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Y Gweinidog Diwylliant a Chwaraeon  
Minister for Culture and Sport



Llywodraeth Cymru  
Welsh Government

Eich cyf/Your ref  
Ein cyf/Our ref SF/JG/0010/14

Sir Deian Hopkin  
President  
National Library of Wales  
Penglais  
Aberystwyth  
Ceredigion  
SY23 3BU

22 January 2014

*Dear Deian,*

The National Library of Wales (Library)'s forthcoming strategy for 2014-2017 will play a key role in defining and articulating the Library's strategic direction during the next three years. This letter indicates the level of core Grant-in-Aid funding which will be provided by the Welsh Government to support the Library's work during 2014-15 and 2015-16. I acknowledge the financial challenges facing the Library, and I appreciate that over the coming months the organisation will need to ensure that its resources and facilities are effectively aligned to ensure successful and sustainable delivery of key services which benefit the people of Wales, and priorities identified in the Library's new strategy.

I believe that sponsored bodies such as the National Library can use their individual strengths and expertise to make a real difference to the lives of people across Wales. It is crucial that the cultural sector continues to demonstrate its relevance to improving the lives of individuals across Wales, particularly through proactive engagement with our most deprived communities to tackle issues relating to poverty. I have commissioned Baroness Kay Andrews OBE to carry out a review into how this can be done more effectively, and I strongly encourage the Library to help develop a co-ordinated response to the recommendations made in Kay's review.

In the context of these difficult financial times, it is extremely important that different organisations work together to maximise skills, resources, expertise and develop new and innovative ideas. It is also crucial that our cultural bodies continue to identify and gain access to a wider range of funding sources to supplement the Grant-in-Aid funding provided by the Welsh Government.

I would like to see the Library continue and develop its strong commitment to partnership working; not only between different heritage organisations, but also by supporting integrated working at local, regional and national levels to address fundamental issues, increasing the sustainability of service delivery to the people of

Wales, developing new and innovative services and resources, including community partnerships.

The Welsh Government is committed to ensuring that everyone in Wales can benefit from access to the valuable services and resources provided by our libraries and archive services, including the National Library. The Library has a crucial role to play in delivering this important commitment, particularly by developing a strategic approach to the digital delivery of National Library services and resources throughout Wales. I would like the Library to continue supporting CyMAL: Museums Archives and Libraries Wales as one of CyMAL's key partners for the development and delivery of policy for museums, libraries and archives in Wales. I look forward to seeing the Library build upon your existing contribution to wider library and archive initiatives, using your existing digital experience and expertise to support work on key strategic priorities including digital skills and learning resources, digital inclusion, and the digital economy.

Protecting the lowest-paid staff in the current economic climate is a priority for the Welsh Government. I would like the Library to continue to consider steps towards paying all staff at or above the Living Wage.

As stated in the Supplemental Royal Charter of 2006, the object of the Library is 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. As one of the 6 UK and Republic of Ireland legal deposit libraries, the Library has the right to collect a copy of all published printed works in the UK. As well as being a Royal Charter body and Registered Charity, the Library is also a Welsh Government Sponsored Body (WGSB).

The Library directly contributes to delivery of the following commitments in the *Programme for Government*:

- 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

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*:

- The Culture and Heritage of Wales
- Education
- Public Services in Wales
- Equality
- Tackling Poverty
- Growth and Sustainable Jobs

In addition to your core work, as laid out in the Library's Royal Charter, and other activities under the Library's new strategy for 2014-2017, my priority areas for the Library for 2014-15 are to:

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:

- Extend the Library's presence across Wales, and increase participation through engaging local communities in activities that support skills development and social regeneration
  - Place the user at the centre of service developments to deliver knowledge services to new and existing users across Wales, based on their needs;
  - Support formal learning by contributing high quality digital content and educational resources, in Welsh and English, to the Hwb platform
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
  - Provide opportunities for individuals to have direct contact with the national collections, and to develop skills for employment and personal development through volunteering
  - 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
  - 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
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 Service project
  - 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.
  - Continue to support the Digital Preservation Consortium to increase capacity across Wales to manage and preserve digital collections
  - Take a national leadership role in developing and sharing good practice in relation to digitisation
  - Contribute to delivery of *Libraries Inspire* and *Archives for the 21<sup>st</sup> Century* strategies, as agreed in the delivery plans for these strategies, and according to the partnership agreements for specific projects
  - Work with wider partners, and support other digital initiatives to increase online access to Welsh cultural material (including the Heritage Lottery Funded *Cynefin* project)
  - 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

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 through activities such as:
  - Contributing to the national programme of activities for commemoration of the First World War in Wales
  - 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
  - Supporting strategic Welsh Government overseas partnerships (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
  - Explore opportunities for sharing services and increasing sustainability through collaboration with other organisations

The Library's funding agreement with the Welsh Government (the Framework document) sets out the details of the sponsorship relationship and the terms and conditions under which the Welsh Government provides grant-in-aid funding to the Library as a Welsh Government Sponsored Body. CyMAL: Museums Archives and Libraries Wales is the sponsor division for the Library. Grant-in-aid funding is provided to the Library under Section 61 of the Government of Wales Act 2006.

The Library's grant in aid for 2014-15 is detailed in the following tables. Please note that the funding noted for 2015-16 is indicative only.

#### Revenue

	Plans 2014-15 £000	Indicative plans 2015-16 £000
Running Costs	10,341	10,141
Current Receipts	-420	-420
Depreciation	1,250	1,250

#### Capital

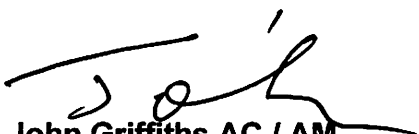
	Plans 2014-15 £000	Indicative plans 2015-16 £000
Capital (baseline)	550	550
Additional capital	375	
Collections Purchase Grant	305	305
Conservation & Digital Service	3,300	200

The Operational Plan 2014-15 sets out how you will deliver your targets and objectives. Further information on the requirements for the Library's Operational Plan are set out in Annex 1.

Whilst I appreciate that there has been some reduction in your budget for 2014-15, I would like to stress that I attach particular importance to the equalities agenda. I therefore ask that you ensure that the way in which you apply this budget reduction does not have a disproportionately negative impact on any of the equality groups with protected characteristics and disadvantaged communities and is based upon sound equality impact assessments.

Working together to develop effective solutions and services for the people of Wales is very important in the current economic climate. I look forward to opportunities to hear more on your progress with the priorities identified in this letter. I would like to thank you, your fellow Trustees, and the staff of the Library for your continued commitment and dedication to supporting the people of Wales to explore and develop their own connections to their culture and heritage.

*Yours*



**John Griffiths AC / AM**

Y Gweinidog Diwylliant a Chwaraeon  
Minister for Culture and Sport

## Operational Plan Guidance

The draft Operational Plan should be submitted to the Library's sponsor division for discussion by 31 January 2014. The Operational Plan should be sent to the sponsor division in order to receive final approval and sign off by **31 March 2014**.

The Library's funding agreement with the Welsh Government (the Framework document) sets out various operational requirements and refers to government guidance and policies with which the Library needs to comply, in addition to its own duties and responsibilities as a Charter body, Registered Charity, and public institution in Wales.

### Targets and priorities

You will agree targets for performance with your sponsor division which shall include the following core targets monitored by the Culture & Sport Department:

- Number of physical visitors
- Number of virtual visits

The Library's progress against the targets and milestones set out in its Operational Plan will be monitored in quarterly meetings with CyMAL, as the Library's sponsor division.

Introduction of the Library's new strategy for 2014-2017 provides an appropriate opportunity to review the Library's monitoring and reporting information to ensure that it effectively supports and measures progress with achievement of your strategic priorities, as well as monitoring operational delivery requirements. Your sponsor division would welcome discussions around the development of the Library's monitoring and reporting information, including SMART performance indicators.

We would also welcome your input into discussions around the development of more focused indicators, and a common evaluation measurement, for reporting on participation in arts, culture and heritage activities by people from low-income families and deprived areas. This discussion will help us to effectively monitor contributions towards Welsh Government priorities on tackling poverty, such as Building Resilient Communities: Taking Forward the Tackling Poverty Action Plan, and the review by Baroness Kay Andrews.

Your Operational Plan should identify how the Library will:

- 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;
- Engage with the public in a meaningful way as part of your on-going consultation exercises;
- Mainstream sustainable development, equality, partnership working, children's rights, 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 through Equality Impact Assessments

- **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 & skills and economic outcomes.**