

Date: 26 March 2003
Time: 9.00 – 12.30
Venue: National Assembly for Wales

Quinquennial Review of the National Library of Wales 2002

Action Plan

Action Plan

This Action Plan sets out how the National Library (and in relevant cases the Welsh Assembly Government) intends to respond to each of the recommendations made in the Quinquennial Review of the Library (see *Quinquennial Review of the National Library of Wales – Stage I and II Reports*¹).

Explanatory notes

- Recommendations are numbered 1/1-1/17 (from the Stage 1 report) and 2/1-2/53 (from the Stage 2 (final) report).
- The Welsh Assembly Government has accepted all recommendations and has made additional comments on seven. These comments are shown below the appropriate recommendation.
- Some of the recommendations overlap one another. In these cases cross-references are provided to aid the reader.
- A timescale for completion of each action required is provided, as is the identity of the member of staff responsible for fulfilling the action.
- Every effort has been taken to propose specific actions and timescales wherever possible.
- Actions and accompanying timescales are dependant upon availability of resources.
- It is the responsibility of the Library's Senior Management Team (SMT) to ensure that the actions listed are carried out according to the timetable specified, to record these achievements and to report progress to Council and to the Welsh Assembly Government.
- In order to adequately monitor and report on actions with a long timescale and upon the tasks yet to be defined, this table will be updated on at least an annual basis and presented to Council and thence to the Welsh Assembly Government.

¹ http://www.wales.gov.uk/subieconomics/content/aspb/nlw/interim/interim_rep-e.pdf
<http://www.llgc.org.uk/adrodd/QRStage2.pdf>

Stage 1 Report	Recommendation	Action Required	Timescale/ Milestones	Responsible/ Resources Required
1/1	The functions of the Library should be retained as a single body funded via an ASPB (6.22)	No action required	Not applicable	Welsh Assembly Government
1/2	<p>Change the Governance Structure to enhance the transparency and effectiveness of the Library. (6.49)</p> <p>The Library and Welsh Assembly Government should consult on the modernisation of the governance structure of the Library with a view to improving effectiveness and efficiency based on models of Boards of Trustees in operation elsewhere. It is accepted that such changes would require significant time to put into effect but they should not ultimately threaten either the arms-length principle or the charitable status of the Library. The point has been well made that all Council members should have a love of learning – we see no need to compromise on this in amending the structure.</p> <p>Cabinet Response: The Library has been invited to submit proposals to the Culture Minister to take this forward. Key issues to address include future arrangements for governance in the absence of the Court and appointment arrangements.</p>	<p>The following sequence of events and associated timetable are subject to approval by the Court and may be amended in the light of future developments.</p> <ol style="list-style-type: none"> 1. Court members were invited to give their views and have responded. The Court met on 22 Nov 2002 to consider the proposed changes. 2. At this meeting the Court established a joint working party, including an observer from the Welsh Assembly Government, to consider the proposals in detail, including investigation of the mechanisms by which changes to the Charter may be achieved. 3. Outline proposals presented by the working party to Council. 4. Welsh Assembly Government informed of outline proposals. 	<p>22 Nov 2002</p> <p>13 Dec 2002 (first WP meeting)</p> <p>March 2003</p> <p>March 2003</p>	Director of Corporate Services

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		<p>5. Outline proposals considered by Court</p> <p>6. Discussions between the Library and the Welsh Assembly Government in order to reach agreement on the proposals to be taken forward</p> <p>7. Discussions if necessary with the Charity Commission.</p> <p>8. Detailed textual changes to the Charter prepared for approval by Court.</p> <p>9. Privy Council requested to change Charter in line with agreed proposals and for advice on need for change to be confirmed by Court</p> <p>10. Assuming timely Privy Council agreement, changes are implemented.</p>	<p>April 2003</p> <p>Mid April 2003</p> <p>Mid April 2003</p> <p>Mid June 2003</p> <p>End of June 2004</p> <p>With effect from April 2004</p>	
1/3	<p>Ways should be sought to abolish the Court and find other ways of carrying out its functions. (6.43)</p> <p>Cabinet Response: See response to recommendation 2 above.</p>	See above	See above	Director of Corporate Services
1/4	The Library should work more closely with the National Museums and Galleries of Wales on	Preliminary discussion took place at a joint meeting of the management	Oct 2002 and ongoing	Librarian

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	<p>outreach activities. (6.26) The National Library and National Museum should investigate the possibility of taking on a joint appointment to work with both management teams on using combined resource more effectively to drive forward outreach programmes.</p>	<p>teams. The National Museums and Galleries and the Library agreed to share information into visitor research and social inclusion and to enter into further discussions at officer level on partnership working and maximising resources that would include the feasibility of a joint appointment to enhance outreach activities. Opportunities for collaboration in aspects of work common to the Library and the Museums and Galleries will be reviewed regularly in the joint meeting of the management teams.</p> <p>The Library has indicated its willingness to cooperate by responding positively to the National Museum and Galleries' questions concerning provision of gallery space (see 2/19) and the meeting of the management teams agreed to continue to identify mutually beneficial outreach activities</p> <p>The Library and Museum are jointly investigating proposals to mark the centenary of both institutions.</p>	<p>Ongoing</p> <p>Centenary in 2007</p>	
1/5	<p>Longer term funding needs addressing urgently to meet clearly identified gaps. (5.12) The Library needs to address with the Welsh Assembly</p>			Librarian/Welsh Assembly Government

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	<p>Government a funding structure for activities beyond 2004/5 based on the next three year plan which will reflect the falling levels of income from private funds in 2005/6, to include:</p> <ul style="list-style-type: none"> ➤ Potential GIA funding levels ➤ Switches between classes of funding of GIA (e.g. potentially increasing running costs but reducing purchase fund or capital commitments) to provide for easier promotion of the Library as a worthy recipient of bequests. ➤ Efficiencies and new services 	<p>GIA will continue to be reviewed in Budget Planning Rounds within context of falling private income, taking into account potential efficiency savings and increased income from fundraising.</p> <p>Will be considered further when comprehensive fundraising strategy is developed (see 1/10 & 1/12)</p> <p>Efficiency will be reviewed during a Best Value scrutiny (see 2/39) and will be integrated into performance monitoring where appropriate (see 2/10)</p> <p>New services for activities beyond 2004/5 have been identified and described in the Corporate Plan, together with the funding implications.</p>	<p>BPR 2003</p> <p>June 2003</p> <p>Commencing Oct 2002 & ongoing</p> <p>Dependent on availability of funds</p>	<p>Welsh Assembly Government</p> <p>Librarian/Welsh Assembly Government</p> <p>Director of Finance</p>
1/6	<p>Take concerted action to raise the Library's profile. (4.12)</p> <p>Both consultation and benchmarking reveal the need to promote the profile of the Library and raise awareness of its services. This means not only driving forward</p>	<p>The Library already undertakes activities that help to promote the profile of the Library and raise awareness of its services and collections (see 2/19).</p>		

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	the Visitor Centre,	<p>The Library is developing marketing and promotional plans for the Visitor Experience. As an example, marketing the Pen Dinas Restaurant, which was launched officially in January 2003, includes strategic advertising in both Welsh and English language publications within Wales covering the tourist and general interest press.</p> <p>Functions catering has resumed and external functions have already been booked for the new facilities. A partnership with University College of Wales, Aberystwyth has already secured four conference receptions.</p> <p>As other services/facilities near commissioning these too will be marketed, the next example being the shop which opened on 7th Dec with a special Christmas event for the Friends of the Library.</p> <p>A further series of adverts has been planned to appear at a time when the Library can be certain that the remainder of the Phase 1 facilities will be available (Feb/March 2003). This will be aimed at the spring visitor influx and will target visitors</p>	Ongoing	Head of Access and Marketing

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	<p>the website development,</p> <p>digitisation.</p> <p>it also means more effective direct communication of target groups.</p>	<p>from all areas of Wales and beyond.</p> <p>A website panel has been created and will meet to consider what can be done to raise the Library's profile through the Website.</p> <p>Digitisation is an integral element of the Library's development plan and is already being promoted. For example the exhibition panels prepared for the St David's Eisteddfod concentrated on the Library's digitisation activities (these panels can and will be used in other exhibitions). The Library's work will also be publicised through 'Gathering the Jewels' and, in future, Culturenet Cymru.</p> <p>The Library's Educational Officer is actively promoting access to the digitised materials in the context of the educational services the Library is developing.</p> <p>Continued promotion of this service will be integrated with other promotional activities organised by and for the Library.</p> <p>Proposals for communication with</p>	<p>Sept 2002</p> <p>Achieved and ongoing</p> <p>Achieved</p>	<p>Director of Public Services</p> <p>Head of Digitisation and Retrospective Conversion Section</p> <p>Education</p>

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	<p>Cabinet Response: Raising the profile of the National Library is a key recommendation and in addressing this, the Library will need to send the message that its facilities and resources are public assets that are available and open to all</p>	<p>target groups in the primary and secondary education sectors have been approved by the Director of Public Services and the first initiative, a newsletter for all teaching staff, is being planned with the first issue being distributed in Feb 2003.</p> <p>Communications with the primary and secondary education sectors will be further reviewed at the end of the 2002-03 academic year.</p> <p>A similar review of the tertiary sector will take place by the HE Services Officer, if this post is filled (see 2/33).</p> <p>A request for additional funds to appoint a Local Authority liaison officer, who would further consolidate activities at a local government level, has been included in the Library's Corporate Plan.</p>	<p>& Ongoing</p> <p>July 2003</p> <p>Dec 2003</p> <p>Dec 2003 (Dependent on availability of funds)</p>	<p>Officer</p> <p>Education Officer</p> <p>Higher Education Services Officer</p> <p>Welsh Assembly Government</p>
1/7	<p>Restructuring completion and pay structuring actions. (5.8)</p> <p>The Library should be requested to put forward plans for the changes required to take the restructuring a stage further, together with an evaluation of the funding and freedoms of action which would be required to do this.</p>	<p>A Post Implementation Review of the Library's structural reorganisation is to be undertaken and a report prepared once the new</p>	<p>July 2003</p>	<p>SMT</p>

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	<p>In addition the Library should be requested to put forward their plans for implementation of a new pay structure for consideration by the Welsh Assembly Government, aimed at creating an environment where the anomalies identified in the equal pay audit could be dealt with on an ongoing basis, and within which new staff would not be deterred by available starting salaries.</p> <p>The Library should be specifically asked to identify how the completion of the reorganisation could contribute to the funding of a new pay structure on an ongoing basis. We recommend that these plans should also address:</p> <ul style="list-style-type: none"> ➤ Gaining agreement to flexible working patterns which would allow for future variation in opening hours/service delivery without incurring extra cost ➤ Abolition of bonus rates on overtime to tie in with greater flexibility. 	<p>departments have had time to properly integrate and the inevitable 'teething problems' have been identified and resolved. A minimum time of a year is needed for this to happen. Appropriate changes will be made to the structure in the light of the review.</p> <p>A new pay structure has been agreed and confirmation has been received from the Welsh Assembly Government that funding for the continued implementation will be available in 2003-04.</p> <p>During the next year there are to be discussions (including with union representation when necessary) on a number of Library wide issues including flexible staffing arrangements and rationalisation of overtime and bonus rates. The discussions will include issues such as extended opening hours, developments in service delivery and new requirements arising from the Visitor Experience.</p>	<p>June 2003</p> <p>June 2003</p>	<p>Welsh Assembly Government</p> <p>Head of Administration</p>

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		A preliminary survey of porter services (i.e. portering, security and cleaning) already undertaken advises a further review when the requirements for the Visitor Experience are fully defined (see 2/27).	Not before Sept. 2003	
1/8	The quinquennial review of the Royal Commission on the Ancient and Historical Monuments of Wales should give consideration to the advantages and disadvantages of merging the Commission's archive operations with those of the Library (6.29)	The review of the Royal Commission will consider the merits of such a merger.	March 2003	Welsh Assembly Government and Royal Commission
1/9	The Library has designed a procedure for electing Officers of the Council to a basis that accords with best practice. The Council's Nominations Committee is making the final arrangements and these should be completed as soon as possible. (6.44)	The procedures for electing Officers of the Council according to best practice have been approved and implemented	Achieved	Director of Corporate Services
1/10	The Library should write a policy on fundraising which is a positive affirmation of the desire to maximise external income in ways that are not at conflict with free at point of use services to both scholars and the public. This should be a practical document that illustrates good practice.(5.14)	The Library has a draft framework within which the need for and duration of funding agreements has been outlined. This framework will be consolidated into a comprehensive fundraising strategy.	April 2003	Director of Corporate Services
1/11	It should become standard practice for the Library to address the fundraising potential of any strategy or project during formulation, if only to reject the possibility on good grounds – positive rejection is reasonable, failure to consider is not. (5.14)	Virtually all major developments or expansion of existing activity over the last decade have included consideration of fundraising potential during the planning stages. Until now these deliberations have not been published. Henceforth such arguments will be included in the formal planning cycle.	Achieved & Ongoing	

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1/12	The Library should develop a plan to attract more private funds based on a clear proposition to potential donors, and building on the growth in outreach activities. (5.12)	Plans to attract more private funds will be developed as part of a comprehensive fundraising strategy to be developed (see 1/10)	April 2003	Director of Corporate Services
1/13	Solving the technical problems of internet access to existing NSSAW catalogues should be given more emphasis in the plans of NSSAW and the priority on IS support to this area should be reviewed. (5.16)	<p>An interdepartmental group has reviewed the requirements for access standards and systems in general. Decisions have been reported to the Information Systems Steering Committee (ISSC) and are now incorporated in the IS Strategy.</p> <p>An additional temporary member of the NSSAW is editing existing data, which will be transferred to the CAIRS on-line data access system. (No completion time can be given as the rate of work depends upon continued funding being available)</p> <p>Work on preparation of a selection of film records is complete. Preparation of the remainder of the records will continue.</p> <p>Existing records are available on-line via an SQL database.</p> <p>Records from the most important legacy databases are being prepared for public access.</p> <p>(The last four actions are interim</p>	<p>Achieved</p> <p>Until Sept 2002</p> <p>Achieved & Ongoing</p> <p>Achieved</p> <p>March 2003</p>	Head of Computer Section/Head of NSSAW

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		solutions and it is felt that the best long-term solution will be to integrate the requirements of the NSSAW into the proposed unitary collection management system. See 2/6.)		
1/14	<p>Assembly library services. (6.29) The Assembly should test the value of running its own library services at Cathays by inviting the National Library to bid against an SLA (though we suggest low priority for this point).</p> <p>Cabinet Response: The Assembly Library Service at Cathays Park provides a unique and distinctive function supporting Welsh Assembly Government policy development. This function is very different to the functions provided by the National Library of Wales therefore testing the services in the way suggested would be inappropriate.</p> <p>The Assembly Library is recommended to discuss archiving of Assembly broadcast material with NSSAW in terms of selection, storage and the ongoing means of access to current formats.</p> <p>Cabinet Response: This is a matter for the Presiding Officer. We understand however that arrangements for archiving broadcast material is being reviewed and that the review will include discussions with the National Library.</p>	<p>Senior managers from the Library have met with the head of library services at Cathays Park to discuss cooperation and will welcome further discussions that lead to the formation of a partnership to facilitate closer working and so maximise support and value for money.</p> <p>Whilst the Presiding Officer will make the final decision it will be the Welsh Assembly Government administrators that will establish the procedures and service levels required. The Library and NSSAW assume that they will be allowed to contribute to these discussions in order to, once again maximise the opportunity for support and value for money.</p>	<p>Ongoing</p> <p>Date to be confirmed</p>	<p>Librarian/Welsh Assembly Government</p> <p>Librarian/ Welsh Assembly Government</p>
1/15	The Assembly to ascertain and advise any potential role for the Library in the archiving of public records in Wales.	The Welsh Assembly Government will consult the Library on archiving	Date to be confirmed	Welsh Assembly

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	(6.29)	public records in Wales.		Government
1/16	The Library should fully brief the Welsh Assembly Government on its plans for the ongoing management of its private funds. (5.12)	The current corporate plan provides an assessment of the financial resources available from private funds in the future. The Library will provide an update of the position at each quarterly monitoring meeting with the sponsorship division starting from November 2002	Nov 2002 and quarterly thereafter	Director of Finance
1/17	The Library should assess the implications of improving the level of cataloguing in NSSAW. (5.16)	<p>The Library catalogues to a minimum level according to MARC21 and AACR2 standards. The NSSAW catalogues do not achieve these standards and, with current resource levels, it is not possible to achieve acceptable standards of cataloguing even for current intake. There is also a significant backlog of uncatalogued material that, during negotiations leading to the creation of NSSAW, was estimated as 100 person-years of cataloguing or re-cataloguing.</p> <p>Although a further in-depth analysis is required an additional cataloguer has been appointed and cataloguing of all (non-film) purchases and donations will continue.</p> <p>An in-depth study will be undertaken to investigate what options are available to progress the</p>	<p>Achieved & Ongoing</p> <p>Dec 2003</p>	Head of NSSAW

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		cataloguing/re-cataloguing workload. In this context a unitary collection management system (see 2/6) may offer further options to consider.		

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2/1	<p>The Library should review its approach, particularly to the longer term Corporate Planning process, to emphasise the following elements: (5.20)</p> <ul style="list-style-type: none"> ➤ Greater involvement of operational managers in the process. ➤ A greater emphasis on looking at alternative ways of working (if only to reject them). ➤ Greater linkages to volumetric work planning resulting in quantified targets. ➤ An improved understanding of the mandatory and discretionary activities. ➤ More challenging of existing activities (a more zero-based approach). 	<p>Operational managers will be increasingly involved in preparation of the Corporate Plan Alternative ways of working will be investigated as part of the Library's Best Value initiative (see 2/39) This will be incorporated into the review of Performance Indicators.</p> <p>Line managers will also be advised to relate individual work targets agreed in annual assessment with the appropriate performance measure to show all staff the significance of their contribution. A clear definition of mandatory and discretionary activities is a vital requirement of the Library's Best Value initiative (see 2/39) All existing activities will be reviewed and challenged during a Best Value scrutiny (see 2/39)</p>	<p>March 2003</p> <p>Commencing Oct 2002 & Ongoing Dec 2002</p> <p>March 2003</p> <p>Commencing Oct 2002 & Ongoing</p> <p>Commencing Oct 2002 & Ongoing</p>	<p>Librarian</p> <p>Best Value Team</p> <p>Research and Development Officer</p> <p>Staff Development Officer</p> <p>Best Value Team</p> <p>Best Value Team</p>
2/2	<p>The structure of the Department of Collections is reviewed objectively in the light of service needs. (3.10):</p>	<p>The success of the Library's structural reorganisation will be assessed as part of a 'Post Implementation Review' (see 1/7)</p>	<p>July 2003</p>	<p>Director of Collection Services</p>
2/3	<p>The Director of Corporate Services with the</p>	<p>Bimonthly reports on priority</p>	<p>Achieved</p>	<p>Director of</p>

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	<p>Computer Section Manager should report regularly to the Senior Management Team on the impact of priorities being pursued by the section to ensure that the best overall programme is achieved. (3.108)</p>	<p>developments and especially on conflicts of resource allocation are presented to the Information Systems Steering Committee (ISSC).</p> <p>The Librarian holds monthly meetings with the Head of the Computer Section and urgent issues are brought to the attention of the Senior Management Team</p>	<p>& Ongoing</p>	<p>Corporate Services/ Head of Computer Section</p>
<p>2/4</p>	<p>The Library should evaluate all forms of professional collaboration, external and outreach work to identify the most cost-effective activities in terms of professional leadership, marketing and increasing access to the collections. (3.97)</p>	<p>A review of Library representation in professional collaboration, external and outreach work has been undertaken.</p>	<p>Achieved</p>	<p>Librarian</p>
<p>2/5</p>	<p>Creating points of presence (4.15)</p> <ul style="list-style-type: none"> ➤ The Library should seek to identify presence points at the premises of target outreach groups based on a planned package of internet presence, training and supporting hard copy, sound and visual material. Likely targets are schools, public libraries, FE colleges and large community centres. Specific plans to reach out to such organisations, together with plans for required resourcing, should be part of future corporate plans. ➤ It would be helpful, via the normal channels of communication, for the Culture Division to give greater guidance to the Library on ways in which they believe the points of presence strategy could usefully be developed in cooperation with other parts of the public sector in Wales. 	<p>Guidance on a points of presence strategy will be discussed in due course with the Welsh Assembly Government.</p> <p>The Library will prepare a points of presence strategy in the light of that guidance.</p>	<p>To be discussed.</p> <p>Ongoing</p>	<p>Welsh Assembly Government</p> <p>Librarian</p> <p>Welsh Assembly Government</p>
<p>2/6</p>	<p>Replacement and development of support</p>			

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	<p>systems:</p> <ul style="list-style-type: none"> ➤ The planning for replacement of catalogue systems should be based on a formal footing through the rapid establishment of a project group with terms of reference and target timescales reflected clearly within the corporate planning process. (3.109) ➤ That all sections of the Library receive basic training to understand the cross- departmental role and responsibilities of the systems section (3.59) 	<p>Preliminary plans have been drawn up to replace existing systems. A project team has been established that will consider acquisition of a unitary collection management system and the associated timetable of activities.</p> <p>Funding has been identified for Phase 1 Phase 2</p> <p>A proposal to provide basic training on the cross departmental role and responsibilities of the systems section will be part of the corporate training action plan which is scheduled to commence in April 2003. Training on the systems section is likely to start in Nov 2003</p>	<p>April 2003</p> <p>2005/6 2006/7</p> <p>Nov 2003 & Ongoing</p>	<p>Director of Collection Services/ Head of Computer Section</p> <p>Staff Development Officer</p>
2/7	<p>That the Library considers training in a more holistic way, to include, for example, action learning, networking, mentoring, attendance at conferences and seminars. We also recommend that this includes presentations/chairing of meetings, use of personal portfolios, full recording of "on the job" training and the consideration of use of internal secondments. (5.70)</p>	<p>The Library is hoping to achieve Investors in People accreditation and has introduced a range of training courses to support this aim. These courses cover many of the issues raised including presentation and management techniques. As part of Investors in People personal</p>	<p>March 2003</p>	<p>Staff Development Officer</p>

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		<p>training portfolios are also being developed.</p> <p>Other training requirements (such as customer care and language training will be integrated into a corporate training portfolio.</p> <p>'On the job training' is now collated into the training statistics performance indicator, as is attendance at external conferences.</p>	<p>Ongoing</p> <p>Achieved</p>	
2/8	<p>The management of resources to deliver new developments.</p> <p>➤ That there is careful monitoring of all staff workloads and activity during the crucial planning and implementation timetable for the new developments.</p>	<p>The Library has always recognised the need for staff workloads to be adjusted to allow full participation in project planning and implementation although the pressure of other duties occasionally militates against this recognition. The adjustments to workload deemed necessary have been based upon past experience but no recognisable or formal monitoring techniques have been employed.</p> <p>The structural reorganisation of the Library more clearly defines management roles within departments and this, combined with suitable training and introduction of formalised</p>	Ongoing	Research and Development Officer

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	<p>➤ That there is close liaison with other departments, to identify any slack in the system, and ensure that extra staff can be adequately trained and transferred to public services quickly, if required. (3.69)</p>	<p>monitoring, should ensure adequate time and effort is available for project planning and implementation activities.</p> <p>The Library has established a Research and Development Unit whose brief includes support for major development initiatives and through which it is anticipated knowledge transfer will be achieved.</p> <p>Staff from all departments already participate in public services through a rota system for work on the reading room desks. As the Visitor Experience services develop the need for and practicality of an extension of this system will be reviewed.</p> <p>Once the facilities are in operation staffing levels will be reviewed regularly through quality reviews (questionnaire/ interview etc.), performance monitoring (see 2/10) and best value reviews (see 2/39).</p>	<p>Achieved & Ongoing</p>	<p>Director of Public Services</p>

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2/9	The Library considers developing more qualitative targets for the corporate plan, in line with public library services	The Library introduced updated performance monitoring in 2000/1	Dec 2002	Research and Development

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	and national standards. (3.4)	but will further the Key Performance Indicators agreed with the Welsh Assembly Government. Other performance monitoring and performance indicators will be reviewed and updated to reflect the recommendations arising through the best value reviews (see 2/39) and will include cost related efficiency targets (See 2/10) and the use of external diagnostic tools where appropriate (see 2/11)	April 2003 & Ongoing	Officer
2/10	The Library, in conjunction with the Welsh Assembly Government, considers introducing cost-related efficiency targets. (3.5)	Cost related efficiency targets will be considered as part of the review of performance monitoring and Key Performance Indicators.	April 2003 & Ongoing	Research and Development Officer
2/11	The Library considers using external diagnostic tools to further improve efficiency. (3.8)	Appropriate external diagnostic tools will be considered in the context of the review of performance monitoring (see 2/9) and development of a Best Value initiative (see 2/39).	April 2003 & Ongoing	Research and Development Officer
2/12	The Library considers tighter principles, priorities and acquisition criteria for the new collection development policy, but still in line with the Charter and NAFW targets and, where appropriate, incorporating into the policy the views of the respondents in "Choosing the Future", and the review consultation exercise. The Library should also identify inaccurate perceptions on the part of users so that these may be countered via better information provision. (3.15)	The Collection Development Policy is being reviewed as a result of the reorganisation (i.e. rationalisation of existing policies) with a view to the consideration of tighter principles, priorities and acquisition criteria. A consolidated Collections Development Policy will be implemented. Information on the Library's collecting remit will be	March 2003	Director of Collection Services.

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		clearly stated and widely disseminated in order to counter inaccurate perceptions.		
2/13	The Library considers adopting a more robust discard or de-accessioning policy. (3.19)	Discard and de-accessioning is to be considered as part of the consolidated Collections Development Policy	March 2003	Director of Collection Services.
2/14	The Library continues to place pressure on the copyright agent to fulfil his or her responsibilities and, with the other legal deposit libraries, considers alternative arrangements if there is no improvement. (3.27)	The Copyright Libraries Agency management committee is taking steps to improve the services provided.	Ongoing	Librarian
2/15	<p>Archives Section (3.44)</p> <ul style="list-style-type: none"> ➤ The archival data section undertakes a detailed cost-benefit analysis of its activities. This should include professional time spent working externally to help organizations rationalize their archives, and junior time spent shredding unwanted materials. ➤ An estimate should be given in future corporate plans of the staffing implications of reducing archive catalogue backlogs on a sensible, prioritised basis. 	<p>A detailed cost benefit analysis of the external archival activities will be undertaken.</p> <p>Other activities undertaken by the section will be part of the Library's Best Value programme (see 2/39)</p> <p>~8,000 boxes need to be catalogued. A request for an additional 3 members of staff to catalogue the most historically significant records within the backlog was included in the 2003/4-2005/6 Corporate Plan. Similar requests will be included in future Corporate Plans.</p>	<p>Oct 2003</p> <p>Commencing 2002 and ongoing</p> <p>Achieved</p>	<p>Head of Archival Data Management Section</p> <p>Head of Archival Data Management Section</p>
2/16	That more objective preservation criteria are developed and resource implications assessed. (3.51)	The Library is commissioning a major review of its preservation and	Mar 2004	Head of Preservation

Stage 2 Report	Other Recommendation	Action Required	Timescale/ Milestones	Responsible/ Resources Required
		conservation policy and facilities in 2002-3. The brief will specify that methods of prioritising preservation activities should be reviewed. The results of the review will be incorporated into the procedures for prioritising the selection of work during 2003/4 ready for implementation in conservation work-plans in 2004/5.		and Support Section
2/17	That the Library reviews the terms and conditions of the contract with the art restorer, to ensure best value for money (3.52)	The review of preservation activities will consider the arrangements with the art restorer and make recommendations.	Sept 2003	Head of Preservation and Support Section
2/18	The Library sets objective priorities for the retrospective catalogue conversion programme. This may involve including more listings rather than converting every individual item. (3.57)	A draft retrospective catalogue conversion strategy has been completed but awaits confirmation. The priorities for conversion will be reviewed to ensure objectivity and that they are based upon user demand as reflected in corporate plans.	March 2003	Head of Digitisation and Retrospective Conversion Section
2/19	The Library considers ways of making more of the art collection accessible to the general public. (3.64)	<p>The Visitor experience Phase I development will provide additional exhibition space in the Welcome/Interpretation areas.</p> <p>The Visitor experience Phase II development will provide more space for exhibiting sensitive materials above the new auditorium.</p> <p>During the Phase II development</p>	<p>Dec 2002</p> <p>Dec 2003</p> <p>June 2003</p>	Head of Public Programmes Section

Stage 2 Report	Other Recommendation	Action Required	Timescale/ Milestones	Responsible/ Resources Required
		<p>the Library intends to disassemble 'Trysorfa Cenedl' in the Gregynog Gallery and, provided the area vacated can be isolated from the building works, this too will be used as further exhibition space.</p> <p>The Library's Exhibition Programme will take advantage of this additional space.</p> <p>The possibility of incorporating high-density display equipment such as secure pull-out racking will be considered as part of the strategy to refurbish the Library's exhibitions resources.</p> <p>Library materials can be exhibited elsewhere provided the appropriate environmental and security provisions exist. The Library makes contact with galleries and museums throughout Wales through meetings of the Federation of Museums & Galleries and the Council of Museums and regularly discusses the possibility of staging exhibitions elsewhere in Wales. New gallery developments are followed up to investigate cooperation (the Library is in discussions about staging exhibitions in a new gallery space</p>	<p>Ongoing</p> <p>Not before 2004</p> <p>Achieved</p>	

Stage 2 Report	Other Recommendation	Action Required	Timescale/ Milestones	Responsible/ Resources Required
		<p>planned for Wrexham).</p> <p>The Library has, in the past, issued a Touring Bulletin to all galleries and museums offering information about materials and availability. Once reorganisation and the changes brought about by the Visitor Experience have been consolidated it is intended to resume issuing this circular as a means of seeking partnerships.</p> <p>The Library loans in excess of 100 works of art to the Welsh Assembly Government for display. These are changed at regular intervals, thus making a wider range of Library materials accessible.</p> <p>The Library responded favourably to questions concerning provision of gallery space during the consultation process recently undertaken by the National Museums and Galleries of Wales. The Welsh Assembly Government will be discussing next steps with the National Museums and Galleries of Wales in due course and the Library will be invited to participate.</p>	Date to be confirmed.	Welsh Assembly Government/ National Museums and Galleries of Wales
2/20	<p>Reader Services (3.73)</p> <p>➤ When the changes to the reading rooms and enquiry</p>	Changes to the Reading Rooms and	Sept 2003	Director of

Stage 2 Report	Other Recommendation	Action Required	Timescale/ Milestones	Responsible/ Resources Required
	<p>desks are complete, the Library reviews the decision to split responsibilities for locating and re-shelving of requested items between different departments.</p> <p>➤ All members of staff in the readers' services section receive regular training to identify items that may need conservation treatment.</p>	<p>Enquiry Desks will not commence before March 2003. The split responsibilities for retrieving and returning requested materials will then be reviewed.</p> <p>The preservation review (see 2/16) will consider whether there is a need for a post to take responsibility for preservation awareness training.</p>	<p>Sept 2003</p>	<p>Public Services</p> <p>Head of Preservation and Support Section</p>
2/21	<p>That, to raise the Library profile, the website develops two-way links with other sites such as the National Museum, the Welsh Tourist Board and the Welsh Development Agency. (3.74)</p>	<p>The website panel (see 1/6) began to meet in September and the use of two way links to raise the Library's profile will be an agenda item.</p> <p>The recommendation in the Quinquennial Review may be superseded since The Welsh Assembly Government for Wales's 'Cymru Ar-lein' initiative envisages a gateway that will link many cultural, artistic and similar organisations (including the Library). This may provide the higher profile sought in this recommendation.</p> <p>A 'Culturenet Cymru' website is also planned that will act as a channel to the National Library's site.</p>	<p>Sept 2002</p> <p>To be decided by Welsh Assembly Government</p>	<p>Director of Public Services</p>
2/22	<p>Enquiries (3.79)</p> <p>➤ The Library considers the British Library charging</p>	<p>The Library already operates a policy of charging for enquiries that</p>		<p>Director of Public Services</p>

Stage 2 Report	Other Recommendation	Action Required	Timescale/ Milestones	Responsible/ Resources Required
	<p>policy to see if it would be applicable to its own situation in the case of enquiries that require high use of staff time.</p> <p>➤ The Library considers introducing an enquiry reply template to further streamline the service.</p>	<p>require significant staff time. The enquiries that attract such charges are usually (but not exclusively) requests for genealogical research.</p> <p>The British Library's charging policy has yet to be fully implemented. Progress at the British Library will be monitored to decide whether changes are required in the Library's own charging policy.</p> <p>The policy for responding to written enquiries is currently under review and the need for a reply template will be included in these deliberations.</p>	<p>Achieved</p> <p>Dec 2002</p>	
2/23	<p>That the Library undertakes a detailed analysis of the factors that contributed to the success of the Owain Glyn Dŵr exhibition, to ensure future replication. (3.81)</p>	<p>A post exhibition review of the factors contributing to the success of the OGD exhibition was prepared.</p> <p>Whilst the circumstances surrounding the Owain Glyn Dŵr exhibition cannot be replicated in their entirety some factors such as</p> <ul style="list-style-type: none"> • the level of interpretation • the depth of and time spent in preparation • the publicity and advertising campaign <p>have been noted and will be incorporated into future major exhibitions.</p>	<p>Achieved</p> <p>Ongoing</p>	<p>Director of Public Services</p>

Stage 2 Report	Other Recommendation	Action Required	Timescale/ Milestones	Responsible/ Resources Required
2/24	That the Library reviews and further develops its reprographic service, increasing the on-line availability, and with an emphasis on Wales and the Welsh culture. (3.91)	<p>The Library is developing an e-commerce facility similar to that being introduced into the British Library that will ultimately accommodate on-line ordering and delivery (where appropriate).</p> <p>Phase 1 of the development, provision of a stock database and electronic points of sale for sales at the Library, has been delivered and tested but has yet to be installed owing to delays in the building programme.</p> <p>Phase 2: provision of enhanced network security: has been installed and tested. Roll out is planned for Q3.</p> <p>Phase 3 will integrate e-commerce software into current financial systems to enable on-line payment and implementation of a web ordering system</p> <p>Phase 4 is the customisation of a digital delivery system for sales of digitised material</p> <p>Once the e-commerce facilities have 'bedded in' a comprehensive review of the reprographic service will be</p>	<p>Achieved</p> <p>Achieved</p> <p>April 2003</p> <p>Sept 2003</p> <p>March 2004</p>	<p>Head of Computer Section</p> <p>Head of Digitisation and Retrospective</p>

Stage 2 Report	Other Recommendation	Action Required	Timescale/ Milestones	Responsible/ Resources Required
		<p>undertaken</p> <p>During the development of the e-commerce systems digitisation of the pre-1858 wills will be completed. It is proposed that these will be accessible on-line and that copies will be available for purchase via e-commerce.</p>	June 2003	Conversion Section
2/25	<p>Professional Collaboration (3.96)</p> <ul style="list-style-type: none"> ➤ That the Library undertakes work to evaluate the advantages to itself of membership of so many external groups, including identifying the most appropriate staff members and ensuring a minimum of duplicated attendance. ➤ That the Library includes in its planned communications strategy a system for disseminating more widely across the staff the outcomes of all external meetings. This could become a major contribution to staff development. ➤ That the increased use of video-conferencing is encouraged to reduce the length of absences from the building and offset travelling costs. 	<p>See 2/4</p> <p>The Library will take this into account as it develops its Team Briefing arrangements</p> <p>Consideration and the practicalities of this recommendation will be presented to the SMT</p>	<p>Jan 2003</p> <p>Jan 2003</p>	<p>Librarian</p> <p>Head of Administration</p> <p>Head of Administration</p>
2/26	<p>That the establishment of trainee places is extended to help ensure that a proportion of these staff rejoin the Library on completion of their training. A sponsorship scheme could also be considered to increase loyalty and the likelihood of return. (3.98)</p>	<p>Consideration will be given to this proposal including any resource implications and a paper presented to SMT</p>	March 2003	Human Resources Manager
2/27	<p>Plan to amalgamate support services for best value review and potentially as a target for a broad support services partnership contract. The best timing would be in the second half of 2003 when the precise</p>	<p>The Library intends to implement a Best Value cycle shortly (see 2/39). Amalgamation of allied services for review will be undertaken where</p>	April 2003	Best Value Team

Stage 2 Report	Other Recommendation	Action Required	Timescale/ Milestones	Responsible/ Resources Required
	requirements of the Visitor Experience become clearer. (3.103)	<p>appropriate.</p> <p>An initial survey of portering, cleaning and security recommends a further review of services should be undertaken when the requirements for the Visitor Experience are fully defined (see 1/7). This will be undertaken as part of the Library's Best Value initiative.</p>	Not before Sep 2003	
2/28	The Library continues to support funding for the preservation of the original building and artefacts. As a grade II* listed building this commitment will need to be planned for within funding projections. (3.106)	<p>The Library's building is recognised as an intrinsic element of Welsh culture and a conservation plan for the building structure and fittings has been completed. This is the basis all remedial activity and is considered whenever developments are proposed.</p> <p>A building maintenance strategy pre-dates the conservation plan and is about to be revised to incorporate to incorporate conservation requirements.</p> <p>The existing maintenance programme will continue and any changes introduced as a result of the revised maintenance strategy will be integrated into the schedule.</p> <p>The whole maintenance programme depends upon the identification of</p>	<p>Achieved</p> <p>March 2003</p> <p>Ongoing</p>	<p>Buildings Facilities Manager</p> <p>Buildings Facilities Manager/ Maintenance Manager</p>

Stage 2 Report	Other Recommendation	Action Required	Timescale/ Milestones	Responsible/ Resources Required
		adequate funding.		
2/29	The Library should review its digitisation strategy to ensure that it addresses material of high importance in terms of remote and local access priorities – the links should be explicit. Any projects which remain of an experimental nature should clearly be identified as such. (4.6)	<p>The digitisation strategy is reviewed annually. Henceforth the link between the strategy and the associated action plan will be made more explicit.</p> <p>The major influence on the priorities for digitisation will continue to be user demand. This will be assessed in the regular user surveys that are undertaken by the Library (see 2/45 & 2/46) in which opinion will be sought on the value of existing digitised material as well as priorities for future digitisation plans.</p> <p>A web based questionnaire will also be introduced.</p> <p>The experimental nature of some projects was not in the choice of material but on the techniques and procedures for conversion. The outcome of these experimental projects has contributed to the existing strategy and forms the basis for future development.</p>	<p>March 2003</p> <p>March 2003</p>	Head of Digitisation and Retrospective Conversion Section
2/30	The Library should clarify its objects for overall expansion of the web access to catalogues and its priorities. Solid plans are in place in relation to specific sets of material but progress against an overview would give more	An overview of the remaining tasks will be included in the retrospective conversion strategy currently being reviewed (see 2/29)	March 2003	Head of Digitisation and Retrospective

Stage 2 Report	Other Recommendation	Action Required	Timescale/ Milestones	Responsible/ Resources Required
	tangible targets. (4.8)	The ultimate objective is to make all catalogues available for on-line access.		Conversion Section
2/31	<p>Access to digitised material (4.9)</p> <ul style="list-style-type: none"> ➤ The Library should monitor its recently reprioritised work on security and load management for remote access to digitised collections. This could take up to two years and is therefore a critical path issue. ➤ The Library needs to continue working with other Libraries to resolve copyright issues and determine how it is going to allow remote access only to material with copyright clearance. It is appreciated that this is an issue of some sensitivity and can only be resolved in cooperation with publishers. 	<p>Security and load management are both being addressed as part of the implementation of enhanced network security features (see 2/24)</p> <p>The Library is represented on a joint committee of legal deposit libraries and publishers considering the extension of legal deposit to electronic materials.</p>	<p>Oct 2002</p> <p>To be decided</p>	<p>Head of Computer Section</p> <p>Librarian</p>
2/32	The Visitor Experience project steering group should keep under review the skills sets they need to deliver the project and supplement them, if necessary, to achieve satisfactory outcomes. (4.11)	<p>The skills required are monitored and reported in monthly construction & finance and programming & marketing reports.</p> <p>The project group has access to a pool of consultants who can be brought on if required. Advice has been sought from this pool, for example, on signage and exhibition layout.</p>	Achieved	<p>Director of Corporate Services/</p> <p>Director of Public Services</p>
2/33	<p>HE and FE Services (4.14)</p> <ul style="list-style-type: none"> ➤ The Library to review its networking arrangements with University research departments and FE Colleges to achieve better feedback on needs and potential improvements. 	The Library intends to review Internet and Web based services for He & FE sector once the HE Services Officer (see 1/6) has been appointed.	To be decided when HE Services Officer is in post	Director of Public Services

Stage 2 Report	Other Recommendation	Action Required	Timescale/ Milestones	Responsible/ Resources Required
	<p>➤ The review of Collections policy now under way should be used as an opportunity to discuss with the higher education sector what the Library intends to provide and to publicise what is available – some concerns from users on ranges of material are based more on perception than reality. The Library cannot be all things to all people. This is an opportunity to clarify what will and will not be available.</p>	<p>An HE Services Officer post was advertised recently although no adequate candidates resulted. WHELP (Wales Higher Education Library Forum) has appointed to a similar post for a project to encourage interlibrary cooperation. The Library will review its networking arrangements with University research departments and FE Colleges and if possible re-advertise the HE Services Officer post.</p> <p>The consolidated Collections Development Policy now being formulated will consult with the HE sector on the needs of a range of user groups,. The policy be disseminated to all parties involved and will distinguish clearly what will and what will not be available. (See 2/12 above)</p>	<p>Awaiting WHELP</p> <p>March 2003</p>	<p>Director of Collection Services</p>
2/34	<p>The Financial Memorandum should be reviewed and the wording modified to allow more freedom on the investment of private funds (in line with the rules of the Charities Commission) while retaining the restrictions on funds derived from GIA. (5.4)</p>	<p>The Welsh Assembly Government will agree the definition of private funds with the Library and revise the Financial Memorandum accordingly.</p>	<p>July 2003</p>	<p>Welsh Assembly Government</p>
2/35	<p>The Welsh Assembly Government should review the levels of authority delegated to the Library under the Financial Memorandum in the light of the other monitoring activities in place and to take account of inflation. (5.5)</p>	<p>The Library will submit proposals for changes to current delegation levels to the Welsh Assembly Government.</p> <p>The Welsh Assembly Government</p>	<p>July 2003</p> <p>Feb 2004</p>	<p>Director of Finance</p> <p>Welsh</p>

Stage 2 Report	Other Recommendation	Action Required	Timescale/ Milestones	Responsible/ Resources Required
		will consider reviewing Financial Memorandum in light of proposals.		Assembly Government
2/36	The new payroll scrutiny procedures should be documented and copied at the earliest opportunity to the chairman of the Audit Committee and the National Audit office (5.8)	A procedure will be documented and presented to SMT.	Feb 2003	Head of Administration
2/37	That the Council considers strengthening the Audit Committee through the addition of a non-Council member with relevant recent experience in the private or public sectors. (5.11)	Representation on the Audit Committee will be an agenda item for the next Council and Audit Committee meetings.	29 Nov 2002 (Audit Comm.) 21 Feb 2002 (Council)	Council (via Librarian)
2/38	<p>Strategy Documents (5.21)</p> <ul style="list-style-type: none"> ➤ Strategy documents should be reviewed for relevance with each other and with the strategic content of the corporate plan on an annual basis. ➤ We suggest that strategies that are no longer appropriate to the current situation be withdrawn and replaced with a short statement of key objectives until time is available for a thorough overhaul and consideration by the Council. ➤ We suggest that short statements of strategy, based on a view of the operating environment and key objectives are far more effective, and easier to update and disseminate, than bulky documents. 	<p>All documents are to be listed and reviewed.</p> <p>Harmonisation of strategy statements with the Corporate Plan (and through this to remit letters and Welsh Assembly Government directives) will be re-emphasised through read across and reconciliation. Greater emphasis will be given to cross referring to the corporate plan when strategic reviews are undertaken, and an annual check on all corporate planning documents will help identify inconsistencies.</p>	Beginning April 2003	SMT
2/39	The new Best Value steering group should ensure that all elements of the operation of the Library are based on effective consultation with users (external and internal) and challenge current processes and ways of working as key elements of the planning process. Appropriate	The current Best Value Steering Group needs to be supplemented by suitable procedures to scrutinise all Library operations in turn according to an agreed timetable. Where	Commencing Oct 2002 & Ongoing	Best Value Team

Stage 2 Report	Other Recommendation	Action Required	Timescale/ Milestones	Responsible/ Resources Required
	performance indicators should be adopted for efficiency as well as service effectiveness in order to demonstrate effective working against a changing mix and volume of work. (5.24)	advisable review teams will include stakeholder and/or independent/external representation to offer impartial advice. External audit of the Best Value procedures will be initiated once the procedures are established.		
2/40	That the Library reviews the processes involved in telephone access to increase efficiency. This could include a different answer phone message to apologise for software problems, and the receptionist identifying by name and extension number the person a caller is trying to reach in case they are cut off during the call. (5.29)	The auto attendant messaging system has been withdrawn. New guidelines have been prepared for receptionists and initial training has been undertaken.	Achieved	Director of Public Services
2/41	That representatives of people with disabilities are invited to join the planning group for the Visitor Experience and the Public Services group which has been set up to review this matter, to ensure continual monitoring of developments in the light of the varying needs of people with disabilities. These could include representation from local blind, deaf and physical disability associations. (5.31)	Discussions have taken place with local disability groups to identify how best to cater for the needs of the disabled. This knowledge has been updated by information gained at a conference covering the same issues. The results of these consultations have been incorporated into the planning for the Visitor Experience so, for example, allowance has been made for induction loops in the Display and Education area. A specialist sign company has given advice to ensure signage in the Visitor Experience fulfils the needs of the partially sighted. The Library is extending its links	Achieved Ongoing	Director of Public Services/ Director of Corporate Services

Stage 2 Report	Other Recommendation	Action Required	Timescale/ Milestones	Responsible/ Resources Required
		with the disabled through CLAUD (librarians in HE networking to improve access for disabled users).		
2/42	That the newly appointed education officer could also be involved in consideration of how best to meet the needs of people with poor literacy skills, for example in the preparation of exhibit labelling and audio-tapes. Audiotapes would also help meet the needs of people with visual impairments. (5.33)	<p>The Education Officer has contributed ideas on the layout of the display area and will be included in development of the work plan.</p> <p>Presentation techniques will be the subject of further investigation by the Education Officer including contact with the Literacy Skills Agency. This work will be undertaken in a timescale that integrates with preparation of the signage for the first exhibition in the Visitor Experience.</p> <p>Exhibition text will be refined based upon observation, user feedback and further research.</p> <p>Audio-tapes and induction loops will be installed in the Interpretation area and Education Room</p> <p>Consideration is being given to the need and practicality of an audio-tape especially for those with impaired vision. This would need to cover the whole of the Library and not just the new facilities. A decision on such a development will be made</p>	<p>Achieved</p> <p>Nov 2002</p> <p>Ongoing</p> <p>Feb 2003</p> <p>Aug 2003</p>	Education Officer

Stage 2 Report	Other Recommendation	Action Required	Timescale/ Milestones	Responsible/ Resources Required
		during the next 9 months.		
2/43	That the Library further develops its service standards, ideally through consultation with users on what is important to them, alongside a mechanism for monitoring and evaluation. (5.36)	<p>The Library will continue to use surveys of users and potential users to define service requirements and standards (see 2/45 & 2/46). Appropriate performance monitoring will be used to ensure service standards are maintained and wherever possible the subject of continuous improvement.</p> <p>The Library's intention to apply for Investors in People status will contribute to developing service standards (see 2/7).</p> <p>Once Investors in People accreditation has been achieved the Library will consider applying for Charter Mark status. The exact timescale will be dependant on completion of the Visitor Experience developments.</p>	<p>Ongoing</p> <p>March 2003</p> <p>Not before June 2003</p>	Director of Corporate Services
2/44	That the Library undertakes a review of all its printed literature for visitors and readers to the Library building to ensure a consistent approach to style, presentation and tone. Consideration should also be given to the needs of people with visual impairment and those with poor literacy skills. The Plain English Crystal Mark would be a useful guide (5.41)	The Corporate Plan includes an objective to review and rationalise the consistency of all printed presentation material. Facilities to provide access to content through alternative means for the disabled (see 2/41) and visually impaired (see 2/42) will be considered.	Sept 2003	Head of Access & Marketing
2/45	That the practice of frequent reader surveys is extended to include all visitors, particularly when the Visitor	Once Phase I of the Visitor Experience is implemented a series	June 2003 (& Ongoing)	Head of Reader

Stage 2 Report	Other Recommendation	Action Required	Timescale/ Milestones	Responsible/ Resources Required
	Experience opens. (5.42)	of surveys of group and individual visitors will be undertaken (including face to face interviewing) to assess user reaction and discover user expectations.		Services / Research and Development Officer
2/46	That the Library considers extending the remit of its regular 4-monthly survey, based on some of the other available consultation tools. (5.45)	<p>The Library will consider introducing a quarterly survey in 2003 which would include readers and visitors.</p> <p>The survey form has already been amended and further updates are expected to reflect the Visitor Experience facilities. The information gleaned from such surveys will always be kept under review in order to ensure data capture reflects user demands on the Library and development of its working environment.</p>	<p>April 2003</p> <p>Achieved & Ongoing</p>	Head of Reader Services / Research and Development Officer
2/47	That the Library undertakes regular collation, analysis and evaluation of all complaints, comments and suggestions. This would include those received by other routes, for example thank you letters from readers for satisfactory response to enquiries. The subsequent reports could then be monitored for potential service improvements by the Senior Management Team and the (de-personalised) summaries fed back to staff. (5.47)	A quarterly summary of all complaints, comments and suggestions will be presented to the SMT for consideration and will then be posted on the Library's intranet service. SMT will monitor this report for potential service improvements.	Jan 2003	Director of Corporate Services
2/48	That a review of opening times is undertaken following the establishment of reading room changes. This should be based on both a detailed review of usage and on reader questionnaires. We would expect the timing of this to be the end of 2002/early 2003. (5.51)	The Library's Operational Plan includes a commitment to produce an initial paper reviewing opening times for the reading rooms. This will identify the issues that need to be addresses and a timetable and	Nov 2002	Director of Public Services

Stage 2 Report	Other Recommendation	Action Required	Timescale/ Milestones	Responsible/ Resources Required
		<p>milestones will emerge.</p> <p>It is fully expected that the opening times for the public areas created through the Visitor Experience developments will be longer than is currently possible and will include evening opening during part of the year.</p> <p>(It is not intended to extend opening times until all Visitor Experience developments have been completed. To provide security staff over extended hours of opening at more than one entrance during development of the Visitor Experience is not considered the best use of resources. There is also the need to negotiate alternative overtime and bonus arrangements (see 1/7).)</p>	No earlier than 2004	
2/49	<p>Staff Retention (5.62)</p> <ul style="list-style-type: none"> ➤ That the Library conducts routine exit interviews to a set format and analyses the results to be fed back to the Senior Management Team. ➤ The Library should contact all job applicants who refused either an interview or a job offer to ascertain the reason. ➤ That arrangements for Welsh language training of 	<p>An exit interview has been introduced and an accompanying form is in preparation. results will be fed back to SMT</p> <p>All job applicants are requested to say why they have declined to attend interview or to accept the offer of a post.</p> <p>Non-Welsh speakers joining the</p>	<p>Achieved</p> <p>Achieved</p> <p>Achieved</p>	<p>Head of Administration. Human Resources Manager</p> <p>Human Resources Manager</p> <p>Welsh</p>

Stage 2 Report	Other Recommendation	Action Required	Timescale/ Milestones	Responsible/ Resources Required
	<p>new staff be better advertised for the purpose of attracting and developing non-Welsh speaking staff – many skills sought are specialised and there is a need to provide effective induction for non-Welsh speakers. Special funding of the related costs may be an area where the National Assembly may wish to consider extending assistance to the Library.</p> <p>Cabinet Response: The Cabinet does not accept that special funding from the Assembly should be extended to the Library for this activity. This is an operational matter and as such the Library should provide for such training from within its existing funds.</p>	<p>Library are already encouraged to follow a language course and tuition fees and time off to attend such courses are provided by the Library. This facility is made clear to interviewees and again at induction. Vacancy notices are being changed to emphasise the opportunity to learn or improve both English and Welsh language skills.</p> <p>In the future, language training will be integrated into the corporate training programme (see 2/7).</p> <p>The Welsh Assembly Government does not accept that it should provide special funding to the Library for this purpose. This is an operational matter and as such the Library should provide for such training from within its existing funds, which it plans to do.</p>	June 2003	Assembly Government/ Director of Corporate Services
2/50	That the Library considers attendance at external meetings as a specific tool for staff development, perhaps instituting a shadowing system. This would involve a senior staff member being accompanied to meetings by a more junior one to support staff in new roles representing the Library externally, with a view to the more senior person dropping out after an agreed time. This would both develop more junior staff and free up senior staff time. (5.64)	Shadowing has been included as an element of a self-development module within the corporate training action plan to begin in April 2003.	April 2003	Staff Development Officer
2/51	Responsibility for Training (5.68)	The training responsibilities of line	Completed by	Staff

Stage 2 Report	Other Recommendation	Action Required	Timescale/ Milestones	Responsible/ Resources Required
	<ul style="list-style-type: none"> ➤ That the terms of reference for managers' training responsibilities are clearly defined at the outset, with adequate time allowance made for those who undertake to train other staff. ➤ That there is as much cross-departmental training activity as possible, to reduce some of the perceived departmental and section barriers. 	<p>managers have been identified as an element in the present series of management training courses. Line managers will be introduced to their training role, especially in respect of induction, health & safety and general employment policies.</p> <p>Training responsibilities will be further developed as part of the next cycle of training identified in the corporate training action plan for 2003/4</p> <p>The Library has initiated a series of 'What's New' briefings to introduce information on recent developments to anyone with an interest but not directly involved in the activities. The first series covers Wales on the Web, NSSAW and Gathering the Jewels. Other briefings will follow.</p>	<p>Dec 2002</p> <p>Commencing April 2003</p> <p>Achieved & Ongoing</p>	<p>Development Officer</p>
2/52	<p>That the Library considers joint training with other local organisations for generic courses such as management skills, customer care and appraisal. (5.71)</p>	<p>Joint training with other local organisations is under consideration and the outcome and proposals will be reported to the Senior Management Team.</p> <p>Detailed investigations are under way to develop cooperative security training with the University (even though the requirements are different).</p>	<p>June 2003</p> <p>March 2003</p>	<p>Staff Development Officer</p> <p>Buildings Facilities Manager</p>

Stage 2 Report	Other Recommendation	Action Required	Timescale/ Milestones	Responsible/ Resources Required
2/53	<p>The Library should investigate the introduction of periodic random body searches of the kind routinely used in airport security, if necessary looking at the possibility of subcontracting the service or staff training to an organisation with experience in handling this matter sensitively. (5.82)</p> <p>Cabinet Response: The Cabinet does not accept the need for periodic random body searches, but the Culture Minister has invited the Library to consider what other measures it might introduce to improve security further.</p>	<p>The Welsh Assembly Government does not accept the need for periodic random body searches.</p> <p>Security measures have been improved recently following recognition of a shortfall in certain areas.</p> <p>The Library regularly monitors and seeks to improve the effectiveness of its security and security arrangements, keeping in close touch with developments in the field.</p>	Ongoing	Buildings Facilities Manager