



Operational Plan 2017 - 2021



LLYFRGELL GENEDLAETHOL CYMRU THE NATIONAL LIBRARY OF WALES

2016

1.4 million

visits to the Library's websites

Chwilio'r catalog



16,500

visitors to the exhibitions



180,000

objects digitised



1,200

tithe maps digitised

82,000

visitors to the Library



60,000

used our educational resources on Hwb



5,000

participated in the Education Service's workshops

215 million

have seen the Library's images on Wikipedia



1

ARA archives volunteering award

1,174

online volunteers working on the Cynefin project

15,000

participants in outreach events



8,666

hours of volunteering by 86 individuals



Operational Plan 2017 – 2021

1. Overview

This Operational Plan 2017-2021 details the main activities and developments which will be completed by 31 March 2021 in support of the Library's Strategic Plan, *'The Nation's Memory: Informing the Future'*. The next four years will be challenging in the context of the uncertainty associated with decreasing public finances. It will therefore be more important than ever to ensure that the Library continues to deliver its statutory duties as Wales' National Library, supporting the Welsh Government's strategic priorities as outlined in its Strategic Plan *'Taking Wales Forward 2016-2021'*. It is an ambitious four-year Programme which will aim to establish the National Digital Library and progress scoping work to establish a National Archive Framework for Wales. We are committed to actively contributing to Welsh cultural life and encouraging communities to celebrate our rich culture and heritage. The full delivery of the Operational Plan will be dependent both on the continuation of existing levels of funding from the Welsh Government and the Library's ability to increase its additional income to £1 million annually over the four-year period. The National Library was established by the people of Wales in 1907 to ensure that the national collections of Wales' unique culture and history were not lost and were made accessible to all. These same core values are just as important in a very different Wales today and the work of the Library remains equally vital to national life. This Operational Plan aims to build a secure foundation for activities which will deliver the Library's statutory requirements under the Future Generations (Wales) Act (2015) to secure Wales' unique cultural assets for the wellbeing of current and future generations. We must also ensure that the Library in whatever it does makes a positive contribution to global well-being.

The final year of the previous strategy *'Knowledge for All'* identified that, if resources could be secured, the Library needed to increase its digital management capacity in maintaining its existing stewardship of around 20 million items in the national collections. This Operational Plan aims to develop a National Digital Library by 2021, implement a skills programme for its staff, scope the framework for a National Archive for Wales and double the number of digital items to 10 million by 2021. Its central aim maintains the core values of the Library under its Charter to collect, preserve and make accessible Wales' culture and history for present and future generations. In doing so, we acknowledge the importance of reaching new audiences, particularly those in deprived parts of Wales and the Operational Plan demonstrates a strong commitment to support initiatives such as the *'Fusion: Creating Opportunities through Culture Programme'* to use culture as a means of providing new opportunities and life chances. The External Engagement Strategy will focus activities on delivering across Wales as well as in Aberystwyth, working with local authorities and the third sector to raise awareness of the Library's collections and services. Similarly, the Library has an important contribution to make to the economic growth of mid-Wales and efforts will continue to be made through the External Engagement Strategy to attract visitors to enjoy their visit as part of a destination strategy with other organisations. A major capital programme funded by the Welsh Government will complete improvements required to address building defects and increase and improve storage capacity for our collections. The ground breaking proposal to establish a National

Broadcasting Archive in partnership with BBC Cymru Wales will transform access to our moving image collections and enable us to work with partners across Wales. The Library has always been a significant research institution which has pioneered new approaches to research and scholarship. Providing access to the millions of items held in the Library's collections is a core part of the Library's work and, increasingly, improving our ability to provide access to the digital copy will be a priority for the Operational Plan. The management of digital work flows requires a focus on cataloguing, rights management and robust infrastructure. Over the four-year period, a major realignment of how each of the Library's departments work together will be required, led by the Delivery Group and the Executive Team.

The challenges in delivering an ambitious agenda are ever present and the Income Generation Strategy will focus on three work streams, to increase commercial income, to seek grants which lead to a better understanding of our collections and to develop relationships which lead to increased charitable giving. The Operational Plan assumes that the baseline for the annual Grant In Aid from the Welsh Government will be retained over the four-year period in order to plan our finances effectively. The establishment of the strategic partnership to progress *Historic Wales* between the Library, Cadw, Amgueddfa Cymru-National Museum Wales (AC-NMW) and the Royal Commission on the Ancient and Historical Monuments of Wales (RCAHMW) will provide opportunities to deliver specific services and activities more effectively.

The Library has always benefited from a dedicated and skilled workforce. The recent decrease of 30% in the number of staff requires careful management over the next four years. Working with our Partnership Council, we need to deliver a skills programme, People Strategy and Workforce Development Plan which ensures that we maintain and develop expertise and new skills, addressing succession planning and talent management within the available budget. The next four years therefore will be a significant period in the Library's history where the true potential of digital technology will be embraced across all its management activities.

2. Our Statutory Delivery

Under its Charter and relevant legislation, the National Library of Wales operates as a UK Legal Deposit Library and collects and preserves material relating to Wales and its people, as well as other Celtic people, in order to provide access for present and future generations. In meeting its charitable objects, the Library strives to deliver excellent services for the benefit of the public, including those engaged in research and learning. Appendix 3 outlines the specific duties placed on the Library to deliver its services under the Royal Charter which were revised in 2006. In addition, we are an official place of deposit for public records and have responsibilities to work with the Welsh Government and The National Archives to store and make available these substantial collections. As a Welsh Government Sponsored Body and a National Cultural Organisation, we have responsibilities to successfully deliver Welsh Government priorities as outlined in the annual Remit Letter.

3. Our Core Values

- We will deliver an excellent service to all our users.
- We will be effective and efficient in managing our resources.
- We will be accountable to our Board of Trustees, our regulators and our funders.
- We will share our collections and knowledge as widely as possible with the people of Wales and beyond.
- We will maintain a high quality archival facility meeting international standards which will exploit the opportunities created by the need for digital preservation.
- We will respect diversity in all our relationships both within and beyond the organisation, valuing our staff and developing a mentoring culture.

4. Our Strategic Priorities

‘The Nation’s Memory: Informing the Future 2017-2021’ identifies 5 strategic objectives to meet statutory responsibilities and strategic objectives set by the Welsh Government and the Board of Trustees. This Strategic Plan builds on the achievements of the previous strategy, *‘Knowledge for All 2014-2017’* in transforming the management and delivery of services to respond to the needs of digital users as, increasingly, more of the Library’s resources and effort are focused on maximising the benefits of digital delivery. This approach does not devalue the importance of maintaining the custodianship of our existing collections of around 20 million items and achieving an effective balance between investing in digital delivery and ensuring our specialist stewardship of Wales’ cultural and heritage treasures. The skills and commitment of our staff is a vital part of our forward planning and we will actively seek opportunities to work with our Partnership Council to implement skills programmes and talent management which maintains expertise and experience within our available budgets.

In meeting the Welsh Government’s priorities until 2021, our work programme will be planned over a four-year period, underpinned by detailed annual operational plans. This approach assumes a stable financial settlement as a planning assumption. In addition to the on-going delivery of core activities, the period will be marked by a major capital improvement programme, the ambitious proposal to establish a National Digital Library and scope a National Archive Framework, to double the number of digital items to 10 million, to progress a National Broadcasting Archive as a strategic partnership with BBC Cymru Wales and to support our workforce, alongside our Partnership Council. The speed and scale of delivery will depend on available resources and our ability to secure additional funding.

Being Excellent Custodians of Our Collections: As Wales' largest research library, we are also Wales's only Legal Deposit Library and we work closely with the other 5 Legal Deposit Libraries in the UK and Ireland. Under the Legal Deposit Libraries Act (2003), the National Library of Wales is able to request a copy of every book published in the UK, extended since 2013 to non-print electronic material. The Library's founding collections have been extended over the last hundred years through legal deposit powers, donations and purchases. It now includes the National Screen and Sound Archive, the Welsh National Collection of Photography and the Welsh Political Archive. We are working in partnership with the National Assembly for Wales to ensure the preservation of the Assembly's records and we will work in collaboration with the Welsh Government to conduct a scoping study to establish a National Archive Framework for Wales. Improving the digital management of our collections will require investment in cataloguing, information systems and access systems. We will aim to continue to meet international standards for archive management, bibliographical records, conservation, preservation and digital preservation in a changing environment. We will also develop more extensive promotional and interpretation activities to widen understanding and interest by new audiences in our collections, extending our award-winning volunteer programme, particularly for digital volunteers. We will further develop our National Music Archive and progress discussions with Bangor University and other universities with the aim of collaborating to offer student scholarships in the field of Welsh music.

Contributing to the Well-Being of Future Generations: Ensuring that we meet our statutory duties under the seven goals of the Well-Being of Future Generations (Wales) Act, we will work with the Welsh Government to deliver strategic priorities as outlined in our annual Remit Letter. In the short-term, we will complete an action plan to implement the recommendations of the WAO Report on NLW Governance and Performance (2016) and maintain activities to retain our Customer Service Excellence accreditation and our status as a Visit Wales Gold Star Visitor Attraction. We will continue to promote and encourage the use of the Welsh language in all our internal and external activities and comply with our statutory duties to achieve the Welsh Language Standards agreed with the Welsh Language Commissioner. We will also actively support the development of bilingual services across the public sector. The quality of our services relies on supporting motivated and skilled staff. We will actively develop a People Strategy, working with our Partnership Council, to maintain and develop specialist skills wherever possible. We will also encourage a sustainable approach to the management of our estate and contribute to the implementation of the national conservation principles, ensuring that our collections are maintained according to international standards.

Ensuring long-term access to the National Collections: The next four years provide an opportunity to work in partnership to transform our management of digital items and establish and manage the National Digital Library and to scope the framework for a National Archive with statutory responsibilities, based on a coherent infrastructure and professional principles, as a long-term strategy. We will develop opportunities to enhance the performance and delivery of our information systems through collaboration with the Welsh Higher Education Libraries Forum and members of the all Wales Public Library Management System project. We will continue to modernise our digital services to facilitate the discovery, access and use of our collections on our website and through the electronic resources in our reading rooms and remote access points. We will establish the National Broadcasting Archive by 2021, working in partnership with BBC Cymru Wales and other broadcasters, with digital access to the entire archive available

at 4 Welsh hubs across Wales when funding is secured. We have a leadership role to play in the implementation of the National Digital Preservation Policy and lead on the provision of an all-Wales digital preservation solution for the Welsh public sector and will complete a National Conservation Strategy. This will be a pivotal period for the Library as new opportunities are progressed and outcomes achieved through working with strategic partners.

Being Central to National Cultural Life: We recognise that we need to continue to expand our Outreach and Engagement Strategy associated with the *Fusion: Creating Opportunities through Culture Programme*, delivered in Fusion Partnership areas. There will be a specific focus on supporting bilingual activities in Carmarthenshire and Gwynedd. The highly successful *Class Art* project, taking our treasures into the classroom will be further developed and we will increase the level of our contribution to the activities of the Fusion Programme. We will actively work with Cadw, AC-NMW, RCAHMW and the Trades Unions to establish the *Historic Wales* strategic partnership by July 2017 and continue to develop innovative ways to strengthen the delivery of cultural and heritage services, to develop sector skills and improve the resilience of the sector to address declining public finances. We will actively develop 4 digital hubs in Aberystwyth, Wrexham, Carmarthen and Cardiff to provide access to the entire BBC Cymru Wales broadcast archive and develop the National Broadcast Archive, working with BBC Cymru Wales and other broadcasters by 2021, if funding is secured. We will continue to extend our marketing and user engagement strategies, supporting the Year of Legends in 2017 and the Year of the Sea in 2018 to increase both the number of people accessing our services and the support we provide to other cultural organisations.

Ensuring Resilience for the Long-Term: The overriding priority for us over the four-year period will be to implement a long-term income generation strategy seeking to increase commercial income, grants and donations to raise £1 million annually by 2021. Our ability to plan confidently for the four-year period is restricted both by the 2% cash carry-over limit which prevents the Library from building up public funds reserves to help manage financial risks and by the annual allocation of Grant In Aid by the Welsh Government. We will complete a major capital improvement programme funded by the Welsh Government to address significant building issues by 2018 and improve the visitor experience, leading to a long-term Asset Management Plan by 2020. We will continue to monitor the Library estate and plan for collection storage requirements introducing sustainable management wherever resources allow. Supporting our staff will be an essential element of the delivery of our next Strategic Plan and we will develop a strategic Workforce Development Plan by 2018 for the medium to long-term, working with our Partnership Council.

5. Delivering Outputs and Outcomes

The National Library provides a unique and valued function for the people of Wales and beyond. We shall encourage our staff to be innovative and creative, finding new ways to provide access to our collections. Library staff have significant experience in digital management and digital resource discovery. We will use this expertise to establish the National Digital Library by 2021, working with other library and archive services in Wales, to work in collaboration with the Welsh Government to complete initial scoping work on the establishment of a National Archive Framework for Wales, establish the National Broadcasting Archive in partnership with the BBC, develop an all-Wales digital preservation solution for the public sector, further develop our outreach and educational activities in support of national initiatives and supporting the development of bilingual public services.

By 2021, we will aim to:

- Maintain our existing core services and delivery as a national Legal Deposit Library based on an assumption of a stable baseline in our grant from the Welsh Government over the 4 years;
- Continue to deliver our statutory duties in relation to Welsh language standards agreed with the Welsh Language Commissioner;
- Maintain Archive Service Accreditation to retain the Library status as a Place of Deposit for Public Records.
- Establish a Strategic Partnership with Cadw, AC-NMW, RCAHMW and Trades Unions to develop *Historic Wales* by July 2017;
- Implement an initial strategy to deliver the statutory requirements of the Future Generations (Wales) Act by December 2017;
- Complete a Skills Audit and Development Programme, and implement a People Strategy and Workforce Development Plan by 2018;
- Complete a scoping report on the establishment of a National Archive for Wales by 2019;
- Implement a National Digital Preservation Strategy in a leadership role for Wales by 2019;
- Continue to contribute digital educational resources for Hwb; deliver the People's Collection Wales in partnership, and support the delivery of the Cymru'n Cofio Wales Remembers 1914-1918 Commemoration Programme, increasing our output in these programmes by 10% by 2019;
- Enhance the technical infrastructure and content of the Welsh Dictionary of Biography, working in partnership with the Centre for Advanced Welsh and Celtic Studies by 2019;
- Complete a major capital programme and develop a new Asset Management Plan by 2020;
- Increase our income generation to £1 million annually by 2021;
- Double our digital usage to 3m visits by 2021;
- Double the number of digital items to 10 million by 2021;
- Increase our outreach and engagement work for the Fusion Programme by 20% by 2021;
- Develop a strategic relationship with BBC Cymru Wales, S4C and ITV Wales to preserve and provide access to broadcast material via a National Broadcast Archive by 2021;

- Maintain our Customer Service Excellence Standard accreditation and our Visit Wales Gold standard until 2021;
- Continue to extend our marketing and user engagement strategies, supporting the Year of Legends in 2017 and the Year of the Sea in 2018, increasing the number of people visiting the Library and engaging in activities by 15% by 2021;
- Continue to work with Wikimedia UK to develop and embed digital engagement with our open content on Wikipedia and other third-party platforms to increase views of the Library's content to 250 million by 2021 and actively contribute to the development of Welsh language content on Wikipedia.

5.1 Being Excellent Custodians of Our Collections

5.1.1	We will maintain our core purpose as outlined in the Library's Charter to collect, preserve and give access to all 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. We will continue to collect and maintain over 20 million items of print, electronic media, archival materials, maps, art, sound and moving image and provide effective and efficient access to users at the Library and via the Internet. We will aim to double the number of digital items to 10 million by 2021.
5.1.2	We will continue to deliver the statutory requirements of the Legal Deposit Libraries Act (2003) and will contribute to the work of the Legal Deposit Libraries in identifying and facilitating the transition from print versions to electronic versions of published material in accordance with the Legal Deposit Libraries (Non-Print Works) Regulations 2013. We will contribute to the work of the UK Legal Deposit Review Implementation Group in 2018 in reviewing the regulations. We will open a new public access point for Non-Print (Electronic) Legal Deposit in Cardiff by July 2017. We will continue to work with Welsh publishers to collect and provide access to print and electronic materials relevant to Wales.
5.1.3	We will actively seek opportunities to raise awareness of our collections and activities, with specific plans developed for each department, including the use of social media and You Tube channels, to highlight ' <i>This is who we are</i> ' and ' <i>This is what we do</i> '.
5.1.4	Through our digitisation programme, we will work with leading universities in Wales and beyond, supporting digital humanities research projects that deliver new ways of interpreting our collections to a wide range of audiences. We will aim to increase our research activities by 15% by 2021.
5.1.5	We will extend our Volunteer Programme, working with our Partnership Council, incorporating a crowd sourcing platform to increase opportunities for digital volunteers. We will aim to increase the number of volunteers supported into work and education by 20% by 2021.
5.1.6	We will implement the national conservation principles, working with other stakeholders, by 2020.
5.1.7	We will continue to improve the discovery of our resources nationally and globally by contributing data to other bibliographic sources such

	as OCLC WorldCat, SUNCAT, CERL and other key data aggregators as well as exploring opportunities to develop methods of access via linked data.
5.1.8	We will establish an effective skills development programme for our staff, including specialist professional skills, customer facing services, conservation and preservation services.
5.1.9	We will further develop our National Music Archive through cataloguing the Meredydd Evans and Phyllis Kinney archives and progress discussions with Bangor University and other universities with the aim of collaborating to offer student scholarships in the field of Welsh music.

5.2 Contributing to the Well-Being of Future Generations

5.2.1	We will successfully deliver the Welsh Government's annual priorities for our Grant In Aid as outlined in the Remit Letter.
5.2.2	We will successfully implement our statutory responsibilities under the 7 goals of the Well-being of Future Generations (Wales) Act and work with other partners to share best practice and evaluate our performance.
5.2.3	We will continue to promote and encourage the use of the Welsh language in all our internal and external activities and comply with our statutory duties to achieve the Welsh Language Standards agreed with the Welsh Language Commissioner. We will also actively support the development of bilingual services across the public sector.
5.2.4	We will maintain our activities to retain our Customer Service Excellence accreditation and our status as a Visit Wales Gold Star Visitor Attraction.
5.2.5	We will actively develop a People Strategy, working with our Trade Unions, to maintain and develop specialist skills. We will implement succession planning and a talent pool to retain specialist expertise, seeking to take advantage of national skills programmes wherever possible.
5.2.6	We will ensure that our conservation and preservation activities support international best practice in providing long-term access to our collections, maintaining our current levels for the % of items in a stable condition and the conservation hours provided. We will continue to provide environmental conditions and storage facilities which conform with international standards and will intervene to prevent deterioration in the condition of items where needed, maintaining the current level of the % of items stored in appropriate environmental conditions.
5.2.7	We will adopt a sustainable management approach for the Library's estate, making improvements when resources are available.

5.2.8	We will complete an action plan to implement the recommendations of the WAO Report on NLW Governance and Performance (2016) by September 2017.
5.2.9	We will lead on the development and implementation of a National Digital Preservation Strategy by 2019. A service to enable the preservation of, and access to, the digital assets which are being created and stored by Welsh institutions.
5.2.10	We will maintain Archive Service Accreditation to retain the Library's status as a Place of Deposit for Public Records.

5.3 Ensuring Long-Term Access to the National Collections

5.3.1	We will work collaboratively to establish and manage the National Digital Library by 2021, based on a coherent infrastructure and professional principles, as a long-term strategy. We will develop opportunities to enhance the performance and delivery of our information systems through the joint procurement by a consortia of Welsh university libraries of the same library management system. We will also facilitate opportunities for partnership with the all Wales Public Library Management System project and will continue to provide a strategic lead on the development of digital services for public libraries, working closely with partners to provide an excellent service for the people of Wales.
5.3.2	We will continue to modernise our digital services to facilitate the discovery, access and use of our collections on our website and through the electronic resources in our reading rooms and remote access points. We will aim to double the number of annual online visits to 3 million by 2021 and deliver a user satisfaction score of 95%.
5.3.3	We will conduct a scoping study by 2019, working collaboratively with the Welsh Government, to identify a framework with statutory duties for the establishment of a National Archive Framework for Wales.
5.3.4	We will ensure that our digitisation programme includes a range of Welsh language content to support education and learning resources and the Welsh Government's policy objective to increase the number of Welsh language speakers to 1 million by 2050.
5.3.5	We will aim to establish an effective digitisation on demand service for users by 2019 where copyright issues permit, recovering the cost of producing the copy.
5.3.6	We will aim to establish a National Trusted Digital Repository by 2021 for digital information in our care as part of a long-term policy initiative.
5.3.7	We will investigate new digital delivery services where users can access an enhanced service for a charge to recover the delivery cost whilst

	maintaining a commitment to continue with our existing enquiry service which is free at the point of access.
5.3.8	We will work in partnership with the Centre for Advanced Welsh and Celtic Studies to enhance and improve the on-line Welsh National Dictionary of Biography through a new technical platform by 2019.
5.3.9	We will continue to work with Wikimedia UK to develop and embed digital engagement with our open content on Wikipedia and other third-party platforms to increase views of the Library's content to 250 million by 2021 and actively contribute to the development of Welsh language content on Wicipedia.
5.3.10	We will continue to contribute to the EU Europeana Research Scheme and monitor the usage of the Library's digital items on Europeana.
5.3.11	We will pursue the adoption of the .Wales domain for websites managed by the Library when resources allow.

5.4 Being Central to National Cultural Life

5.4.1	We will implement a new Outreach and Engagement Strategy associated with the Fusion Programme, delivered in Fusion Partnership areas. There will be a specific focus on supporting bilingual activities in Carmarthenshire and Gwynedd. The highly successful <i>Class Art</i> programmes, taking our treasures into the classroom, will be further developed. We will increase the level of our contribution to the activities of the Fusion Programme by 20% by 2021.
5.4.2	We will provide a dynamic and exciting range of bilingual exhibitions and events that make the best use of our impressive public spaces, encourage new visitors and showcase our diverse, interesting and most important collections.
5.4.3	We will actively work with Cadw, AC-NMW, RCAHMW and the Trades Unions to establish the <i>Historic Wales</i> strategic partnership by July 2017 and continue to develop innovative ways to strengthen the delivery of cultural and heritage services, to develop sector skills and improve the resilience of the sector to address declining public finances.
5.4.4	We will establish a new cultural hub in partnership with Pembrokeshire County Council at Haverfordwest Library by 2018, showcasing items from the national collections, and deliver a programme of related activities.
5.4.5	We will continue to extend our marketing and user engagement strategies, supporting the Year of Legends in 2017 and the Year of the Sea in 2018. We will aim to increase the number of people visiting the Library and engaging in activities organised by us by 15% by 2021.
5.4.6	We will establish the National Broadcasting Archive by 2021, if funding is secured, working in partnership with BBC Cymru Wales and other broadcasters. Digital access to the entire BBC Cymru Wales broadcast archive will be available at 4 digital hubs in Aberystwyth, Wrexham, Carmarthen and Cardiff.
5.4.7	We will continue to provide support for the delivery of the revised Welsh Baccalaureate Specification working in partnership with the Welsh

	Joint Education Committee.
5.4.8	We will continue to support the strategic partnership with AC-NMW and RCAHMW to deliver the People's Collection Wales Service, promoting community digital hubs and skills training.
5.4.9	We will continue to provide strategic support to the Cymru'n Cofio Wales Remembers 1914-1918 First World War Commemoration Programme through exhibitions, activities, the promotion of digital educational resources, the Wales at War app, the digital resources provided by the Cymru1914.org website and Welsh Newspapers On-line.
5.4.10	We will contribute to the Welsh Government International Strategy, particularly the cultural relationships with China and Japan, over the next 4 years.
5.4.11	We will participate in the programme led by Creative & Cultural Skills and the Welsh Government to support young people to gain workplace skills in the heritage sector through the Heritage Lottery Fund's <i>Skills for the Future</i> grant, if funding is secured.

5.5 Ensuring Resilience for the Long-Term

5.5.1	We will implement a long-term income generation strategy in 2017 seeking to increase commercial income, grants and donations to raise £1 million annually by 2021. Our ability to plan confidently for the four-year period is restricted both by the 2% cash carry-over limit which prevents the Library from building up public funds reserves to help manage financial risks and by the current annual allocation of Grant In Aid by the Welsh Government.
5.5.2	We will complete a major capital improvement programme funded by the Welsh Government to address significant building issues by 2020, increasing the capacity for storing collections and improving the visitor experience, leading to a long-term Asset Management Plan by 2020. We will continue to monitor the Library Estate, introducing sustainable management wherever resources allow, and aim to reduce our carbon emission from buildings and transport by 10% over a five-year period.
5.5.3	We will complete an ICT infrastructure review in 2017 to provide recommendations to strengthen the effectiveness and resilience of Library systems.
5.5.4	We will continue to deliver our responsibilities under the Equality Act 2010 primarily through operating a Single Equality Scheme. We will ensure that our policies and services deliver equal opportunities for all.
5.5.5	We will work with <i>Historic Wales</i> partners to develop our e-commerce services to improve the offer and develop an effective electronic bilingual payments system.
5.5.6	We will develop a strategic Workforce Development Plan by 2018 for the medium to long-term, working with our Trade Unions.

6. What will Success Look Like?

The National Library of Wales by March 2021:

- will have increased the usage and awareness of its collections, services and activities across Wales and beyond;
- will have continued to successfully deliver its statutory duties as a Legal Deposit Library under its Charter and have delivered its strategic priorities under the Welsh Government's annual Remit Letter;
- will have implemented governance arrangements and forward financial planning strategies which enable it to face an uncertain financial context for public sector bodies in a more resilient way;
- will have ensured that Library staff work in an organisational structure which supports skills development and promotes collaboration and flexible working;
- will have strengthened its strategic partnerships both in the culture and heritage sector in Wales and beyond. In this way, it will extend its reach digitally and physically, providing services wherever possible where people can receive them most easily;
- will have contributed fully to national cultural life, delivering across Wales, focusing on areas where access to cultural activities is restricted and supporting Welsh language services;
- will have extended its leadership role in the digital management, preservation and delivery of information and knowledge within Wales, providing its expertise to other organisations where resources allow;
- will continue to be a unique and valued bilingual national institution, serving the needs of the people of Wales.

Appendix 1: Grant in Aid from the Welsh Government 2014-2018

	2014-15	2015-16	2016-17	2017-2018*
Gross Grant	10,341	10,141	9,681	10,285
Less Income	(420)	(420)	(420)	(700)
Total Running Costs	9,921	9,721	9,261	9,585
Capital grant	550	550	550	250
Repayment of Invest to Save			(25)	(25)
Major Capital Grant	375	-	-	7,750
Courtyard Infill	3,300	200	-	-
Collections Purchase Grant	305	305	200	200
Digital Development Grant			105	105
Total Capital	4,530	1,055	830	17,865
Total	14,451	10,276	10,091	19,115

*NB The Wales Audit Office Report 2016 included a recommendation for the Library to conduct forward financial planning actions. This Operational Plan therefore makes a financial planning assumption for forward activities based on the known baseline for 2017-2018.

Appendix 2: Well-Being of Future Generations Plan

Statement on the National Library of Wales' Well-being objectives

How will the Library's objectives contribute to the Well-being goals

The Library has reported to its Board on the link between the Well-being goals and the corporate objectives, and this report is published on the Library's website. The corporate objectives have been set as part of the Library's new strategy which included consultation with stakeholders. The Library's operational plans are developed in order to realise the corporate objectives and include performance indicators to measure the achievement of targets.

How have the objectives been set in accordance with the sustainable development principle

The Library is a charity and its primary 'object', as expressed in the 2006 Supplemental Charter, 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.

The Library's duties as a charity – collecting, preserving and giving access for the benefit of the public to its collections – are clearly aligned with the sustainable development principles of:

- long-term – the Library aims to keep the nation's documentary heritage for ever
- prevention – the Library invests significant resources in the conservation and preservation of its collections
- involvement of people – the Library seeks to maximise the numbers using its collections physically and digitally

In addition, the Library's strategic and operational plans ensure that, in carrying out its charitable duties, there is:

- integration of well-being goals and objectives through performance indicators
- collaboration with other bodies through ongoing service delivery, projects, events and partnerships.

How will the Library govern itself to meet its well-being objectives

The Library has well developed governance structures, having a Board of 15 trustees which is turn supported by a system of committees with membership from the Board. The Library's Executive Team is responsible for reporting to the Board and its committees on its performance.

How the Library will keep the steps it takes to meet its well-being objectives under review

The Library's corporate objectives are supported by a comprehensive system of performance indicators. These are reported to the Library's Board and to the Welsh Government.

How the Library will ensure that resources, including financial, are allocated annually for the purpose of taking steps to meet its objectives

The Library tries to maximise its planning horizons to ensure that it can align its resources with its corporate objectives for the longer term. The operational plan is produced annually and this aligns its budget resources with the achievement of performance measures. The Library's public and charitable financial resources are planned in accordance with its reserves policy stated in the annual accounts.

When each public body expects to meet its well-being objectives

The Library's activities are continuing and therefore there is no a finite end-date for achieving its charitable remit. It is constantly collecting new materials through Legal Deposit, gifts and acquisitions and plans to expand the digital delivery of services.

The Well Being of Future Generations Act (Wales) 2015 came into force on 1 April 2016. The Act requires public bodies to work towards a shared set of well-being goals to deliver improvements for the well-being of people and communities in Wales.

A Prosperous Wales	A resilient Wales	A healthier Wales	A more equal Wales	A Wales of cohesive communities	A Wales of vibrant culture and thriving Welsh language	A globally responsible Wales
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Where our corporate objectives link to well-being goals

Our corporate priorities and well being objectives		1	2	3	4	5	6	7
5.1.1	We will continue to collect and maintain over 20 million items of print, electronic media, archival materials, maps, art, sound and moving image and provide effective and efficient access to users at the Library and via the Internet. We will aim to double the number of digital items to 10 million by 2021.							
5.1.4	Through our digitisation programme, we will work with leading universities in Wales and beyond, supporting digital humanities research projects that deliver new ways of interpreting our collections to a wide range of audiences.							

- Involvement – the importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area that the body serves

The Library is in a strong position in comparison to many bodies in that its charitable objects and strategy are well aligned with the first two areas - “Long-Term” and “Prevention” - in terms of its responsibilities to its collections. “Integration”, “Collaboration” and “Involvement” will be areas which are recognised in the Library’s strategic plan.

The Welsh Government has also established a set of “National Indicators”. There are 46 indicators, and these will be used to measure progress towards the achievement of the goals. The indicators to which the Library can contribute directly and indirectly are:

National Indicator	Indicator Description	How the Library can contribute directly and indirectly
3	Percentage of adults who have fewer than two healthy lifestyle behaviours	Through the Library’s healthy lifestyle/corporate health scheme
4	Levels of NO ₂ in the atmosphere	Reduce energy consumption and transport through the Carbon Management Plan
8	Percentage of adults with qualifications at the different levels of the National Qualifications Framework	Assisting educational attainment by increasing use of its collections through exhibitions, digitisation of content and access from reading rooms and other points of presence
9	Gross Value Added (GVA) per hour worked	Making it easier to access the knowledge held in the collections and therefore making workers more productive
11	Percentage of businesses that are innovative-active	Making it easier to access the knowledge held in the collections and therefore assisting businesses to use the collections for innovative products
12	Capacity (in MW) of renewable energy installed	On-site generation as part of the Carbon Management Plan
13	Concentration of carbon and organic matter in the soil	Through on-site composting of waste from the grounds
14	The ecological footprint of Wales	Through the Carbon Management Plan, energy efficiency and on-site composting.
15	Amount of waste generated per person that is not recycled	On-site composting and promotion of recycling
16	Percentage of people in employment who are on permanent contracts (or on temporary contracts and not seeking permanent employment) and who earn more than 2/3 of the UK median wage	The UK median wage is £517 per week. 85% of the Library’s workforce earns more than 2/3rds of this
17	Gender pay difference	The Library’s pay equality audit indicates that women earn slightly more than men
20	Percentage of people moderately or very satisfied with their jobs	The Library’s satisfaction ratings will affect this figure
21	Percentage of people in employment	The number of people employed by the Library will affect this figure

22	Percentage of people in employment, education and training (measured for different age groups)	The number of people employed by the Library will affect this figure
24	Percentage of people satisfied with their ability to get to/access the services and facilities they need	Making it easier to access the knowledge held in the collections physically and digitally
26	Percentage of people satisfied with local area as a place to live	The Library is a very important resource in its local area and is used by large numbers of local people (however it has a Wales-wide remit)
27	Percentage of people agreeing that they belong to the area; that people from different backgrounds get on well together; and that people treat each other with respect	As an institution that retains the memory of the Nation, and one of the few truly national institutions, the Library is well placed to contribute to this throughout Wales
28	Percentage of people who volunteer	The Library runs a successful volunteering scheme and its contribution was recognised in November when it was awarded the ARA Volunteering Award
29	Mean mental well-being score for people	Through the Library's corporate care policies
35	Percentage of people attending or participating in arts, culture or heritage activities at least three times per year	The Library is a venue for these types of events and there is a programme of ongoing activities
36	Percentage of people who speak Welsh daily and can speak more than just a few words of Welsh	The Library is one of the few institutions where all services are available through the medium of Welsh and staff and visitors are encouraged to use the language
37	Percentage of people who can speak Welsh	Library staff are supported in developing Welsh language skills and the Library is an exemplar for developing Welsh in the workplace
38	Percentage of people participating in sporting activities three or more times per week	The Library provides changing facilities and flexible working hours that allow staff to take advantage of opportunities in sport.
39	Percentage of Museums and archives holding archival/heritage collections that meet UK accreditation standards	The Library is an accredited archive
40	Percentage of historic environment assets that are in stable or improved conditions	The Library cares for its collections, and conservation is one of its charitable objects
41	Emission of greenhouse gases within Wales	Carbon Management Plan
42	Emission of greenhouse gases attributed to the consumption of global goods and services in Wales	Environmental impact is recognised in procurement policy

Appendix 3: The Library's Responsibilities under its Royal Charter and Statutory Duties

The National Library of Wales was established by Royal Charter in 1907, at the same time as Amgueddfa Cymru - National Museum Wales. The most recent Supplemental Charter was granted in 2006, to adjust the constitution and governance to reflect devolution of government from Westminster to Wales. Its foundation purpose and primary 'object' (as expressed in the 2006 Supplemental Charter) 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'*.

The Library is also a Registered Charity (No. 525775) and a Welsh Government Sponsored Body (WGSB). It therefore functions as: (a) a Royal Charter foundation and Registered Charity and (b) a Welsh Government sponsored body, and fulfils its role and obligations by balancing the 'object' of its Charter and Charitable status and commitment to long-term public benefit with the principles of a WGSB and the terms and conditions set out in its Framework Document. A non-executive Board consisting of fifteen Trustees, are responsible for governance and strategy. The Chief Executive and Librarian is responsible for day-to-day management and operations, supported by an Executive Team.

The National Library is Wales's pre-eminent library and archive. It is both a massive information resource on all subjects and treasure house of the recorded culture of Wales. It also has two dimensions – a significant and impressive Art Deco building in Aberystwyth housing the print, manuscript, visual and audio-visual collections, and a digital library and gallery available online.

At the heart of the Library are its rich and diverse collections, some of which are 'inscribed' in UNESCO's Memory of the World register:

- Printed works: books, periodicals, newspapers and other printed material amounting to over 6m volumes. As a 'legal deposit' library (one of only six in the UK and Ireland), the Library collects a high proportion of the entire printed publications of the UK and Ireland, some of which is now in electronic formats.
- Manuscripts: 30,000 items, the oldest dating from 113 AD, and including the earliest literature of Wales and early British and European texts.
- Archives: 15km of shelving, 2,500 collections, including the Welsh Political Archive, estate records, records of the Court of Great Sessions and the Church in Wales, all wills proved in Welsh dioceses before 1858, modern literary papers and the archives of Welsh organisations and businesses.
- Maps: over 1.5m items, and thousands of atlases.
- Pictures: 50,000 works documenting Wales, mainly through landscapes and portraits.
- Photographs: 950,000 prints, negatives and transparencies
- Microforms: e.g. of newspapers, archives and family history sources.
- Sound and moving images: 7m feet of film, 300,000 hours of video, 250,000 hours of sound recordings, 200,000 items from the ITV Wales Archive, and thousands of records and tapes.
- Electronic material: millions of digital objects, including CD-ROMs, e-books, e-journals, websites, electronic archives and digitised items.

The Library's responsibilities and activities are best expressed as five 'core functions', each of which has many aspects:

- Collecting
- Preserving
- Providing access and information
- Publicising and interpreting
- Professional collaboration (especially with libraries and archives across Wales, also National Museum Wales and RCAHMMW)

1. Collecting:

Collecting materials by legal deposit, purchase, donation, bequest, exchange and deposit, in accordance with agreed collection development policies. This function is carried out through:

- gathering as complete a collection as possible, in all media, of published material relating to Wales (and other Celtic countries to a lesser extent), including printed and electronic publications and sound/moving image material;
- maintaining (mainly through legal deposit and purchase) the most comprehensive collection in Wales of printed material published in the UK 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.

2. Preserving:

Preserving and conserving the collections. This function is carried out through:

- ensuring environmental, storage and handling conditions are appropriate for continued preservation;
- intervening to actively conserve materials to arrest deterioration or repair damage;
- transferring information, where necessary, to more suitable preservation formats.

3. Providing access and information:

Providing suitable/effective public access to the Library building, collections and services, and information about them. This function is carried out through:

- monitoring and analysis of user needs;
- providing access to public spaces, collections and facilities within the building;
- arranging access to collection items and information services for onsite users or via online communication for remote users;
- providing easy access to catalogues of the Library's collections, electronic resources, and available digital surrogates.

4. *Publicising and interpreting:*

Raising awareness of, and disseminating knowledge of, the Library's work and collections. This function is carried out through:

- material on the Library's website;
- guides and publicity material in paper and online formats;
- exhibitions and educational/community activities derived from the collections, both at the Library and in other venues across Wales;
- events, lectures and seminars.

5. *Professional collaboration:*

Collaborating with, and sometimes leading, related professional groups across and beyond Wales. This function is carried out through:

- acting as a focal point for library and archive bodies in Wales;
- working with bodies in Wales and beyond to pursue collaborative initiatives and partnerships in the broad heritage, culture and information sectors, and to advance professional practice.

Supporting functions:

The ***core functions*** are supported by essential management and business functions, including: managing and developing staff; controlling and being accountable for financial resources and income generation; and maintaining and developing ICT infrastructure and the Library's building and facilities.