Eich cyf/Your ref
Ein cyf/Our ref SF/KS/4070/14

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

31 January 2015

Dear Sir Deian

I am pleased to issue this Remit Letter for 2015-16 to the National Library of Wales (Library). 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 2015-16.

**Strategic Priorities**

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. I am pleased that *Knowledge for All*, your strategy for 2014-2017, sets out the Library’s ambitions in this area. It is crucial that the cultural heritage 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. The Welsh Government has set out how it will implement the recommendations made by Baroness Andrews in her report *Culture and Poverty* and I strongly encourage the Library to work with the Welsh Government and other partners to implement a co-ordinated and effective programme of action.

I would like to thank the Library for responding to concerns about our lowest paid staff by implementing the Living Wage for all Library staff from 1 April 2015. I am aware that the Library is implementing an organisational restructuring process which will ensure that your staff, resources and facilities are effectively aligned for successful and sustainable service delivery under your ‘Knowledge for All’ strategy for 2014-2017. I encourage the Library to maintain meaningful dialogue with your staff and trade union representatives throughout this restructuring process, and as you address other pay and staffing issues.

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 pursue and attract investment from a wider range of funding sources to supplement
the Grant-in-Aid funding provided by the Welsh Government. This should include exploring new and innovative methods of income generation, including opportunities and good practice models in the wider public and private sectors.

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. I am keen to see our cultural and tourism sites, both public and private, offering the public a more seamless, integrated service across providers.

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 transformational strategic approach to the digital delivery of 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.

**Strategic Context**

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
Priority areas

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 2015-16 are to:

1. **Widen access to the Library’s collections and services to people wherever they live (in Wales and the world), and promote participation and engagement with Wales’ culture and heritage, particularly amongst disadvantaged communities and minority groups:**
   - Extend the Library’s presence across Wales, providing opportunities for individuals to gain access to National Library services, resources and collections in their local communities
   - Develop and submit a case for creating a second access point for electronic legal deposit material in Wales
   - Place the user at the centre of service developments to deliver knowledge services to new and existing users across Wales, based on their needs
   - Implement the new jointly-procured library management system and resource discover layer to increase technical integration and interoperability with the higher education sector in Wales, improve internal processes, and enhance online access to the Library’s collections

2. **Support Welsh Government priorities and wider strategic initiatives to promote Wales as a high quality tourist destination and contribute to the Welsh economy:**
   - Increase collaboration with Visit Wales, regarding specific projects and thematic activities during 2015-16
   - Develop a clear vision for the National Library’s contribution to the wider Welsh economy, building on your work with creative industries during the European funded DigiDo project, the Library’s role as a high quality tourist destination, and considering the recommendations of the forthcoming report on the National Library’s economic impact
   - Investigate new and innovative opportunities to increase external investment in the work of the National Library, and the wider cultural heritage sector in Wales; such as crowdfunding, income generation, partnerships with higher education and research, and European funding schemes
   - Contribute to strategic Welsh Government overseas partnerships and to national initiatives promoting Wales, our heritage and our culture; including playing a key role in the high profile national programme of activities for commemoration of the First World War in Wales Cymru’n Cofio Wales Remembers 1914-1918, and contributing to a co-ordinated programme to mark the 150th anniversary of the Welsh settlement in Patagonia

3. **Work together with other public bodies in Wales to make a real difference to people’s lives:**
   - Work with the Welsh Government and a range of other stakeholders to help implement a cohesive and targeted set of actions building on the recommendations made by Baroness Andrews, to include playing a key role in the establishment of Pioneer Areas, local initiatives to test out and implement the *Culture and Poverty* report’s recommendations
   - Provide opportunities for individuals to develop skills for employment, personal and career development through volunteering
   - Support formal learning by developing high quality digital content and educational resources in Welsh and English, and through the work of the Library’s Education Service in delivering activities such as taking items into
local communities to inspire and enthuse learners of all ages through direct contact with the national collections

- Work with education providers to deliver culture and heritage elements of the revised Welsh Baccalaureate
- Identify how opportunities provided by the Library can contribute to the Enhanced Employer Engagement programme, the Activate Your Potential Programme and the Youth Engagement and Progression Framework
- Further embed sustainability as a central organising principle of the National Library’s operations, as the Welsh Government takes forward the Well-Being of Future Generations Bill, and support the Welsh Government’s Sustainable Development Scheme for Wales and Climate Change Strategy for Wales

4. Collaborate with other sponsored bodies and wider public sector partners to deliver more joined up and sustainable services to the people of Wales:

- Prepare for co-location of the National Monuments Record and associated services at the National Library. Deliver the Library’s £3.5 million Courtyard Development Project, to provide suitable collections storage and staff accommodation facilities, to time and budget as agreed with the Welsh Government. Work with the Welsh Government and the Royal Commission on the Ancient and Historical Monuments of Wales to meet key milestones in the agreed timetable for co-location.
- Continue to play a lead role in the federated delivery of the People’s Collection Wales digital heritage service, which enables and encourages community engagement with Wales’ culture and heritage, digital inclusion and digital skills development. Build on the Library’s existing partnership with Amgueddfa Cymru – National Museum Wales and the Royal Commission, through the People’s Collection Wales programme, in the strategic development and delivery of national digital heritage initiatives.
- Work collaboratively with the Welsh Government and with local libraries and archive services on the development and 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 (e.g. Digital Library)

5. Utilise the National Library’s expertise and experience in digital projects and digital service delivery, to strategically develop and share skills, resources and expertise with wider partners:

- Provide strategic leadership in digital preservation, and work with sector partnership to design and develop a national infrastructure to support conservation and digital preservation activities in Wales
- Take a national leadership role in developing and sharing good practice in relation to digitisation
- Support the Digital Preservation Consortium to increase capacity across Wales to manage and preserve digital collections
- Work with wider partners, and support other digital initiatives to increase online access to Welsh cultural material (including the Heritage Lottery Funded Cynefin crowdsourcing project)

Grant in Aid funding
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 2015-16 is detailed in the following tables.

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<th>Revenue</th>
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<td>Current Receipts</td>
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<td>Depreciation</td>
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<td>First World War commemoration activities</td>
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<tr>
<th>Capital</th>
<th>Plans 2015-16 £000</th>
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<tr>
<td>Capital (baseline)</td>
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<tr>
<td>Collections Purchase</td>
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<tr>
<td>Grant</td>
<td></td>
</tr>
<tr>
<td>Courtyard Development Project</td>
<td>200</td>
</tr>
</tbody>
</table>

The Operational Plan (or Action Plan) 2015-16 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 2015-16, 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.

I would like to thank you, your fellow Trustees, and the staff of the Library for your continued dedication to ensuring that the Library’s staff and resources are effectively aligned to deliver high quality and sustainable services to the people of Wales. I look forward to working with you during the coming year as the Library continues to implement and embed your new strategic vision.

Yours sincerely

Ken Skates AC / AM
Y Dirprwy Weinidog Diwylliant, Chwaraeon a Thwristiaeth
Deputy Minister for Culture, Sport and Tourism
Operational Plan Guidance

The draft Operational Plan should be submitted to the Library’s sponsor division for discussion by 30 January 2015. The Operational Plan should be sent to the sponsor division in order to receive final approval and sign off by 31 March 2015.

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 Welsh Government:

- 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.

In order to monitor contribution towards Welsh Government priorities on tackling poverty more effectively, we would welcome discussions around the development of more focussed indicators, and common evaluation measurement, looking at participation in the wider arts, culture and heritage sector by people from low income families and deprived areas.

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;
- Implement or contribute towards recommendations, as appropriate, made by the Commission on Public Service Governance and Delivery, chaired by Sir Paul Williams
- 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.