk 2 offices (inc. new plantroom)	25,000		25,000	
	Improve heating - Bindery	10,000			
	Roof safe access system	150,000		30,000	
	Shelving improvements	50,000		30,000	
	Business Transition and space efficiency	60,000		20,000	
	Emergency lighting/test system	60,000		30,000	
	External site safety - Hospital steps	30,000		30,000	
	Light controls	15,000		5,000	
	Improved Gallery lighting	30,000		15,000	
	BookStack 1 lift	80,000			
	DDA	60,000			
	PV cells	100,000			
	Improved fire detection - BS 1 S & 2	75,000		25,000	
	Improved fire detection - Manuscripts	30,000		15,000	
	Collection security	30,000		30,000	
	Outstore preventative mods	30,000			
	Replacement air con - Manuscripts	35,000			
	Replacement air con - old Cells	30,000			
	Replacement air con - all plant eventually	300,000			
	Replacement pumps	100,000			
	Additional server room	200,000			
			24,000,000		330,000

IT	Servers and infrastructure	85,000		85,000	
	Business continuity	32,500		32,500	
	Reading room printers	10,000		10,000	
	ELD	100,000		100,000	
			227,500		227,500
PFF	Various	20,000		20,000	
			20,000		20,000
Mortor&Vehicle	New van	100,000		100,000	
			100,000		100,000
Total expenditure		**24,347,500**	**24,347,500**	**677,500**	**677,500**
Captial programme	Grant-in-Aid				550,000
financing	Private Funds				127,500
	Total				**677,500**

Appendix 3
Key performance indicators

Indicator	Milestone	Responsibility
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.	o Promote and deliver the Library's digital collections and resources in local libraries and archives o Complete the Welsh Government-funded project to establish and develop access to the ITV Wales archive of nationally-significant audio-visual material o Contribute to 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)	Avril Jones / Arwel Jones
2 Work together with other public bodies in Wales to make a real difference to people's lives.	o Contribute to alleviating poverty and encouraging participation in cultural activities by implementing the Library's Child Poverty Strategy o Develop skills and provide experiences for employment through direct contact with the national collections under the Library's	Arwel Jones / David Michael / Avril Jones

	Volunteering Strategy	
	o Develop the creative skills of adult learners and young people, in response to the national collections, by implementing the Eluned Gymraes Davies Project	
	o Support lifelong learning activity through the work of the Library's Education Service; the work of the Chair of Digital Collections, and explore opportunities to contribute to the developing Hwb programme	
	o Support digital inclusion through the production of high quality cultural content	
	o Collaborate with Arts Council Wales to develop and deliver an innovative exhibition to contribute to the Dylan Thomas 100 celebrations	
3 Collaborate with the libraries, archives and museums sector in Wales to deliver sustainable models of service delivery.	o Contribute to delivery of the *Libraries Inspire* strategy by taking a leadership role in providing access to online resources, through the library.wales.org website and other means, for Welsh library users	Avril Jones / David Michael
	o Take a lead role in delivering key aspects of the *People's Collection Wales* programme	

	o Contribute to delivery of the *Archives for the 21st century* strategy through the provision of the archiveswales.org.uk website, support for digital preservation activity, and contribute to the *Cynefin* project o Develop plans for a major project to establish a Conservation Centre for Excellence, as a national service for Wales, and the Library	
4 Work in partnership with the other Legal Deposit Libraries of the UK and Ireland to develop and conserve the collections, especially in relation to Wales and its people.	o Begin to implement new Regulations on the legal deposit of non-print (electronic) material, in partnership with the other legal deposit libraries	Avril Jones
5 Ensure that the Library continues to spend public money wisely and efficiently.	o Implement the next phase of the Library's Business Transformation to ensuring efficient and effective use of Library staff, resources and facilities o Seek to increase income from income generation activities, including the new online shop o Seek external funding opportunities for specific projects and to support the Library's activities o Explore opportunities to develop and implement the Space Development Programme	Avril Jones

6 Work in collaboration with the creative industries sector in Wales to maximise opportunities for businesses to utilise the Library's collections.	o Help companies to take advantage of selected digital resources in the Library through the European-funded *DigiDo* project o Continue to develop commercial services to provide media companies with resources from the National Screen and Sound Archive of Wales	David Michael / Arwel Jones

Appendix 4
Service Performance Indicators

Programme for Government reference	NLW No.	Measure	How data are acquired	Comment	Target 2013-2014
	1.1	Catalogue coverage - availability of all current intake of printed material acquired through purchase and legal deposit through the catalogue within 2 months of receipt	Manual	Target of 90% within 2 months for the first year and increasing to 95% within a month for the second year	90% within 2 months of receipt
	2.1	Number of treatment hours during	Automatic	Number of treatment hours devoted to conservation of Library materials.	4,700 treatment hours in the section per year

Programme for Government reference	NLW No.	Measure	How data are acquired	Comment	Target 2013-2014
		the period			
	2.2	Number of preventive treatment hours during the period	Automatic	Assuming a relatively stable mix of work.	4,200 treatment hours in the section per year
Programme for Government	3.1	The total number of visits to the institution's website(s)	Calculated using Google Analytics	The definition of 'a visit' is: • A website visit (sometimes known as a user session) is a series of one or more page impressions, served to one user • The visit ends when the user exits the website, or after 30 minutes of inactivity • The same user can have multiple visits if they re-enter the website after exiting or after 30 minutes of inactivity	No target set – 2013-14 will establish base-line.
Programme for Government	3.2	Number of visitors to the Library during the period	Automatic (counter at main access doors) & manual (disabled visitors using copper door)	Currently not possible to distinguish between readers and visitors. (Basic figures are adjusted to account for staff movement etc.)	87,000
	3.3	Number of reader tickets issued or re-	Automatic (from Reader Ticket System)	Will provide figure of all valid tickets.	8,000

Programme for Government reference	NLW No.	Measure	How data are acquired	Comment	Target 2013-2014
		issued during (and valid at end of) the period			
	3.4	Time taken to answer curatorial enquiries during the period	Automatic	Information is recorded on enquiries databases maintained by the Department of Public Services. Enquiries included in these figures are received via telephone, email, fax and letter.	95% within 10 working days
	4.1	Number of outreach events (other than exhibitions). e.g. talks, lectures, school visits. etc.	Manual	Information from centrally maintained register.	55
	4.2	Number of items from the collections on public display (including items in the Library building and	Manual	Information from Public Services Department.	500

Programme for Government reference	NLW No.	Measure	How data are acquired	Comment	Target 2013-2014
		on loan elsewhere)			
	4.3	Qualitative assessment of standards of service	Survey Questionnaire (Question 3 Point 9)	Information gathered from Question 1 of the Visitor Questionnaire.	95% of forms returned respond with Very Good or Good
	4.4	Qualitative assessment of the general atmosphere of the Library	Survey Questionnaire (Question 1 Point 9)	Information gathered from Question 1 of the Visitor Questionnaire.	95% of forms returned respond with Very Good or Good
	5.1	Shared Cataloguing Programme (the Library's contribution to a cooperative scheme involving all legal deposit libraries)	Manual	Count of candidate records on Virtua system. Note: The number of books received by the National Library of Wales from the Agency for the Legal Deposit Libraries has decreased and this has had an adverse effect on the workflow and the number of records sent to the British Library.	5,000
	6.1	Training and development	Manual	A. Percentage of staff time spent in formal training. (Coordinate with Investors In People programme.)	2.2%

Programme for Government reference	NLW No.	Measure	How data are acquired	Comment	Target 2013-2014
				B. Monitor the evaluation reports of training courses to ensure continuous improvement in staff development activities by monitoring response to question on relevance of the material covered (C9).	95% of evaluation forms returned respond with Very Good or Good
	6.2	Finance	Manual	Percentage of invoices paid within 30 days of receipt. Note: Invoices that are the subject of queries will be identified.	98%
	6.3	Income generation	Manual	Target based upon the Library's net income generated from the trading activities of the shop, Pen Dinas Restaurant, Café Bach and the Reprographics Section as well as minor miscellaneous non-trading income streams	£420,000
	6.4	Number of items prepared for scanning (as images to be created) as part of the internal digitisation programme, collaborative projects	Automatic	Relevant staff will ensure that the Library proceeds according to the agreed Delivery Profile.	250,000

Programme for Government reference	NLW No.	Measure	How data are acquired	Comment	Target 2013-2014
		(including the First World War 2914-1918 (JISC) project). Number of images created as part of the internal digitisation programme and collaborative projects including the First World War (JISC) project			250,000
	6.5	Digitisation for Business	Manual	Achieve the agreed timetable	Assist 35 enterprises and 8 individuals.

Programme for Government reference	NLW No.	Measure	How data are acquired	Comment	Target 2013-2014
	6.6	ITV Project	Manual	Achieve the requirements set out in the contract and SLA	Move the collection from Cardiff to Aberystwyth (end of August) and establish a service for ITV (beginning of September 2013).