

## **NATIONAL LIBRARY OF WALES**

Minutes of the Board Meeting  
held at Aberystwyth  
on Friday, 10 July 2015

### **Present:**

Professor Sir Deian Hopkin, President	Colin R. John, Treasurer	Hugh Thomas
Tricia Carter, Vice President	Enid Morgan	Wyn Penri Jones
Gareth Haulfryn Williams	Roy Roberts	Roy Evans
Phil Cooper	Susan Davies	

### **Members of staff:**

Aled Gruffydd Jones	Chief Executive and Librarian
David Michael	Head of Directorate of Corporate Resources
Avril Jones	Head of Directorate of Collections and Public Programmes
Pedr ap Llwyd	Secretary and Head of Governance

### **Also in attendance:**

Linda Tomos	MALD
Rebecca Johnson	MALD
Doug Jones	Whitley Council (Union Side)
Siân Thomas	Whitley Council (Union Side)
Annwen Isaac	Human Resources Advisor

### **Open Session**

#### **Part 1 Formal Items**

##### **1.1 President's Welcome and Apologies for Absence**

The President welcomed all present to the meeting.

Michael Trickey had apologised for his absence.

##### **1.2 Declaration of Interests**

Gareth Haulfryn Williams declared an interest in those matters which the Library discusses occasionally regarding the Heritage Lottery Fund as he occasionally undertakes an advisory role for the Fund.

Tricia Carter declared an interest in those matters which the Library discusses occasionally with Welsh Government as she is a Non-Executive Director of the Corporate Governance Committee, Department of Finance and Corporate Services, Welsh Government.

Huw Williams declared an interest in those matters where the Library is advised by Geldards LLP.

Dr Susan Davies declared an interest in those matters which the Library discusses occasionally regarding the Heritage Lottery Fund as she occasionally assists other organisations with applications.

### 1.3 Minutes of the previous meeting

The minutes of the previous meeting were approved. One example of mistranslation in the English version was highlighted and needed correcting.

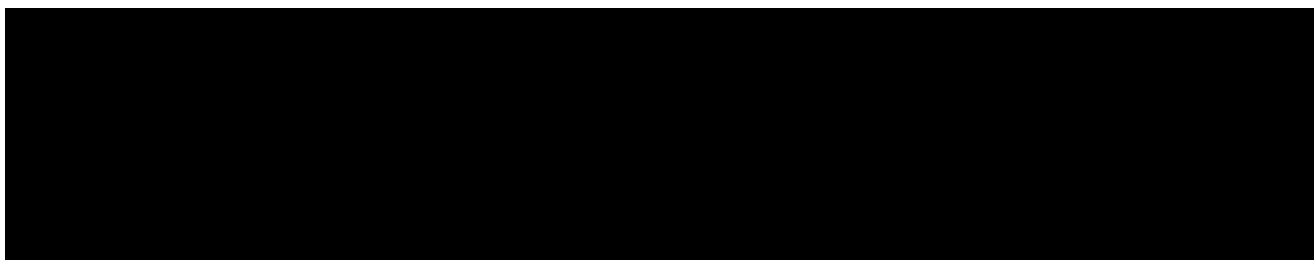
## Section 2 'Live' matters and matters arising from the minutes of the previous meeting

### 2.1 Royal Commission on the Ancient and Historical Monuments of Wales

It was reported that the Heads of Terms and lease were currently being prepared. It is hoped that Members will be able to agree on these at the next meeting of the Board in September. The Head of Corporate Resources will arrange for them to be distributed amongst Members once they are ready so that Trustees can send any comments to him.

**Action:** David Michael to work with the Commission and Welsh Government to complete the Heads of Terms and the Lease and to distribute them as soon as possible amongst Members and invite comments.

### 2.2 Matters relating to the fire



### 2.3 Risks associated with the building

It was noted that a substantial application for capital funds had been presented to Welsh Government in order to address these risks – including health and safety risks and risks to the collections – associated with the deterioration of the building. Members were very pleased to hear this, especially as the risks to staff, public and collections increases as the condition of the building and estate deteriorates. It is sincerely hoped that the Deputy Minister will identify with the Board's concerns, recognise the high level of the risks and give serious consideration to the contents of the report. Members will eagerly await the Government's response. In the meantime, it was noted that the Library is seeking to address some urgent issues, although an increasing number of important projects have unfortunately had to be shelved due to the current financial constraints.

**Action:** David Michael to press government to respond to this application for capital funds.

### 2.4 Outreach Report - Merthyr Tydfil 2013-2015

Members were grateful to the Chief Executive and Librarian for his report and very pleased with the developments in Merthyr Tydfil over these past 12 months. It was good to see costs being managed satisfactorily, although Members would find information illustrating the true value or true impact of the Library's achievements in Merthyr very valuable. Details of this kind would help the Board to decide how appropriate it would be to introduce similar schemes in other part of Wales. If the Board is intent on extending the Library's service to other areas, one Trustee noted that a marketing and promotion plan would be absolutely essential to publicize the services available.

**Action:** The Management Team needs a clear vision for the way forward as well as an assessment of the value/impact of our efforts in Merthyr Tydfil.

## **2.5 Board Effectiveness Review**

At the behest of the Secretary, it was agreed that we should not lose sight of the Review's findings and that they should be considered in the context of the Board's discussions and decisions regarding the way forward following the receipt of the PricewaterhouseCoopers (pwc) review report. Findings from both reviews may overlap.

**Action:** Pedr ap Llwyd to ensure that this matter is considered in the context of the pwc review.

## **Section 3 Strategic matters and main papers**

### **3.1 Restructuring Process**

A verbal report was delivered by the Chief Executive and Librarian. He was pleased to note that the Library had appointed Huw Williams as Head of Estates and Support Services and Mererid Jones as Head of Finance and Enterprise. Unfortunately, it had not been possible to appoint a Head of External Relations, and Members were keen for this position to be advertised again. The Chief Executive and Librarian was asked to readvertise the post at once and to think of ways of making it more attractive to candidates e.g. flexibility of location, although concerns were expressed if the officer is not totally located at the Library.

In response to a question from the Vice President, it was reported that marketing and promotion activities are currently ongoing with external support provided by Effective Communications e.g. the 'weekly story' project has been implemented successfully for some time, effective publicity was organised for exhibitions and the daily promotion on social media networks has been unfailing.

### **3.2 Cost Value of the Change Management Consultant**

The report's contents were noted. Some Members were reluctant to accept the suggestion that the Restructuring Process had been an unmistakable success, as the financial targets had not been reached nor realized.

### **3.3 Brief Business Plan/Change Plan**

The contents of the paper introduced by the Chief Executive and Librarian were noted. Some Members found useful material and information in the report. It was agreed that the way forward on this matter would be for the Executive Team to provide a paper highlighting or reminding Members of the main issues of the day and the prominent issues for all Trustees, which would be useful for focusing attention on issues meriting particular attention.

The following comments were noted by Members:

- There is an urgent need to produce a Marketing Strategy
- We must take advantage of all opportunities and relevant reports to stress the seriousness of the condition of the current building and the need to spend a substantial amount of money on the building to protect the collections and comply with health and safety regulations.

**Action:** Secretary and Executive Team to develop a tool that will help focus the Board's discussions and the

Trustees' thoughts on the main issues of the day.

### **3.4 Performance Indicators for the final ¼ of 2014-2015**

The contents of the indicators were noted. The Secretary noted the importance of allocating adequate time in the Autumn for Members to discuss and agree upon indicators for the next year: this matter will be included in the Board's Business Plan for the year.

### **3.5 Departmental and Directorate Progress Report**

Members were grateful to the Executive Team for providing this report. Some believed the report to contain too much information but others felt that the detailed contents were a great help for them to have a clearer perception of the range and extent of events at the Library between meetings. It was agreed that this provision would continue in future.

### **3.6 HLF Bids – current position**

Members were grateful to Avril Jones for providing this useful information and update.

## **Section 4 Financial Matters**

### **4.1 Budgetary Report to 31/05/2015**

Due to the rush to complete the Annual Accounts in time, the Budgetary Report had not been prepared for this meeting. The Director of Corporate Resources noted that the report would be ready within a few days and would be duly distributed amongst Members soon afterwards. Trustees were invited to contact David Michael regarding any aspect of the report's contents.

**Action:** David Michael to distribute the budgetary report amongst Members once it is ready.

### **4.2 NLW Annual Accounts 2014-15**

The Treasurer presented the Annual Accounts and Members were satisfied that they had been completed. The Treasurer was grateful to the Director of Corporate Resources and staff from the Department of Finance and Enterprise for their work in preparing the accounts and for the Department's efficiency during the year. He was also grateful to the Wales Audit Office for their cooperation in undertaking the work.

In presenting the accounts, the Treasurer emphasised the need for the Executive Team to present further efficiency plans as the savings that had been hoped for as a result of the restructuring process had fallen short of the target: further savings of approximately £325k were needed. David Michael noted that this was already in progress.

Wyn Penri Jones thanked Colin John for his excellent work as Treasurer during the year and for presenting the accounts in such a straightforward and adroit manner. He had succeeded in providing clear advice and guidance to the Library while at the same time having to maintain his own firm.

It was agreed that the possibility of presenting and approving the accounts later in the year should be examined: it was suggested that the pressure put on the Library's Staff and the Wales Audit Office to present the accounts so soon after the end of the financial year was unfair.

## **Section 5 Information Pack**

## **5.1 Librarian's Business**

The contents of the report that had been distributed to Members were noted. Aled Gruffydd Jones also referred to his debt to Effective Communications for their input to the work of promoting the Library during the past months and also to the discussions that had taken place between the University of Wales Trinity Saint David's in relation to the development of 'Egin' in Carmarthen. He also referred to the opening of the Phillip Jones Griffiths exhibition and the intention of taking it to locations outside Aberystwyth. Members were grateful to the staff responsible for organising this outstanding exhibition.

## **5.2 President's Business**

The President congratulated the Library and its staff on succeeding in achieving the new Archives Service Accreditation standard, and especially Avril Jones and Sally McInnes for their key role in preparing the application.

## **Section 6 Any Other Business**

There was no other business for discussion.