

Dawn Bowden AS/MS
Dirprwy Weinidog y Celfyddydau a Chwaraeon, a'r Prif Chwip
Deputy Minister for Arts and Sport, and Chief Whip



Llywodraeth Cymru
Welsh Government

Ein cyf/Our ref DB/651/22

Delyth Jewell AS/MS
Chair
Culture, Communication, Welsh Language,
Sport and International Relations Committee

20 January 2022

Dear Delyth,

In my letter of 21 December 2021 I committed to sharing copies of the Term of Government Remit Letters to Welsh Government Sponsored Bodies in my portfolio once they had been issued.

Please find enclosed copies of these letters, sent to the National Library of Wales, Arts Council Wales, Amgueddfa Cymru - National Museum Wales, the Royal Commission on Ancient and Historic Monuments of Wales, and Sport Wales, on 22 December, 2021.

Yours sincerely,

Dawn Bowden AS/MS
Dirprwy Weinidog y Celfyddydau a Chwaraeon, a'r Prif Chwip
Deputy Minister for Arts and Sport, and Chief Whip

Canolfan Cyswllt Cyntaf / First Point of Contact Centre:
0300 0604400

Bae Caerdydd • Cardiff Bay
Caerdydd • Cardiff
CF99 1SN

Gohebiaeth.Dawn.Bowden@llyw.cymru
Correspondence.Dawn.Bowden@gov.wales

Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

Dawn Bowden AS/MS
Dirprwy Weinidog y Celfyddydau a Chwaraeon, a'r Prif Chwip
Deputy Minister for Arts and Sport, and Chief Whip



Llywodraeth Cymru
Welsh Government

Mr Roger Lewis
President - Amgueddfa Cymru – National Museum Wales
Cathays Park
Cardiff
CF10 3NP

22 December 2021

Dear Roger,

Term of Government Remit Letter for Amgueddfa Cymru - National Museum Wales

I would like to convey my thanks to Amgueddfa Cymru - National Museum Wales for the important work it has undertaken in responding to the Covid-19 pandemic. The sponsored bodies in my portfolio have shown leadership, adaptability and resilience during challenging circumstances. We must now move to ensure the Welsh Government's investment supports the recovery of our sectors, our people and of Wales as a whole. There is an opportunity for us to seek the positive learning from Covid-19, and to maintain the momentum achieved on the enhanced access to culture via digitisation and digital events.

Our Programme for Government outlines the Government's priorities and its commitments to the people of Wales. In return for the grant in aid funding the Welsh Government provides, I ask Amgueddfa Cymru – National Museum Wales to consider how it can deliver its objectives in a way that is consistent with the values of the Welsh Government.

Our shared goals should be:

- Decarbonisation;
- Addressing all inequality and achieving an anti-racist Wales;
- Improving access and participation for all;
- Promoting health and well-being;
- Creating opportunities for young people; and
- Projecting a powerful and positive image of Wales to the world.

At Annex A, I have outlined the areas where I feel Amgueddfa Cymru – National Museum Wales can contribute to delivering the Programme for Government. The current strategic context for the work of the Welsh Government's sponsored bodies is captured at Annex B.

Partnership working is important in achieving our aims of widening access, participation and engagement. I am convinced that the sponsored bodies within my portfolio could achieve so much more by working collaboratively, and I encourage you to work together as cultural leaders to maximise your impact.

I would like to remind you of your legal duty under the [Children and Families \(Wales\) Measure 2010](#). Under Part 1, the Measure requires you to publish child poverty objectives as part of a strategy for contributing to the eradication of child poverty in Wales. I would like you to think about actions which support the well-being of children and young people living in poverty, and encourage you to consider opportunities to discharge your legal obligations under the duty within your existing organisational processes.

Amgueddfa Cymru – National Museum Wales will be a key delivery partner for a number of Programme for Government commitments, including the new Museum of North Wales, the Football Museum for Wales, and the development and establishment of the National Contemporary Art Gallery. I look forward to receiving your valuable support and expertise in taking these commitments forward.

You should continue to fulfil Amgueddfa Cymru's statutory responsibilities as set out in its Royal Charter, and to meet professional standards in a way that demonstrates the organisation is caring for our national collection effectively. It is important that you maintain Museum Accreditation, and continue to work towards achieving Archive Service Accreditation. I expect Amgueddfa Cymru to work to professional standards to maintain and preserve the digital content held within the collections via a robust digital preservation infrastructure, so that the information remains reliable, authoritative and authentic over time.

Maintaining the financial stability of Amgueddfa Cymru will continue to be a fundamental expectation.

I know that Amgueddfa Cymru has offered valuable support and leadership to the local museum sector in Wales, and I would now like to see Amgueddfa Cymru adopt a collaborative approach to working with local museums. Working with the local sector, with Welsh Government sponsored bodies, and with other key partners is important in achieving our aim of widening access, participation and engagement.

In line with the Framework Document, which underpins the relationship between Amgueddfa Cymru - National Museum Wales and the Welsh Government, you should now move to review your business plans, demonstrating how you will deliver against the areas outlined in this letter and its appendices.

Your charitable and Royal Charter status and the need for Amgueddfa Cymru to act independently on a day-to-day basis is clear, and it is my intention that our relationship will continue to be based on mutual trust and respect, and on open and honest communication.

Amgueddfa Cymru should not just reflect contemporary Wales but be at the heart of it. There is much to do, but I am convinced that my portfolio can make a positive and lasting difference to people's lives. I look forward to working with you to achieve this.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Dawn Bowden'.

Dawn Bowden AS/MS
Deputy Minister for Arts and Sport, and Chief Whip

cc David Anderson, Director General, Amgueddfa Cymru – National Museum Wales

ANNEX A: Key Deliverables

For each of these key deliverables my officials will work with you to determine, and agree appropriate performance indicators in advance of the financial year 2022-23. These performance indicators should be reported quarterly, as part of the regular monitoring arrangements, and throughout the duration of this term of Government.

1. Provide effective, high quality and sustainable healthcare

Our Programme for Government emphasises improving mental health provision and has a focus on prevention, supporting people to live healthy lives, tackling stigma in mental health, and introducing an all-Wales framework to roll out social prescribing as a means of tackling isolation.

I would like Amgueddfa Cymru - National Museum Wales to:

- Implement ways of supporting good mental health across the organisation, ensuring that there is no stigma attached to mental health issues
- Ensure that the workforce is appropriately trained to support those suffering from mental health issues
- Engage with the development of the proposed all-Wales framework for social prescribing, and, specifically, work to identify areas where the Museum could support social prescribing to tackle isolation and support well-being.

2. Protect, re-build and develop our services for vulnerable people

The focus of the Programme for Government in this area relates to integrated care services, supporting vulnerable citizens, including children, young people and families who face the greatest challenges. I believe our sponsored bodies should help the people of Wales to live meaningful lives, and you should consider how you can improve your support to people in vulnerable and / or disadvantaged groups.

I would like Amgueddfa Cymru - National Museum Wales to:

- Ensure the broadest range of vulnerable groups can engage with culture and are not excluded from participation. This should include identifying and delivering specific opportunities that enable people in vulnerable or disadvantaged groups and those in under-represented communities to benefit from culture;
- Be pro-active about ensuring that the organisation is supporting the Welsh Government's commitment to being an age-friendly nation;
- Consider the opportunities you currently offer to looked after children and care leavers and how these could be improved;
- Review your current support for the D / deaf community and for those living with other disabilities, including hidden disabilities, and work towards a continued enhancement of these services.

3. Build an economy based on the principles of fair work, sustainability and the industries and services of the future

Aligning with strengthening our Economic Contract, our Programme for Government seeks to ensure a renewed focus on young people via the Young Person's Guarantee. Social partnership, sustainable jobs, disabled people's employment champions, and supporting local supply chains are key components of this commitment.

I would like Amgueddfa Cymru - National Museum Wales to:

- Provide a new or improved range of options to support the young people of Wales into work – these could include apprenticeships, training, work experience and mentoring programmes and should be aligned with the Young Person's Guarantee;
- Use the new network of Disabled People's Employment Champions to help close the gap between disabled people and the rest of the working population;
- Work towards a minimum 30% target for working from home, based on a blended approach which is fair and equitable;
- Develop and strengthen your existing procurement processes to help support local supply chains;
- Seek to increase its financial sustainability, supported by appropriate income generation activity;
- Build and strengthen local, regional, national and international partnerships for the benefit of Amgueddfa Cymru, the Welsh economy and the people of Wales.

4. Build a stronger, greener economy as we make maximum progress towards decarbonisation

Our Programme for Government has an emphasis on sustainable growth, and on new digital, economic and transport infrastructures that can help re-energise our communities.

I would like Amgueddfa Cymru - National Museum Wales to:

- Support the Welsh Government's commitment to achieving a zero-carbon economy by working to become carbon neutral by 2030;
- Support the Welsh Government's target of 45% of journeys being undertaken by sustainable modes by 2040;
- Review your current digital activity following the recent acceleration of digital engagement during Covid-19. You should identify and address areas of weakness, look for examples of best practice within your own organisation and by others, and seek to build on the successes of 2020-21.

5. Embed our response to the climate and nature emergency in everything we do

The Welsh Government is focused on a green transformation as part of our ambition to address the climate emergency.

I would like Amgueddfa Cymru - National Museum Wales to:

- Focus on waste reduction across the whole of the organisation and work to achieve zero waste targets and towards abolishing the use of more commonly littered, single-use plastics;
- Procure low carbon products;
- Establish green champions in the work place;
- Ensure biodiversity impact is given due consideration as part of decision-making;
- Work with bodies such as WRAP Cymru and the Carbon Trust to inform policy decisions.

6. Continue our long-term programme of education reform, and ensure educational inequalities narrow and standards rise

The Welsh Government will work with children and young people, their families and the education workforce to ensure the best outcomes for learners, particularly those who are most vulnerable.

I would like Amgueddfa Cymru - National Museum Wales to:

- Consider how the reform of the school day and school year may impact on its education services;
- Build on your successful involvement with the Summer of Fun in 2021 by considering how you could support a school holiday enrichment programme;
- Support the new curriculum in Wales;
- Develop future focused skills and employability programmes, encouraging young people into the sector;
- Establish apprenticeship and volunteering opportunities to support and develop the next generation workforce;
- Maintain your IRO status and work to attract research funding in partnership with higher education institutions.

7. Celebrate diversity and move to eliminate inequality in all of its forms

We must work together to achieve positive change, recognising our common humanity whilst celebrating diversity and difference.

I would like Amgueddfa Cymru - National Museum Wales to:

- Consider how the governance of the Museum supports the principles of ['Reflecting Wales in Running Wales'](#) and move to urgently address any areas which require action – this must include improving diversity in the workforce and at Board level;

- Implement the goals of the Race Equality Action Plan, considering how Amgueddfa Cymru will directly contribute to delivering an anti-racist Wales;
- Implement the goals of the LGBTQ+ Action Plan;
- In partnership with the Arts Council of Wales, develop and deliver an Action Plan taking forward appropriate recommendations made in the three widening engagement reports published in August 2021. This work should be done collaboratively with communities.
- Address any remaining pay gaps based on gender, sexual orientation, ethnicity, disability, and other forms of discrimination which may exist in your organisations, and urgently address any ongoing pay disparities;
- Ensure the histories and cultures of our Black, Asian and Minority Ethnic communities are properly represented by Amgueddfa Cymru - National Museum Wales and its delivery partners;
- Continue to strengthen partnerships with voluntary organisations across the range of your responsibilities;
- Work with the new network of Disabled People's Employment Champions to help close the gap between disabled people and the rest of the working population;
- Develop equality and diversity champions encompassing all protected characteristics;
- Improve the Museum's engagement with under-represented communities.

8. Push forward towards a million Welsh speakers, and enable our tourism, sports and arts industries to thrive

The Welsh Government's arts, culture and sports sponsored bodies are key partners in widening access to our heritage, harnessing creativity, and developing the sporting ability of the people of Wales. The Programme for Government commits to ensuring that you have the support you need to maintain your proper place on the world stage, and your role in projecting Wales to the world is just as important. You are also a key partner in supporting our commitment to achieving a million Welsh speakers by 2050.

I would like Amgueddfa Cymru - National Museum Wales to:

- In partnership with the Arts Council of Wales, take forward the development and establishment of the National Contemporary Art Gallery;
- Collaborate with Wrexham Museum to support the development of the Football Museum for Wales;
- Develop the Museum of North Wales at the site of the National Slate Museum in Llanberis, with full consultation in relation to the impact of the development on local museums across north Wales;
- Develop Wales' cultural tourism offer at the Museum's sites, ensuring impactful visitor experiences in attractive public spaces;
- Ensure that the Museum is a family-friendly visitor destination;
- Ensure that the Museum delivers a comprehensive and bilingual education programme;
- Respond to the Cymraeg 2050 strategy by continuing to increase the number of Welsh speakers, the use of the Welsh language, and by creating favourable conditions in which the Welsh language can thrive;

- Work in partnership with the National Centre for Learning Welsh;
- Develop a long-term plan for the care and maintenance of the Museum's iconic buildings and collections, including a strategic plan for appropriate storage facilities for the Museum's growing collections.
- To support the development and implementation of a new culture strategy for Wales

9. Make our cities, towns and villages even better places in which to live and work

Our Programme for Government commits to supporting our partners in local government, and, in relation to my portfolio responsibilities, it highlights how the Welsh Government wants to ensure that communities can thrive as centres of social exchange, leisure, sport and culture.

I would like Amgueddfa Cymru - National Museum Wales to:

- Enhance awareness of, access to, and engagement with the national collection through a comprehensive loan scheme to galleries, museums and communities across Wales;
- Work with the Culture and Sport division's museum team and the Federation of Museums and Art Galleries of Wales to develop a strategy for working with the local museums sector, encompassing mutual sharing of good practice, skills development, access to the national collection and to Amgueddfa Cymru's expertise, and joint working on collaborative and community partnerships;
- Continue to develop the Museum's volunteer programme, including digital volunteering.

10. Lead Wales in a national civic conversation about our constitutional future, and give our country the strongest possible presence on the world stage

The Programme for Government highlights the importance of Wales' global relationships, of celebrating different cultures and embracing internationalism.

Amgueddfa Cymru - National Museum Wales has an important role to play in projecting Wales to the world.

I would like Amgueddfa Cymru - National Museum Wales to:

- Develop international cultural and research partnerships that bring benefit to Wales, encourage engagement with diverse histories, and enhance the international profile of Wales;
- Consider opportunities for learning exchange programmes;
- Ensure the best use of digital technology, digitisation and digital events as a means of enabling world-wide engagement with Welsh culture;
- Engage with the Welsh diaspora.

ANNEX B: The Strategic Context

Other Strategic Priorities, Objectives and Commitments

In addition to the deliverables in Annex A, the work of Amgueddfa Cymru – National Museum Wales could also play an important part in contributing to and delivering other Welsh Government policy priorities during this term of Government.

The Well-being of Future Generations (Wales) Act 2015 continues to be an important driver for our well-being priorities and our shared goals in Wales. The well-being objectives set out in the Programme for Government exist to support and enhance the delivery of these goals over this term of Government.

A Greener Wales

We are committed to addressing the climate and nature emergency. Welsh Government has set out its commitment to achieving net zero emissions by 2050 and has published its All Wales Net Zero plan: [Working Together to Reach Net Zero](#) (2021-2025). Our ambition is that the public sector will be carbon neutral by 2030, leading the way in delivering a Net Zero Wales. To support this work we have published the [Public Sector Net Zero Reporting Guide](#) and the Public Sector Route-map will provide a clear framework for how the sector will achieve net zero by 2030.

As well as reducing emissions we also need to build resilience to the impacts of climate change to ensure we can continue to deliver our key public services. The Climate Change Committee published its third Climate Change Risk Assessment for the UK, which highlights a range of risks and opportunities for the environment, communities and businesses resulting from a changing climate. The Welsh Public Sector must demonstrate it has understood and taken account of the risks and opportunities in delivering its services.

In March 2021, the Welsh Government published [‘Beyond Recycling – a strategy to make the circular economy in Wales a reality’](#), which outlines our goals to become zero waste by 2050 and for making resource efficiency part of Welsh culture. Moving to a circular economy is essential to the delivery of key environmental actions.

A Fairer Wales

The Programme for Government shows how we intend to maximise fairness for all and eliminate inequality at every level of society. It looks at how we will address the systemic causes of inequality in all its forms.

During this term of Government we will publish a new Race Equality Action Plan (REAP) for Wales, and an action plan for advancing LGBTQ+ equality in Wales. These action plans should be read alongside our Strategic Equality Plan, Gender Equality Plan and Framework for Action on Disability. They are designed to achieve sustained change in the short, medium and long term, and our sponsored bodies must demonstrate a clear and pro-active response to achieving the goals set out in these plans.

We have already undertaken an audit of the Welsh Government's services for the D/deaf community and the Programme for Government also commits to taking action to support disabled people. There is still much to do to enable them to engage with culture and this must be a priority.

We are committed to reaching out to and engaging with Wales' vulnerable groups, ensuring Wales is an age-friendly nation, and that poverty, social disadvantage, ill health and disability should not be a barrier to participation. The Welsh Government's sponsored bodies should keep their work with these groups under constant review and should be exemplars of good practice in widening access and tackling social exclusion.

A Healthier Wales

The Welsh Government believes that culture, the arts and sport offer a means of improving the health and wellbeing of a nation. Participation must therefore continue to be an area of focus. I would like to see the sponsored bodies in my portfolio engaging with new and diverse stakeholders, working with under-represented audiences and communities, and actively expressing the link between your work and the health and wellbeing of the people of Wales.

Other strategies and existing legislation

The Wellbeing of Future Generations (Wales) Act 2015 continues to be an important driver for our wellbeing priorities and shared goals in Wales. The wellbeing objectives set out in the Programme for Government exist to support and enhance the delivery of these goals over this new term of government.

Our **Economic Action Plan** is based on the principle of public investment with a social purpose. Central to the Plan is the Economic Contract that requires those receiving investment from the Welsh Government to demonstrate inclusive growth, fair work, promotion of health (with a special emphasis on mental health), skills and learning in the workplace, and progress in reducing carbon footprint.

Our commitment to fair work and sustainability and the industries and services of the future includes delivering the young person's guarantee and a promise of creating 125,000 all age apprenticeships. I expect you to seek opportunities to contribute to the Young Person's Guarantee and our goal of delivering 125,000 apprenticeships throughout the term of government.

Our Programme for Government commits to strengthening this Economic Contract and we will continue to monitor your progress in delivering against the pillars of this plan.

Our **Cultural Contract** aims to ensure that public funding for culture and creativity has social, cultural and economic purposes. At the heart of the Cultural Contract are four commitments including improving the diversity of organisations' boards, workforce and programmes of work alongside increasing opportunities for individual artists and creative freelancers.

The Welsh Government's [International Strategy](#) outlines three priority ambitions, our existing partnerships and our priority international relationships. Culture, Arts and Sport sponsored bodies should work closely with the Welsh Government's International Relations Team during this term of government to both lead and contribute to campaigns, programmes and projects which help Wales stand out on the world stage.

Working with the Welsh diaspora and with targeted international partners for mutual economic, cultural and social benefit should be reflected in your strategic and operational plans.

Amgueddfa Cymru – National Museum Wales is an important partner in terms of Welsh tourism. Growing the cultural tourism offer continues to be a priority and [‘Welcome to Wales – Priorities for the visitor economy 2020-2025’](#) should be reflected in your business planning, and I urge you to create and maintain strong links with the Welsh Government's tourism development team in furthering this area of work.

The Welsh language

The [Cymraeg 2050 strategy](#) continues to be an area of focus in our efforts to achieve the wellbeing goal of a thriving Welsh language, and of reaching a million Welsh speakers by 2050. I expect the Welsh language to be thoroughly embedded in all that you do, celebrating bilingualism and enabling the people of Wales to use the language as part of their everyday lives. The results of the 2021 Census will be known during this term of Government, and we will update the Cymraeg 2050 work programme for the strategy, but the three main themes will remain – increasing the number of Welsh speakers, increasing the use of the Welsh language, and creating favourable conditions in which the Welsh language can thrive.

Cultural strategy

During this term of Government we will create and publish a new cultural strategy for Wales which will define our cultural priorities for the years ahead. As key partners, I would like to see the sponsored bodies in my portfolio participating in the development of the new strategy and, once published, the strategy should underpin much of your long-term planning and operational activity.

A new Wales Infrastructure Investment Strategy will also be developed during this term of Government, linking decisions on capital investment with the delivery of key strategic outcomes. It is an expectation that capital grant recipients will provide quantitative evidence demonstrating how the investment is helping to deliver those outcomes.

Digital Strategy for Wales

The Digital Strategy seeks to achieve a real digital transformation of public services and provides an opportunity to support the ways of working described in the Well-being of Future Generations (Wales) Act. I would like you to ensure that as far as possible all your services are available online, and that people will choose to use these

services because they are well designed and easy to use. Please identify opportunities to work with partners in the cultural heritage sector on digital initiatives to promote use of your collections and resources and to promote learning, education and enjoyment.

Dawn Bowden AS/MS
Dirprwy Weinidog y Celfyddydau a Chwaraeon, a'r Prif Chwip
Deputy Minister for Arts and Sport, and Chief Whip



Llywodraeth Cymru
Welsh Government

Mr Phil George
Chair - Arts Council of Wales
Bute Place
Cardiff
CF10 5AL

22 December 2021

Dear Phil,

Term of Government Remit Letter for Arts Council of Wales

I would like to convey my thanks to the Arts Council of Wales for the important work it has undertaken in responding to the Covid-19 pandemic. The sponsored bodies in my portfolio have shown leadership, adaptability and resilience during challenging circumstances. We must now move to ensure the Welsh Government's investment supports the recovery of our sectors, our people and of Wales as a whole. Despite the very severe challenges it has presented, there is an opportunity for us to seek the positive learning from Covid-19, and to maintain the momentum achieved on the enhanced access to arts via digitisation, new digital technologies and digital events.

As a Royal Charter body and a charitable organisation, I recognise that the Arts Council must continue to operate in accordance with a range of legally defined responsibilities. These sit alongside your responsibilities as a Welsh Government Sponsored Body.

Our Programme for Government outlines the Welsh Government's priorities and its commitments to the people of Wales. In return for the grant in aid funding the Welsh Government provides, I ask the Arts Council of Wales to consider how it can deliver its objectives in a way that is consistent with the values of the Welsh Government.

Our shared goals should be:

- Decarbonisation;
- Addressing all inequality and achieving an anti-racist Wales;
- Improving access and participation for all;
- Promoting health and well-being;
- Creating opportunities for young people; and
- Projecting a powerful and positive image of Wales to the world.

At Annex A, I have outlined the areas where I feel the Arts Council of Wales can contribute to delivering the Programme for Government. The current strategic context for the work of the Welsh Government's sponsored bodies is captured at Annex B.

Partnership working is important in achieving our aim of widening access, participation and engagement. I am convinced that the sponsored bodies within my portfolio could achieve so much more by working collaboratively, and I encourage you to work together as cultural leaders to maximise your impact.

I would like to remind you of your legal duty under the [Children and Families \(Wales\) Measure 2010](#). Under Part 1, the Measure requires you to publish child poverty objectives as part of a strategy for contributing to the eradication of child poverty in Wales. I would like you to think about actions which support the well-being of children and young people living in poverty, and encourage you to consider opportunities to discharge your legal obligations under the duty within your existing organisational processes.

The Arts Council of Wales will be a key delivery partner for a number of Programme for Government commitments; investing in theatres, Theatr Clwyd and the development and establishment of the National Contemporary Art Gallery. I look forward to receiving your valuable support and expertise in taking these commitments forward.

The Arts Council of Wales Investment Review is a key piece of work which is scheduled to take place during this term of Government. I recognise that the Review will undoubtedly be challenging, not least because many organisations in the current portfolio will have been adversely affected by the Covid-19 pandemic. Building a vibrant and financially viable portfolio should be a key objective. I would ask you to ensure that the new portfolio fully reflects the diversity of contemporary Wales and that the Investment Review process ensures that fairness, equality and diversity are at its heart.

In line with the Framework Document which underpins the relationship between the Arts Council of Wales and the Welsh Government, you should now move to review your business plans, demonstrating how you will deliver against the areas outlined in this letter and its appendices.

The need for Arts Council of Wales to act independently on a day-to-day basis is clear, and it is my intention that our relationship will continue to be based on mutual trust and respect, and on open and honest communication.

There is much to do, but I am convinced that my portfolio can make a positive and lasting difference to people's lives. I look forward to working with you to achieve this.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Dawn Bowden', written in a cursive style.

Dawn Bowden AS/MS
Deputy Minister for Arts and Sport, and Chief Whip

cc Rebecca Nelson, Acting Accounting Officer, Arts Council of Wales

ANNEX A: Key Deliverables

For each of these key deliverables my officials will work with you to determine, and agree appropriate performance indicators in advance of the financial year 2022-23. These performance indicators should be reported quarterly, as part of the regular monitoring arrangements, and throughout the duration of this term of Government.

1. Provide effective, high quality and sustainable healthcare

Our Programme for Government emphasises improving mental health provision and has a focus on prevention, supporting people to live healthy lives, tackling stigma in mental health, and introducing an all-Wales framework to roll out social prescribing as a means of tackling isolation.

I would like Arts Council of Wales to:

- Implement ways of supporting good mental health across the organisation, ensuring that there is no stigma attached to mental health issues;
- Ensure that the workforce is appropriately trained to support those suffering from mental health issues;
- Continue to engage with the development of the proposed all-Wales framework for social prescribing, and, specifically, work to identify areas where the Council could support social prescribing to tackle isolation and support well-being;
- Further develop your relationships with the NHS Confederation Wales and Local Health Boards within Wales to promote opportunities for the arts to contribute to health and well-being.

2. Protect, re-build and develop our services for vulnerable people

The focus of the Programme for Government in this area relates to integrated care services, and supporting vulnerable citizens, including children, young people and families who face the greatest challenges. I believe our sponsored bodies should help the people of Wales to live meaningful lives, and must consider how they can improve their support to those people in vulnerable and / or disadvantaged groups.

I would like Arts Council of Wales to:

- Ensure the broadest range of vulnerable groups can engage with the arts in Wales and are not excluded from participation. This should include identifying and delivering specific opportunities that enable people in vulnerable or disadvantaged groups and those in under-represented communities to benefit from the arts;
- Be pro-active about ensuring that the organisation is supporting the Welsh Government's commitment to being an age-friendly nation;
- Consider the opportunities you currently offer to looked after children and care leavers and how these could be improved;
- Review your current support for D/deaf communities and for those living with other disabilities, including hidden disabilities, and work towards a continued enhancement of these services.

3. Build an economy based on the principles of fair work, sustainability and the industries and services of the future

Aligning with strengthening our Economic Contract, our Programme for Government seeks to ensure a renewed focus on young people via the Young Person's Guarantee. Social partnership, sustainable jobs, disabled people's employment champions, and supporting local supply chains are key components of this commitment.

I would like Arts Council of Wales to:

- Build on the Economic Contract to develop the Cultural Contract, enabling fair work, inclusion and sustainability;
- Provide a new or improved range of options to support the young people of Wales into work – these could include apprenticeships, training, work experience and mentoring programmes and should be aligned with the Young Person's Guarantee;
- Use the new network of Disabled People's Employment Champions to help close the gap between disabled people and the rest of the working population;
- Work towards a minimum 30% target for working from home, based on a blended approach which is fair and equitable;
- Develop and strengthen your existing procurement processes to help support local supply chains;
- Build and strengthen local, regional, national and international partnerships for the benefit of Arts Council of Wales, the Welsh economy and the people of Wales.

4. Build a stronger, greener economy as we make maximum progress towards decarbonisation

Our Programme for Government has an emphasis on sustainable growth, and on new digital, economic and transport infrastructures that can help re-energise our communities.

I would like Arts Council of Wales to:

- Support the Welsh Government's commitment to achieving a zero-carbon economy by working to become carbon neutral by 2030;
- Support the Welsh Government's target of 45% of journeys being undertaken by sustainable modes by 2040;
- Review your current digital activity following the recent acceleration of digital activity during Covid-19. You should identify and address areas of weakness, look for examples of best practice within your organisation and by other organisations, and seek to build on the successes of 2020-21.

5. Embed our response to the climate and nature emergency in everything we do

The Welsh Government is focused on a green transformation as part of our ambition to address the climate emergency.

I would like Arts Council of Wales to:

- Focus on waste reduction across the whole of the organisation and work to achieve zero waste targets and towards abolishing the use of more commonly littered, single-use plastics;
- Work with organisations you fund to promote the use of separate recycling containers for food waste, paper and card, metal and plastics, glass, textiles and small waste electronic and electrical equipment within venues;
- Abolish the use of more commonly littered, single-use plastics;
- Procure low carbon products;
- Establish green champions in the work place;
- Ensure biodiversity impact is given due consideration as part of decision-making;
- Work with bodies such as WRAP Cymru and the Carbon Trust to inform policy decisions.

6. Continue our long-term programme of education reform, and ensure educational inequalities narrow and standards rise

The Welsh Government will work with children and young people, their families and the education workforce to ensure the best outcomes for learners, particularly those who are most vulnerable.

I would like Arts Council of Wales to:

- Work with the Welsh Government to extend and develop the Creative Learning through the Arts programme;
- Consider how the reform of the school day and school year may impact on your education services and on your Arts Portfolio members;
- Build on your successful involvement with the Summer of Fun in 2021 by considering how you could support a school holiday enrichment programme;
- Support the new curriculum in Wales;
- Develop future focused skills and employability programmes, encouraging young people into the sector;
- Establish apprenticeships and volunteering opportunities to support and develop the next generation workforce.

7. Celebrate diversity and move to eliminate inequality in all of its forms

We must work together to achieve positive change, recognising our common humanity whilst celebrating diversity and difference.

I would like Arts Council of Wales to:

- Consider how the governance of the Arts Council supports the principles of ['Reflecting Wales in Running Wales'](#) and move to urgently address any areas which require action – this must include improving diversity in the workforce and at Board level;
- Implement the goals of the Race Equality Action Plan, considering how the Arts Council of Wales will directly contribute to delivering an anti-racist Wales;
- Implement the goals of the LGBTQ+ Action Plan;
- In partnership with Amgueddfa Cymru – National Museum Wales, develop and deliver an Action Plan taking forward appropriate recommendations made in the three widening engagement reports published in August 2021. This work should be done collaboratively with communities.
- Address any remaining pay gaps based on gender, sexual orientation, ethnicity, disability, and other forms of discrimination which may exist in your organisation, and urgently address any ongoing pay disparities;
- Ensure the histories and cultures of our Black, Asian and Minority Ethnic communities are properly represented by the Arts Council of Wales and its delivery partners;
- Continue to strengthen your partnerships with voluntary organisations across the range of your responsibilities;
- Work with the new network of Disabled People's Employment Champions to help close the gap between disabled people and the rest of the working population;
- Develop equality and diversity champions encompassing all protected characteristics;
- Improve Arts Council of Wales' engagement with under-represented communities.

8. Push forward towards a million Welsh speakers, and enable our tourism, sports and arts industries to thrive

The Welsh Government's arts, culture and sports sponsored bodies are key partners in widening access to our heritage, harnessing creativity, and developing the sporting ability of the people of Wales. The Programme for Government commits to ensuring that you have the support you need to maintain your proper place on the world stage, and your role in projecting Wales to the world is just as important. You are also key partners in supporting our commitment to achieving a million Welsh speakers by 2050.

I would like Arts Council of Wales to:

- Drive forward the Programme for Government commitment to invest in our theatres, including Theatr Clwyd;
- In partnership with Amgueddfa Cymru – National Museum Wales, take forward the development and establishment of the National Contemporary Art Gallery;

- Respond to the Cymraeg 2050 strategy by continuing to increase the number of Welsh speakers, the use of the Welsh language, and by creating favourable conditions in which the Welsh language can thrive;
- Work in partnership with the National Centre for Learning Welsh;
- Contribute to the development of Wales' cultural tourism offer, helping to create impactful visitor experiences in attractive public spaces.
- To support the development and implementation of a new culture strategy for Wales

9. Make our cities, towns and villages even better places in which to live and work

Our Programme for Government commits to supporting our partners in local government, and, in relation to my portfolio responsibilities, it highlights how the Welsh Government wants to ensure that communities can thrive as centres of social exchange, leisure, sport and culture.

I would like Arts Council of Wales to:

- Work with local communities, groups, individuals and the creative sectors to share good practice and develop skills;
- Work with local communities, groups, individuals and the creative sectors to establish new and strong networks across Wales;
- Work with local communities, groups, individuals and creative sectors across Wales to enable access the Arts.

10. Lead Wales in a national civic conversation about our constitutional future, and give our country the strongest possible presence on the world stage

The Programme for Government highlights the importance of Wales' global relationships, of celebrating different cultures and embracing internationalism.

The Arts Council of Wales has an important role to play in projecting Wales to the world.

I would like the Arts Council of Wales to:

- Develop international cultural partnerships that bring benefit to Wales, encourage engagement with diverse histories, and enhance the international profile of Wales;
- Consider opportunities for learning exchange programmes;
- Ensure the best use of digital technology, digitisation and digital events as a means of enabling world-wide engagement with Welsh arts and culture;
- Engage with the Welsh diaspora.

ANNEX B: The Strategic Context

Other Strategic Priorities, Objectives and Commitments

In addition to the deliverables in Annex A, the work of Arts Council Wales could also play an important part in contributing to and delivering other Welsh Government policy priorities during this term of Government.

The Well-being of Future Generations (Wales) Act 2015 continues to be an important driver for our well-being priorities and our shared goals in Wales. The well-being objectives set out in the Programme for Government exist to support and enhance the delivery of these goals over this term of Government.

A Greener Wales

We are committed to addressing the climate and nature emergency. Welsh Government has set out its commitment to achieving net zero emissions by 2050 and has published its All Wales Net Zero plan: [Working Together to Reach Net Zero](#) (2021-2025). Our ambition is that the public sector will be carbon neutral by 2030, leading the way in delivering a Net Zero Wales. To support this work we have published the [Public Sector Net Zero Reporting Guide](#) and the Public Sector Route-map will provide a clear framework for how the sector will achieve net zero by 2030.

As well as reducing emissions we also need to build resilience to the impacts of climate change to ensure we can continue to deliver our key public services. The Climate Change Committee published its third Climate Change Risk Assessment for the UK, which highlights a range of risks and opportunities for the environment, communities and businesses resulting from a changing climate. The Welsh Public Sector must demonstrate it has understood and taken account of the risks and opportunities in delivering its services.

In March 2021, the Welsh Government published '[Beyond Recycling – a strategy to make the circular economy in Wales a reality](#)', which outlines our goals to become zero waste by 2050 and for making resource efficiency part of Welsh culture. Moving to a circular economy is essential to the delivery of key environmental actions.

A Fairer Wales

The Programme for Government shows how we intend to maximise fairness for all and eliminate inequality at every level of society. It looks at how we will address the systemic causes of inequality in all its forms.

During this term of Government we will publish a new Race Equality Action Plan (REAP) for Wales, and an action plan for advancing LGBTQ+ equality in Wales. These action plans should be read alongside our Strategic Equality Plan, Gender Equality Plan and Framework for Action on Disability. They are designed to achieve sustained change in the short, medium and long term, and our sponsored bodies must demonstrate a clear and pro-active response to achieving the goals set out in these plans.

We have already undertaken an audit of the Welsh Government's services for the D/deaf community and the Programme for Government also commits to taking action to support disabled people. There is still much to do to enable them to engage with the arts and this must be a priority.

We are committed to reaching out to and engaging with Wales' vulnerable groups, ensuring Wales is an age-friendly nation, and that poverty, social disadvantage, ill health and disability should not be a barrier to participation. The Welsh Government's sponsored bodies should keep their work with these groups under constant review and should be exemplars of good practice in widening access and tackling social exclusion, with the Arts Council of Wales taking clear responsibility for ensuring that vulnerable groups can engage appropriately with the arts in Wales.

A Healthier Wales

The Welsh Government believes that culture, the arts and sport offer a means of improving the health and wellbeing of a nation. Participation must therefore continue to be an area of focus. I would like to see the sponsored bodies in my portfolio engaging with new and diverse stakeholders, working with under-represented audiences and communities, and actively expressing the link between your work and the health and wellbeing of the people of Wales.

Other strategies and existing legislation

The Wellbeing of Future Generations (Wales) Act 2015 continues to be an important driver for our wellbeing priorities and shared goals in Wales. The wellbeing objectives set out in the Programme for Government exist to support and enhance the delivery of these goals over this new term of government.

Our **Economic Action Plan** is based on the principle of public investment with a social purpose. Central to the Plan is the Economic Contract that requires those receiving investment from the Welsh Government to demonstrate inclusive growth, fair work, promotion of health (with a special emphasis on mental health), skills and learning in the workplace, and progress in reducing carbon footprint.

Our commitment to fair work and sustainability and the industries and services of the future includes delivering the young person's guarantee and a promise of creating 125,000 all age apprenticeships. I expect you to seek opportunities to contribute to the Young Person's Guarantee and our goal of delivering 125,000 apprenticeships throughout the term of government.

Our Programme for Government commits to strengthening this Economic Contract and we will continue to monitor your progress in delivering against the pillars of this plan.

Our **Cultural Contract** aims to ensure that public funding for the arts has social, cultural and economic purposes. At the heart of the Cultural Contract are four commitments including improving the diversity of organisations' boards, workforce and programmes of work alongside increasing opportunities for individual artists and creative freelancers. I am aware that you are currently working with Creative Wales to

develop the detail of the Cultural Contract and I encourage you to reflect this in your future funding of the arts sector.

The Welsh Government's [International Strategy](#) outlines three priority ambitions, our existing partnerships and our priority international relationships. Important work is already being undertaken through the current service level agreement between your international team, Wales Arts International, and the Welsh Government. You should continue to work closely with the Welsh Government's International Relations Team during this term of government to both lead and contribute to campaigns, programmes and projects which help Wales stand out on the world stage.

Working with the Welsh diaspora and with targeted international partners for mutual economic, cultural and social benefit should be reflected in your strategic and operational plans.

The Arts Council of Wales is an important partner in terms of Welsh tourism. Growing the cultural tourism offer continues to be a priority and ['Welcome to Wales – Priorities for the visitor economy 2020-2025'](#) should be reflected in your business planning, and I urge you to create and maintain strong links with the Welsh Government's tourism development team in furthering this area of work.

The Welsh language

The [Cymraeg 2050 strategy](#) continues to be an area of focus in our efforts to achieve the wellbeing goal of a thriving Welsh language, and of reaching a million Welsh speakers by 2050. I expect the Welsh language to be thoroughly embedded in all that you do, celebrating bilingualism and enabling the people of Wales to use the language as part of their everyday lives. The results of the 2021 Census will be known during this term of Government, and we will update the Cymraeg 2050 work programme for the strategy, but the three main themes will remain – increasing the number of Welsh speakers, increasing the use of the Welsh language, and creating favourable conditions in which the Welsh language can thrive.

I am aware that the Arts Council has produced a Welsh Language Action Plan in response to earlier mapping research that you commissioned. We would encourage you to ensure that implementation of the Action Plan aligns with and supports the Welsh Government's objectives in this area.

Cultural strategy

During this term of Government we will create and publish a new cultural strategy for Wales which will define our cultural priorities for the years ahead. As key partners, I would like to see the sponsored bodies in my portfolio participating in the development of the new strategy and, once published, the strategy should underpin much of your long-term planning and operational activity.

A new Wales Infrastructure Investment Strategy will also be developed during this term of Government, linking decisions on capital investment with the delivery of key strategic outcomes. It is our expectation that capital grant recipients will provide quantitative evidence demonstrating how the investment is helping to deliver those outcomes.

Digital Strategy for Wales

The Digital Strategy seeks to achieve a real digital transformation of public services and provides an opportunity to support the ways of working described in the Well-being of Future Generations (Wales) Act. I would like you to ensure that as far as possible, all your services are available online and that people will choose to use these services because they are well-designed and easy to use. Please identify opportunities to work with partners in the arts sector on digital initiatives to promote engagement with the arts and to promote learning, education and enjoyment.

Dawn Bowden AS/MS
Dirprwy Weinidog y Celfyddydau a Chwaraeon, a'r Prif Chwip
Deputy Minister for Arts and Sport, and Chief Whip



Llywodraeth Cymru
Welsh Government

Mr Ashok Ahir
Interim President - The National Library of Wales
Ffordd Penglais
Aberystwyth
SY23 3BU

22 December 2021

Dear Ashok,

Term of Government Remit Letter for The National Library of Wales

I would like to convey my thanks to the National Library of Wales for the important work it has undertaken in responding to the Covid-19 pandemic. The sponsored bodies in my portfolio have shown leadership, adaptability and resilience during challenging circumstances. We must now move to ensure the Welsh Government's investment supports the recovery of our sectors, our people and of Wales as a whole. Despite the very severe challenges it has presented, there is an opportunity for us to seek the positive learning from Covid-19, and to maintain the momentum achieved on the enhanced access to culture via digitisation, new digital technologies and digital events.

I expect the Library to continue to fulfil the statutory responsibilities set out in your Royal Charter, functioning as the only legal deposit library in Wales, and maintaining the Library's status as a Place of Deposit for public records and an Accredited Archive Service. Our Programme for Government outlines the Welsh Government's priorities and its commitments to the people of Wales. In return for the grant in aid funding the Welsh Government provides, I ask the National Library of Wales to consider how it can deliver its objectives in a way that is consistent with the values of the Welsh Government.

Our shared goals should be:

- Decarbonisation;
- Addressing all inequality and achieving an anti-racist Wales;
- Improving access and participation for all;
- Promoting health and well-being;
- Creating opportunities for young people; and
- Projecting a powerful and positive image of Wales to the world.

At Annex A, I have outlined areas where I feel the National Library of Wales can contribute to delivering the Programme for Government. The current strategic context for the work of Welsh Government's sponsored bodies is captured at Annex B.

Partnership working is important in achieving our common aims. I am convinced that the sponsored bodies within my portfolio could achieve so much more by working collaboratively, and I encourage you to work together as cultural leaders to maximise your impact.

Widening access and participation, improving income generation and maintaining the financial stability of the Library are fundamental expectations. I am convinced that the National Library of Wales should not just reflect contemporary Wales but be at the heart of it.

You should continue with the implementation of the recommendations of the Tailored Review and work to have this programme of activity completed in the early part of this Term of Government. Delivering the National Broadcast Archive and ensuring the people of Wales are able to engage with its contents must also be a key focus.

I would like to remind you of your legal duty under the [Children and Families \(Wales\) Measure 2010](#). Under Part 1, the Measure requires you to publish child poverty objectives as part of a strategy for contributing to the eradication of child poverty in Wales. I would like you to think about actions which support the well-being of children and young people living in poverty, and encourage you to consider opportunities to discharge your legal obligations under the duty within your existing organisational processes.

In line with the Framework Document, which underpins the relationship between The National Library of Wales and the Welsh Government, you should now move to review your business plans, demonstrating how you will deliver against the areas outlined in this letter and its appendices.

The need for The National Library of Wales to act independently on a day-to-day basis is clear, and it is my intention that our relationship will continue to be based on mutual trust and respect, and on open and honest communication.

There is much to do, but I am convinced that my portfolio can make a positive and lasting difference to people's lives. I look forward to working with you to achieve this.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Dawn Bowden', written in a cursive style.

Dawn Bowden AS/MS
Deputy Minister for Arts and Sport, and Chief Whip

cc Pedr ap Llwyd

ANNEX A: Key Deliverables

For each of these key deliverables my officials will work with you to determine, and agree appropriate performance indicators in advance of the financial year 2022-23. These performance indicators should be reported quarterly, as part of the regular monitoring arrangements, and throughout the duration of this term of Government.

1. Provide effective, high quality and sustainable healthcare

Our Programme for Government emphasises improving mental health provision and has a focus on prevention, supporting people to live healthy lives, tackling stigma in mental health, and introducing an all-Wales framework to roll out social prescribing as a means of tackling isolation.

I would like the National Library of Wales to:

- Implement ways of supporting good mental health across the organisation, ensuring that there is no stigma attached to mental health issues;
- Ensure that the workforce is appropriately trained to support those suffering from mental health issues;
- Engage with the development of the proposed all-Wales framework for social prescribing, and, specifically, work to identify areas where the Library could support social prescribing to tackle isolation and support well-being.

2. Protect, re-build and develop our services for vulnerable people

The focus of the Programme for Government in this area relates to integrated care services, supporting vulnerable citizens, including children, young people and families who face the greatest challenges. I believe our sponsored bodies should help the people of Wales to live meaningful lives, and you should consider how you can improve your support to people in vulnerable and / or disadvantaged groups.

I would like the National Library of Wales to:

- Ensure that the broadest range of vulnerable groups can engage with Welsh culture and are not excluded from participation. This should include identifying and delivering specific opportunities that enable people in vulnerable or disadvantaged groups and those in under-represented communities to benefit from the services you offer;
- Be pro-active about ensuring that the organisation is supporting Welsh Government's commitment to being an age-friendly nation;
- Consider the opportunities you currently offer to looked after children and care leavers and how these could be improved;
- Review your current support for D/deaf communities and for those living with other disabilities, including hidden disabilities, and work towards a continued enhancement of these services.

3. Build an economy based on the principles of fair work, sustainability and the industries and services of the future

Aligning with strengthening our Economic Contract, our Programme for Government seeks to ensure a renewed focus on young people via the Young Person's Guarantee. Social partnership, sustainable jobs, disabled people's employment champions, and supporting local supply chains are key components of this commitment.

I would like the National Library of Wales to:

- Provide a new or improved range of options to support the young people of Wales into work – these could include apprenticeships, training, work experience and mentoring programmes and should be aligned with the Young Person's Guarantee;
- Use the new network of Disabled People's Employment Champions to help close the gap between disabled people and the rest of the working population;
- Work towards a minimum 30% target for working from home, based on a blended approach which is fair and equitable;
- Develop and strengthen your existing procurement processes to help support local supply chains;
- Seek to increase its financial sustainability, supported by appropriate income generation activity;
- Build and strengthen local, regional, national and international partnerships for the benefit of National Library of Wales, the Welsh economy and the people of Wales.

4. Build a stronger, greener economy as we make maximum progress towards decarbonisation

Our Programme for Government has an emphasis on sustainable growth, and on new digital, economic and transport infrastructures that can help re-energise our communities.

I would like the National Library of Wales to:

- Support the Welsh Government's commitment to achieving a zero-carbon economy by working to become carbon neutral by 2030;
- Support the Welsh Government's target of 45% of journeys being undertaken by sustainable modes by 2040;
- Review your current digital activity following the recent acceleration of digital engagement during Covid-19. You should identify and address areas of weakness, look for examples of best practice within your own organisation and by other organisations, and seek to build on the successes of 2020-21. Continue to develop capability in the curation and preservation of born-digital material.

5. Embed our response to the climate and nature emergency in everything we do

The Welsh Government is focused on a green transformation as part of our ambition to address the climate emergency.

I would like the National Library of Wales to:

- Focus on waste reduction across the whole of the organisation and work to achieve zero waste targets and abolishing the use of more commonly littered, single-use plastics;
- Procure low carbon products;
- Establish green champions in the work place;
- Ensure biodiversity impact is given due consideration as part of decision-making;
- Work with bodies such as WRAP Cymru and the Carbon Trust to inform policy decisions in response to the climate and nature emergency.

6. Continue our long-term programme of education reform, and ensure educational inequalities narrow and standards rise

The Welsh Government will work with children and young people, their families and the education workforce to ensure the best outcomes for learners, particularly those who are most vulnerable.

I would like the National Library of Wales to:

- Consider how the reform of the school day and school year may impact on your education services;
- Consider how you could support a school holiday enrichment programme;
- Support the new curriculum in Wales;
- Develop future focused skills and employability programmes, encouraging young people into the sector and ensuring specialist skills can be shared;
- Establish apprenticeships and volunteering opportunities to support and develop the next generation workforce;
- Support researchers and the academic community.

7. Celebrate diversity and move to eliminate inequality in all of its forms

We must work together to achieve positive change, recognising our common humanity whilst celebrating diversity and difference.

I would like the National Library of Wales to:

- Consider how the governance of the Library supports the principles of ['Reflecting Wales in Running Wales'](#) and move to urgently address any areas which require action – this must include improving diversity in the workforce and at Board level;
- Implement the goals of the Race Equality Action Plan, considering how the National Library of Wales will directly contribute to delivering an anti-racist Wales;

- Implement the goals of the LGBTQ+ Action Plan;
- Address any remaining pay gaps based on gender, sexual orientation, ethnicity, disability, and other forms of discrimination which may exist in your organisation, and urgently address any ongoing pay disparities;
- Ensure the histories and cultures of our Black, Asian and Minority Ethnic communities are properly represented by The National Library of Wales and its delivery partners;
- Continue to strengthen partnerships with voluntary organisations across the range of your responsibilities;
- Work with the new network of Disabled People's Employment Champions to help close the gap between disabled people and the rest of the working population;
- Develop equality and diversity champions encompassing all protected characteristics;
- Improve the Library's engagement with under-represented communities.

8. Push forward towards a million Welsh speakers, and enable our tourism, sports and arts industries to thrive

The Welsh Government's culture and sports sponsored bodies are key partners in widening access to our heritage, harnessing creativity, and developing the sporting ability of the people of Wales. The Programme for Government commits to ensuring that you have the support you need to maintain your proper place on the world stage, and, equally, your role in projecting Wales to the world is important. You are also a key partner in supporting our commitment to achieving a million Welsh speakers by 2050.

I would like the National Library of Wales to:

- Work with Amgueddfa Cymru and other key partners to drive forward the establishment of the National Contemporary Art Gallery's presence in mid-Wales;
- Develop Wales' cultural tourism offer at the Library in Aberystwyth and at its satellite sites, ensuring impactful visitor experiences in attractive public spaces;
- Ensure that the Library is a family-friendly visitor destination;
- Successfully deliver the National Broadcast Archive and a strong and far-reaching community engagement programme related to this initiative;
- Work to protect Welsh place names;
- Ensure that the Library delivers a comprehensive and bilingual education programme;
- Respond to the Cymraeg 2050 strategy by continuing to increase the number of Welsh speakers, the use of the Welsh language, and creating favourable conditions in which the Welsh language can thrive;
- To support the development and implementation of a new culture strategy for Wales
- Work in partnership with the National Centre for Learning Welsh;
- Develop a long-term plan for the care and maintenance of the Library's iconic building and collections, including a strategic plan for appropriate storage facilities for the Library's collections.

9. Make our cities, towns and villages even better places in which to live and work

Our Programme for Government commits to supporting our partners in local government, and, in relation to my portfolio responsibilities, it highlights how the Welsh Government wants to ensure that communities can thrive as centres of social exchange, leisure, sport and culture.

I would like the National Library of Wales to:

- Work with local libraries, archives and museums sectors to share good practice and develop skills;
- Work with local libraries, archives and museums sectors to raise awareness of, and improve the reach of the national collections;
- Continue to work with local libraries to further develop the National Digital Library Service for Wales;
- Work to develop the bilingual interface for the Archives Hub;
- Work to enhance the local sectors' engagement with the National Library's crowdsourcing platform;
- Continue to develop the National Library's volunteer programme.

10. Lead Wales in a national civic conversation about our constitutional future, and give our country the strongest possible presence on the world stage

The Programme for Government highlights the importance of Wales' global relationships, of celebrating different cultures and embracing internationalism.

The National Library of Wales has an important role to play in projecting Wales to the world.

I would like the National Library of Wales to:

- Develop international cultural partnerships that bring benefit to Wales, encourage engagement with diverse histories, and enhance the international profile of the Library and of Wales;
- Consider opportunities for learning exchange programmes;
- Ensure the best use of digital technology, digitisation and digital events as a means of enabling world-wide engagement with Welsh culture;
- Engage with the Welsh diaspora.

ANNEX B: The Strategic Context

Other Strategic Priorities, Objectives and Commitments

In addition to the deliverables in Annex A, the work of the National Library of Wales Wales could also play an important part in contributing to and delivering other Welsh Government policy priorities during this term of Government.

The Well-being of Future Generations (Wales) Act 2015 continues to be an important driver for our well-being priorities and our shared goals in Wales. The well-being objectives set out in the Programme for Government exist to support and enhance the delivery of these goals over this term of Government.

A Greener Wales

We are committed to addressing the climate and nature emergency. Welsh Government has set out its commitment to achieving net zero emissions by 2050 and has published its All Wales Net Zero plan: [Working Together to Reach Net Zero](#) (2021-2025). Our ambition is that the public sector will be carbon neutral by 2030, leading the way in delivering a Net Zero Wales. To support this work we have published the [Public Sector Net Zero Reporting Guide](#) and the Public Sector Route-map will provide a clear framework for how the sector will achieve net zero by 2030.

As well as reducing emissions we also need to build resilience to the impacts of climate change to ensure we can continue to deliver our key public services. The Climate Change Committee published its third Climate Change Risk Assessment for the UK, which highlights a range of risks and opportunities for the environment, communities and businesses resulting from a changing climate. The Welsh Public Sector must demonstrate it has understood and taken account of the risks and opportunities in delivering its services.

In March 2021, the Welsh Government published [‘Beyond Recycling – a strategy to make the circular economy in Wales a reality’](#), which outlines our goals to become zero waste by 2050 and for making resource efficiency part of Welsh culture. Moving to a circular economy is essential to the delivery of key environmental actions.

A Fairer Wales

The Programme for Government shows how we intend to maximise fairness for all and eliminate inequality at every level of society. It looks at how we will address the systemic causes of inequality in all its forms.

During this term of Government we will publish a new Race Equality Action Plan (REAP) for Wales, and an action plan for advancing LGBTQ+ equality in Wales. These action plans should be read alongside our Strategic Equality Plan, Gender Equality Plan and Framework for Action on Disability. They are designed to achieve sustained change in the short, medium and long term, and our sponsored bodies must demonstrate a clear and pro-active response to achieving the goals set out in these plans.

We have already undertaken an audit of the Welsh Government's services for the D/deaf community and the Programme for Government also commits to taking action to support disabled people. There is still much to do to enable them to engage with culture and this must be a priority.

We are committed to reaching out to and engaging with Wales' vulnerable groups, ensuring Wales is an age-friendly nation, and that poverty, social disadvantage, ill health and disability should not be a barrier to participation. The Welsh Government's sponsored bodies should keep their work with these groups under constant review and should be exemplars of good practice in widening access and tackling social exclusion, with the National Library of Wales taking clear responsibility for ensuring that vulnerable groups can engage appropriately with culture in Wales.

A Healthier Wales

The Welsh Government believes that culture, the arts and sport offer a means of improving the health and wellbeing of a nation. Participation must therefore continue to be an area of focus. I would like to see the sponsored bodies in my portfolio engaging with new and diverse stakeholders, working with under-represented audiences and communities, and actively expressing the link between your work and the health and wellbeing of the people of Wales.

Other strategies and existing legislation

The Wellbeing of Future Generations (Wales) Act 2015 continues to be an important driver for our wellbeing priorities and shared goals in Wales. The wellbeing objectives set out in the Programme for Government exist to support and enhance the delivery of these goals over this new term of government.

Our **Economic Action Plan** is based on the principle of public investment with a social purpose. Central to the Plan is the Economic Contract that requires those receiving investment from the Welsh Government to demonstrate inclusive growth, fair work, promotion of health (with a special emphasis on mental health), skills and learning in the workplace, and progress in reducing carbon footprint.

Our commitment to fair work and sustainability and the industries and services of the future includes delivering the young person's guarantee and a promise of creating 125,000 all age apprenticeships. I expect you to seek opportunities to contribute to the Young Person's Guarantee and our goal of delivering 125,000 apprenticeships throughout the term of government.

Our Programme for Government commits to strengthening this Economic Contract and we will continue to monitor your progress in delivering against the pillars of this plan.

Our **Cultural Contract** aims to ensure that public funding for culture and creativity has social, cultural and economic purposes. At the heart of the Cultural Contract are four commitments including improving the diversity of organisations' boards, workforce and programmes of work alongside increasing opportunities for individual artists and creative freelancers.

Welsh Government's [International Strategy](#) outlines three priority ambitions, our existing partnerships and our priority international relationships. Culture, Arts and Sport sponsored bodies should work closely with the Welsh Government's International Relations Team during this term of government to both lead and contribute to campaigns, programmes and projects which help Wales stand out on the world stage.

Working with the Welsh diaspora and with targeted international partners for mutual economic, cultural and social benefit should be reflected in your strategic and operational plans.

The National Library is an important partner in terms of Welsh tourism. Growing the cultural tourism offer continues to be a priority and '[Welcome to Wales – Priorities for the visitor economy 2020-2025](#)' should be reflected in your business planning, and I urge you to create and maintain strong links with the Welsh Government's tourism development team in furthering this area of work.

The Welsh language

The [Cymraeg 2050 strategy](#) continues to be an area of focus in our efforts to achieve the wellbeing goal of a thriving Welsh language, and of reaching a million Welsh speakers by 2050. I expect the Welsh language to be thoroughly embedded in all that you do, celebrating bilingualism and enabling the people of Wales to use the language as part of their everyday lives. The results of the 2021 Census will be known during this term of Government, and we will update the Cymraeg 2050 work programme for the strategy, but the three main themes will remain – increasing the number of Welsh speakers, increasing the use of the Welsh language, and creating favourable conditions in which the Welsh language can thrive.

Cultural strategy

During this term of Government we will create and publish a new cultural strategy for Wales which will define our cultural priorities for the years ahead. As key partners, I would like to see the sponsored bodies in my portfolio participating in the development of the new strategy and, once published, the strategy should underpin much of your long-term planning and operational activity.

A new Wales Infrastructure Investment Strategy will also be developed during this term of Government, linking decisions on capital investment with the delivery of key strategic outcomes. It is an expectation that capital grant recipients will provide quantitative evidence demonstrating how the investment is helping to deliver those outcomes.

Digital Strategy for Wales

The Digital Strategy seeks to achieve a real digital transformation of public services and provides an opportunity to support the ways of working described in the Well-being of Future Generations (Wales) Act. I would like you to ensure that as far as possible all your services are available online, and that people will choose to use these

services because they are well designed and easy to use. Please identify opportunities to work with partners in the cultural heritage sector on digital initiatives to promote use of your collections and resources and to promote learning, education and enjoyment.

Dawn Bowden AS/MS
Dirprwy Weinidog y Celfyddydau a Chwaraeon, a'r Prif Chwip
Deputy Minister for Arts and Sport, and Chief Whip



Llywodraeth Cymru
Welsh Government

Nancy Edwards
Chair
Royal Commission on the Ancient and Historical Monuments of Wales
Ffordd Penglais
Aberystwyth
SY23 3BU

22 December 2021

Dear Nancy,

Term of Government Remit Letter for the Royal Commission on the Ancient and Historical Monuments of Wales

I would like to convey my thanks to the Royal Commission on the Ancient and Historical Monuments of Wales (the Royal Commission) for the important work it has undertaken in responding to the Covid-19 pandemic. The sponsored bodies in my portfolio have shown leadership, adaptability and resilience during challenging circumstances. We must now move to ensure that the Welsh Government's investment supports the recovery of our sectors, our people and of Wales as a whole. Despite the very severe challenges it has presented, there is an opportunity for us to seek the positive learning from Covid-19, and to maintain the momentum achieved on the enhanced access to culture via digitisation, new digital technologies, and digital events.

Our Programme for Government outlines the Welsh Government's priorities and its commitments to the people of Wales. In return for the grant funding the Welsh Government provides, I ask the Royal Commission to consider how it can deliver its responsibilities in a way that is consistent with the values of the Welsh Government.

Our shared goals should be:

- Decarbonisation;
- Addressing all inequality and achieving an anti-racist Wales;
- Improving access and participation for all;
- Promoting health and well-being;
- Creating opportunities for young people; and
- Projecting a powerful and positive image of Wales to the world.

At Annex A, I have outlined the areas where I feel the Royal Commission can contribute to delivering the Programme for Government. The current strategic context for the work of the Welsh Government's sponsored bodies is captured at Annex B.

The Royal Commission will be a key delivery partner for a number of Programme for Government commitments, including protecting Welsh language place names. I look forward to receiving your valuable support and expertise in taking these commitments forward.

Partnership working is important in achieving our aim of widening access, participation and engagement. I am convinced that the sponsored bodies within my portfolio could achieve so much more when working collaboratively, and I encourage you to work together as cultural leaders to maximise your impact.

In addition to the Royal Commission's core work, as laid out in its Royal Warrant, maintaining your statutory responsibilities and professional standards including your status as a recognised Place of Deposit for public records and retaining Archive Service Accreditation, I see further opportunities for the Royal Commission to contribute positively to the delivery of the Programme for Government. This includes expanding your work promoting the List of Historic Place Names and the Historic Environment and Climate Change Sector Adaptation Plan, as well as developing new initiatives in response to our core objectives.

In line with the Framework Document, which underpins the relationship between the Royal Commission and the Welsh Government, you should now move to review your business plans, demonstrating how you will deliver against the areas outlined in this letter and its appendices.

There is much to do, but I am convinced that my portfolio can make a positive and lasting difference to people's lives. I look forward to working with you to achieve this.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Dawn Bowden', written in a cursive style.

**Dawn Bowden AS/MS
Deputy Minister for Arts and Sport, and Chief Whip**

cc Christopher Catling, Secretary

ANNEX A: Key Deliverables

For each of these key deliverables my officials will work with you to determine, and agree appropriate performance indicators in advance of the financial year 2022-23. These performance indicators should be reported quarterly, as part of the regular monitoring arrangements, and throughout the duration of this term of Government.

1. Provide effective, high quality and sustainable healthcare

Our Programme for Government emphasises improving mental health provision and has a focus on prevention, supporting people to live healthy lives, tackling stigma in mental health, and introducing an all-Wales framework to roll out social prescribing as a means of tackling isolation.

I would like the Royal Commission to:

- Implement ways of supporting good mental health across the organisation, ensuring that there is no stigma attached to mental health issues;
- Ensure that the workforce is appropriately trained to support those suffering from mental health issues;
- Engage with the development of the proposed all-Wales framework for social prescribing, and, specifically, work to identify areas where the Royal Commission could support social prescribing to tackle isolation and support well-being.

2. Protect, re-build and develop our services for vulnerable people

The focus of the Programme for Government in this area relates to integrated care services, supporting vulnerable citizens, including children, young people and families who face the greatest challenges. I believe our sponsored bodies should help the people of Wales to live meaningful lives, and you should consider how you can improve your support to people in vulnerable and / or disadvantaged groups.

I would like the Royal Commission to:

- Ensure that the broadest range of vulnerable groups can engage with Welsh culture and are not excluded from participation. This should include identifying and delivering specific opportunities that enable people in vulnerable or disadvantaged groups and those in under-represented communities to benefit from the services you offer.
- Be pro-active about ensuring that the organisation is supporting the Welsh Government's commitment to being an age-friendly nation;
- Review your current support for D/deaf communities and for those living with other disabilities, including hidden disabilities, and work towards a continued enhancement of these services.

3. Build an economy based on the principles of fair work, sustainability and the industries and services of the future

Aligning with strengthening our Economic Contract, our Programme for Government seeks to ensure a renewed focus on young people via the Young Person's Guarantee. Social partnership, sustainable jobs, disabled people's employment champions, and supporting local supply chains are key components of this commitment.

I would like the Royal Commission to:

- Provide a new or improved range of options to support the young people of Wales into work – these could include apprenticeships, training, work experience and mentoring programmes and should be aligned with the Young Person's Guarantee;
- Use the new network of Disabled People's Employment Champions to help close the gap between disabled people and the rest of the working population;
- Work towards a minimum 30% target for working from home;
- Develop and strengthen your existing procurement processes to help support local supply chains.

4. Build a stronger, greener economy as we make maximum progress towards decarbonisation

Our Programme for Government has an emphasis on sustainable growth, and on new digital, economic and transport infrastructures that can help re-energise our communities.

I would like the Royal Commission to:

- Work to protect Welsh place names by leading a task and finish group who will identify, develop and make recommendations to the Royal Commission on how they can enhance and promote the list of historic place names;
- Support the Welsh Government's commitment to achieving a zero-carbon economy by working to become carbon neutral by 2030;
- Support the Welsh Government's target of 45% of journeys being undertaken by sustainable modes by 2040;
- Review your current digital activity following the recent acceleration of digital engagement during Covid-19. You should identify and address areas of weakness, look for examples of best practice within your own organisation and by other organisations, and seek to build on the successes of 2020-21.

5. Embed our response to the climate and nature emergency in everything we do

The Welsh Government is focused on a green transformation as part of our ambition to address the climate emergency.

I would like the Royal Commission to:

- Continue your work contributing to the delivery of the Historic Environment and the Climate Change in Wales Sector Adaptation Plan, taking leadership for areas of work related to Royal Commission expertise;
- Reduce waste across the organisation to achieve zero waste targets;
- Establish green champions in the work place;
- Ensure biodiversity impact is given due consideration as part of decision-making.

6. Continue our long-term programme of education reform, and ensure educational inequalities narrow and standards rise

The Welsh Government will work with children and young people, their families and the education workforce to ensure the best outcomes for learners, particularly those who are most vulnerable.

I would like the Royal Commission to:

- Work with partners in the cultural sector to develop a school holiday enrichment programme;
- Support the new curriculum in Wales.

7. Celebrate diversity and move to eliminate inequality in all of its forms

We must work together to achieve positive change, recognising our common humanity whilst celebrating diversity and difference.

I would like the Royal Commission to:

- Consider how the governance of your organisation supports the principles of ['Reflecting Wales in Running Wales'](#) and move urgently to address any areas which require action and develop a plan for improving diversity in the workforce and at board level';
- Implement the goals of the Race Equality Action Plan and of the LGBTQ+ Action Plan;
- Ensure the histories and cultures of our Black, Asian and Minority Ethnic communities are properly represented by the Royal Commission and its delivery partners
- Strengthen your partnership with voluntary organisations across the range of your responsibilities
- Develop equality and diversity champions encompassing all protected characteristics, and improve the Commission's engagement with hard to reach communities.

8. Push forward towards a million Welsh speakers, and enable our tourism, sports and arts industries to thrive

The Welsh Government's culture and sports sponsored bodies are key partners in widening access to our heritage, harnessing creativity, and developing the sporting ability of the people of Wales. The Programme for Government commits to ensuring that you have the support you need to maintain your proper place on the world stage, and, equally, your role in projecting Wales to the world is important. You are also a key partner in supporting our commitment to achieving a million Welsh speakers by 2050.

I would like the Royal Commission to:

- Continue to support the protection and management of the newly inscribed Slate Landscape of North West Wales World Heritage Site by contributing to its management groups and delivering actions in the Property Management Plan including bi-lingual publication of Caring For Slate Landscapes of Wales;
- Respond to the Cymraeg 2050 strategy by continuing to increase the number of Welsh speakers, the use of the Welsh language, and by creating favourable conditions in which the Welsh language can thrive.
- To support the development and implementation of a new culture strategy for Wales

9. Make our cities, towns and villages even better places in which to live and work

Our Programme for Government commits to supporting our partners in local government, and, in relation to my portfolio responsibilities, it highlights how the Welsh Government wants to ensure that communities can thrive as centres of social exchange, leisure, sport and culture.

I would like the Royal Commission to:

- Support the active management of the historic environment;
- Provide support for local authority conservation services and work with Cadw on the identification of priorities for the recording of historic assets at risk;
- Support participation in discovering and sharing diverse heritage at a local level;
- Continue to work with Cadw to identify priority C20 buildings to record, and to encourage community engagement with this activity.

10. Lead Wales in a national civic conversation about our constitutional future, and give our country the strongest possible presence on the world stage

The Programme for Government highlights the importance of Wales' global relationships, of celebrating different cultures and embracing internationalism.

The Royal Commission has an important role to play in projecting Wales to the world.

I would like the Royal Commission to:

- Develop international cultural partnerships that bring benefit to Wales, encourage engagement with diverse histories, and enhance the international profile of Wales;
- Consider opportunities for learning exchange programmes;
- Ensure the best use of digital technology, digitisation and digital events in your outreach activities as a means of enabling world-wide engagement with Welsh culture;
- Engage with the Welsh diaspora.

ANNEX B: The Strategic Context

Other Strategic Priorities, Objectives and Commitments

In addition to the deliverables in Annex A, the work of the Royal Commission could also play an important part in contributing to and delivering other Welsh Government policy priorities during this term of Government.

The Well-being of Future Generations (Wales) Act 2015 continues to be an important driver for our well-being priorities and our shared goals in Wales. The well-being objectives set out in the Programme for Government exist to support and enhance the delivery of these goals over this term of Government.

A Greener Wales

We are committed to addressing the climate and nature emergency. Welsh Government has set out its commitment to achieving net zero emissions by 2050 and has published its All Wales Net Zero plan: [Working Together to Reach Net Zero](#) (2021-2025). Our ambition is that the public sector will be carbon neutral by 2030, leading the way in delivering a Net Zero Wales. To support this work we have published the [Public Sector Net Zero Reporting Guide](#) and the Public Sector Route-map will provide a clear framework for how the sector will achieve net zero by 2030.

As well as reducing emissions we also need to build resilience to the impacts of climate change to ensure we can continue to deliver our key public services. The Climate Change Committee published its third Climate Change Risk Assessment for the UK, which highlights a range of risks and opportunities for the environment, communities and businesses resulting from a changing climate. The Welsh Public Sector must demonstrate it has understood and taken account of the risks and opportunities in delivering its services.

In this context I am aware that the Royal Commission has played a significant role in the development of the historic environment sector adaptation plan (SAP), and I am keen to see the Royal Commission continue to contribute through the implementation and delivery phases of the plan.

In March 2021, the Welsh Government published '[Beyond Recycling – a strategy to make the circular economy in Wales a reality](#)', which outlines our goals to become zero waste by 2050 and for making resource efficiency part of Welsh culture. Moving to a circular economy is essential to the delivery of key environmental actions.

A Fairer Wales

The Programme for Government shows how we intend to maximise fairness for all and eliminate inequality at every level of society. It looks at how we will address the systemic causes of inequality in all its forms.

During this term of Government we will publish a new Race Equality Action Plan (REAP) for Wales, and an action plan for advancing LGBTQ+ equality in Wales. These

action plans should be read alongside our Strategic Equality Plan, Gender Equality Plan and Framework for Action on Disability. They are designed to achieve sustained change in the short, medium and long term, and our sponsored bodies must demonstrate a clear and pro-active response to achieving the goals set out in these plans.

We have already undertaken an audit of the Welsh Government's services for the D/deaf community and the Programme for Government also commits to taking action to support disabled people. There is still much to do to enable them to engage with culture and this must be a priority.

We are committed to reaching out to and engaging with Wales' vulnerable groups, ensuring Wales is an age-friendly nation, and that poverty, social disadvantage, ill health and disability should not be a barrier to participation. The Welsh Government's sponsored bodies should keep their work with these groups under constant review and should be exemplars of good practice in widening access and tackling social exclusion.

A Healthier Wales

The Welsh Government believes that culture, the arts and sport offer a means of improving the health and wellbeing of a nation. Participation must therefore continue to be an area of focus. I would like to see the sponsored bodies in my portfolio engaging with new and diverse stakeholders, working with under-represented audiences and communities, and actively expressing the link between your work and the health and wellbeing of the people of Wales.

Other strategies and existing legislation

The Wellbeing of Future Generations (Wales) Act 2015 continues to be an important driver for our wellbeing priorities and shared goals in Wales. The wellbeing objectives set out in the Programme for Government exist to support and enhance the delivery of these goals over this new term of government.

Our **Economic Action Plan** is based on the principle of public investment with a social purpose. Central to the Plan is the Economic Contract that requires those receiving investment from the Welsh Government to demonstrate inclusive growth, fair work, promotion of health (with a special emphasis on mental health), skills and learning in the workplace, and progress in reducing carbon footprint.

Our commitment to fair work and sustainability and the industries and services of the future includes delivering the young person's guarantee and a promise of creating 125,000 all age apprenticeships. I expect you to seek opportunities to contribute to the Young Person's Guarantee and our goal of delivering 125,000 apprenticeships throughout the term of Government.

Our Programme for Government commits to strengthening this Economic Contract and we will continue to monitor your progress in delivering against the pillars of this plan.

Our **Cultural Contract** aims to ensure that public funding for culture and creativity has social, cultural and economic purposes. At the heart of the Cultural Contract are four commitments including improving the diversity of organisations' boards, workforce and programmes of work alongside increasing opportunities for individual artists and creative freelancers.

Welsh Government's [International Strategy](#) outlines three priority ambitions, our existing partnerships and our priority international relationships. Culture, Arts and Sport sponsored bodies should work closely with the Welsh Government's International Relations Team during this term of government to both lead and contribute to campaigns, programmes and projects which help Wales stand out on the world stage.

Working with the Welsh diaspora and with targeted international partners for mutual economic, cultural and social benefit should be reflected in your strategic and operational plans.

The Royal Commission is an important partner in terms of Welsh tourism. Growing the cultural tourism offer continues to be a priority and ['Welcome to Wales – Priorities for the visitor economy 2020-2025'](#) should be reflected in your business planning.

The Welsh language

The [Cymraeg 2050 strategy](#) continues to be an area of focus in our efforts to achieve the wellbeing goal of a thriving Welsh language, and of reaching a million Welsh speakers by 2050. I expect the Welsh language to be thoroughly embedded in all that you do, celebrating bilingualism and enabling the people of Wales to use the language as part of their everyday lives. The results of the 2021 Census will be known during this term of Government, and we will update the Cymraeg 2050 work programme for the strategy, but the three main themes will remain – increasing the number of Welsh speakers, increasing the use of the Welsh language, and creating favourable conditions in which the Welsh language can thrive.

Cultural strategy

During this term of Government we will create and publish a new cultural strategy for Wales which will define our cultural priorities for the years ahead. As key partners, I would like to see the sponsored bodies in my portfolio participating in the development of the new strategy and, once published, the strategy should underpin much of your long-term planning and operational activity.

A new Wales Infrastructure Investment Strategy will also be developed during this term of Government, linking decisions on capital investment with the delivery of key strategic outcomes. It is an expectation that capital grant recipients will provide quantitative evidence demonstrating how the investment is helping to deliver those outcomes.

Digital Strategy for Wales

The Digital Strategy seeks to achieve a real digital transformation of public services and provides an opportunity to support the ways of working described in the Well-being of Future Generations (Wales) Act. I would like you to ensure that as far as possible all your services are available online, and that people will choose to use these services because they are well designed and easy to use. Please identify opportunities to work with partners in the cultural heritage sector on digital initiatives to promote use of your collections and resources and to promote learning, education and enjoyment.

Dawn Bowden AS/MS
Dirprwy Weinidog y Celfyddydau a Chwaraeon, a'r Prif Chwip
Deputy Minister for Arts and Sport, and Chief Whip



Llywodraeth Cymru
Welsh Government

Lawrence Conway
Chair – Sport Wales
Sophia Gardens
Cardiff
CF11 9SW

22 December 2021

Dear Lawrence,

Term of Government Remit Letter for Sport Wales

I would like to convey my thanks to Sport Wales for the important work it has undertaken in responding to the Covid-19 pandemic. The sponsored bodies in my portfolio have shown leadership, adaptability and resilience during challenging circumstances. We must now move to ensure Welsh Government investment supports the recovery of our sectors, our people and of Wales as a whole. Despite the very severe challenges it has presented, there is an opportunity for us to seek the positive learning from Covid-19 and to build on the increased awareness of the importance of sport to people's physical and mental health and wellbeing.

Our Programme for Government outlines the Welsh Government's priorities and its commitments to the people of Wales. Sport is of vital importance to both our economy and to our national life. Our published commitments include promoting equal access to sport, supporting young and talented athletes and grassroots clubs, investing in our world-class sporting facilities and in new facilities, such as 3G pitches. I look forward to receiving your valuable support and expertise in taking these commitments forward.

In return for the grant in aid funding the Welsh Government provides, I ask Sport Wales to consider how it can deliver its objectives in a way that is consistent with the values of the Welsh Government.

Our shared goals should be:

- Decarbonisation;
- Addressing all inequality and achieving an anti-racist Wales;
- Improving access and participation for all;
- Promoting health and well-being;
- Creating opportunities for young people; and
- Projecting a powerful and positive image of Wales to the world.

At Annex A, I have outlined the areas where I feel Sport Wales can contribute to delivering the Programme for Government. The current strategic context for the work of the Welsh Government's sponsored bodies is captured at Annex B.

Partnership working is important in achieving our aim of widening access, participation and engagement. I am convinced that the sponsored bodies within my portfolio could achieve so much more by working collaboratively, and I encourage you to work together as leaders to maximise your impact.

In addition to the key deliverables listed in Annex A, I expect Sport Wales to:

- Work with all partners to make the best strategic use of “A Place for Sport” and other capital funding to support the Welsh Government’s ambitions in this area around investment in new and world-class sporting facilities, including the Sport Wales National Centres & Institute;
- Ensure the Sport Wales Investment Model is informed by up-to-date insight, so that it remains accurate and fit for purpose; and
- Maximize the opportunities of a digital offer by reviewing the digital infrastructure and capabilities of Sport Wales and its funded partners, identifying opportunities to improve the offer for current and potential users.

I would like to remind you of your legal duty under the Children and Families (Wales) Measure 2010. Under Part 1, the Measure requires you to publish child poverty objectives as part of a strategy for contributing to the eradication of child poverty in Wales. I would like you to think about those actions which support the well-being of children and young people living in poverty. I encourage you to consider opportunities to discharge your legal obligations under the duty within your existing organisational processes, including those used to discharge other legislative requirements.

In line with the Framework Document, which underpins the relationship between Sport Wales and the Welsh Government, you should now move to review your Business Plan, demonstrating how you will deliver against the areas outlined in this letter.

The need for Sport Wales to act independently on a day-to-day basis is clear, and it is my intention that our relationship will continue to be based on mutual trust and respect, and on open and honest communication.

There is much to do, but I am convinced that my portfolio can make a positive and lasting difference to people’s lives. I look forward to working with you to achieve this.

Yours sincerely,



Dawn Bowden AS/MS
Deputy Minister for Arts and Sport, and Chief Whip

cc Brian Davies, Acting Chief Executive, Sport Wales

ANNEX A: Key Deliverables

For each of these key deliverables my officials will work with you to determine, and agree appropriate performance indicators in advance of the financial year 2022-23. These performance indicators should be reported quarterly, as part of the regular monitoring arrangements, and throughout the duration of this term of Government.

1. Provide effective, high quality and sustainable healthcare

Our Programme for Government emphasises improving mental health provision and has a focus on prevention, supporting people to live healthy lives, tackling stigma in mental health, and introducing an all-Wales framework to roll out social prescribing as a means of tackling isolation.

I would like Sport Wales to:

- Implement ways of supporting good mental health across the organisation and the sector, ensuring that there is no stigma attached to mental health issues;
- Ensure that the workforce is appropriately trained to support those suffering from mental health issues;
- Continue to engage with the development of the proposed all-Wales framework for social prescribing, and, specifically, work to identify areas where Sport Wales could support social prescribing to tackle isolation and support well-being;
- Work alongside Welsh Government officials, Public Health Wales and Natural Resources Wales to develop a national physical activity framework that supports the preventative health, active travel, active education settings and active workplaces agendas, and creates opportunities and habits for physical activity to drive the nation's mental and physical well-being;
- Develop a behaviour change campaign, underpinned by primary research and community engagement, to better understand how to support specific groups to become more physically active and enjoy the benefits of sport.

2. Protect, re-build and develop our services for vulnerable people

The focus of the Programme for Government in this area relates to integrated care services, and supporting vulnerable citizens, including children, young people and families who face the greatest challenges. I believe our sponsored bodies should help the people of Wales to live meaningful lives, and must consider how they can improve their support to those people in vulnerable and / or disadvantaged groups.

I would like Sport Wales to:

- Ensure that the broadest range of vulnerable groups can engage with sport and physical activity in Wales and are not excluded from participation. This should include identifying and delivering specific opportunities that enable people in vulnerable or disadvantaged groups and those in under-represented communities to benefit from sport and physical activity;

- Consider the opportunities currently offered to looked after children and care leavers, and how these could be improved;
- Be pro-active about ensuring that the organisation is supporting the Welsh Government's commitment to being an age-friendly nation;
- Review your current support for D/deaf communities and for those living with other disabilities, including hidden disabilities, and work towards a continued enhancement of these services.

3. Build an economy based on the principles of fair work, sustainability and the industries and services of the future

Aligning with strengthening our Economic Contract, our Programme for Government seeks to ensure a renewed focus on young people via the Young Person's Guarantee. Social partnership, sustainable jobs, disabled people's employment champions, and supporting local supply chains are key components of this commitment.

I would like Sport Wales to:

- Provide a new or improved range of options to support the young people of Wales into work – these could include apprenticeships, training, work experience and mentoring programmes and should be aligned with the Young Person's Guarantee;
- Use the new network of Disabled People's Employment Champions to help close the gap between disabled people and the rest of the working population;
- Work towards a minimum 30% target for working from home, based on a blended approach which is fair and equitable;
- Develop and strengthen your existing procurement processes to help support local supply chains;
- Build and strengthen local, regional, national and international partnerships for the benefit of Sport Wales, the Welsh economy and the people of Wales.

4. Build a stronger, greener economy as we make maximum progress towards decarbonisation

Our Programme for Government has an emphasis on sustainable growth, and on new digital, economic and transport infrastructures that can help re-energise our communities.

I would like Sport Wales to:

- Support the Welsh Government's commitment to achieving a zero-carbon economy by working to become carbon neutral by 2030;
- Support the Welsh Government's target of 45% of journeys being undertaken by sustainable modes by 2040;
- Prioritise a review of your current digital and communications infrastructure following the recent acceleration of digital activity during Covid-19. You should identify and address areas of weakness, look for examples of best practice within your organisation and by other organisations, and seek to build on the successes of 2020/21.

5. Embed our response to the climate and nature emergency in everything we do

The Welsh Government is focused on a green transformation as part of our ambition to address the climate emergency.

I would like Sport Wales to:

- Focus on waste reduction across the whole of the organisation and work to achieve zero waste targets and abolishing the use of more commonly littered, single-use plastics;
- Procure low-carbon products;
- Establish green champions in the work place;
- Ensure biodiversity impact is given due consideration as part of decision-making;
- Work with bodies such as WRAP Cymru and the Carbon Trust to support the sport sector in finding solutions to the climate and nature emergency.

6. Continue our long-term programme of education reform, and ensure educational inequalities narrow and standards rise

The Welsh Government will work with children and young people, their families and the education workforce to ensure the best outcomes for learners, particularly those who are most vulnerable.

I would like Sport Wales to:

- Implement and evaluate the Active Education Pathfinder Pilot Programme, and consider how it could be embedded to support the delivery of new curriculum and children's health and well-being alongside specific support for the teaching profession in implementing the new curriculum, and wider consideration of how a reform of the school day and school year may impact on the services and opportunities the sport sector provides;
- Develop future focused skills and employability programmes, encouraging young people into the sector;
- Establish apprenticeships and volunteering opportunities to support and develop the next generation workforce.

7. Celebrate diversity and move to eliminate inequality in all of its forms

We must work together to achieve positive change, recognising our common humanity whilst celebrating diversity and difference.

I would like Sport Wales to:

- Prioritise diversity, inclusion and equality throughout the sector to ensure we understand and overcome barriers to participation;
- Further develop your network of Regional Sports Partnerships to positively respond to local inequalities and promote sport and activity for all;

- Consider how the governance of the organisation supports the principles of ['Reflecting Wales in Running Wales'](#) and move to urgently address any areas which require action – this must include improving diversity in the workforce and at Board level;
- Implement the goals of the Race Equality Action Plan, considering how Sport Wales will directly contribute to delivering an anti-racist Wales;
- Implement the goals of the LGBTQ+ Action Plan;
- Address any remaining pay gaps based on gender, sexual orientation, ethnicity, disability, and other forms of discrimination which may exist in your organisation, and urgently address any ongoing pay disparities;
- Ensure that the histories and cultures of our Black, Asian and Minority Ethnic communities are properly represented by Sport Wales and its delivery partners;
- Continue to strengthen your partnerships with voluntary organisations across the range of your responsibilities;
- Continue to support, fund and work with organisations that bring the views and life experiences of under-represented groups impacted by your work into your decision making;
- Work with the new network of Disabled People's Employment Champions to help close the gap between disabled people and the rest of the working population;
- Develop equality and diversity champions encompassing all protected characteristics;
- Improve Sport Wales' engagement with under-represented communities.

8. Push forward towards a million Welsh speakers, and enable our tourism, sports and arts industries to thrive

The Welsh Government's arts, culture and sports sponsored bodies are key partners in widening access to our heritage, harnessing creativity, and developing the sporting ability of the people of Wales. The Programme for Government commits to ensuring that you have the support you need to maintain your proper place on the world stage, and your role in projecting Wales to the world is just as important. You are also key partners in supporting our commitment to achieving a million Welsh speakers by 2050.

I would like Sport Wales to:

- Respond to the Cymraeg 2050 strategy by continuing to increase the number of Welsh speakers, the use of the Welsh language, and by creating favourable conditions in which the Welsh language can thrive;
- Continue to develop as a fully bilingual organisation as set out in the Welsh Language Standards (No. 2) Regulations 2016, including working in partnership with the National Centre for Learning Welsh to ensure that all staff have the opportunity and support to learn and use Welsh in the workplace;
- Use the regional partnership approach to drive the development of Welsh medium sport offers;
- Encourage National Governing Bodies and other funding recipients to consider the needs of Welsh speakers when planning and delivering services;

- Consider how it can support the aims of the Welsh Government’s ‘Welcome to Wales – Priorities for the visitor economy 2020-2025’ strategy in a sporting context.
- Deliver a new, sustainable long term operating model for Plas Menai that maximises its contribution to tourism and wider social and economic impact of north Wales;
- Provide support and advice to the Welsh Government and others in support of the UK’s bid to host the 2030 FIFA World Cup.

9. Make our cities, towns and villages even better places in which to live and work

Our Programme for Government commits to supporting our partners in local government, and, in relation to my portfolio responsibilities, it highlights how the Welsh Government wants to ensure that communities can thrive as centres of social exchange, leisure, sport and culture.

I would like Sport Wales to:

- Work with local communities, groups, and individuals to share good practice, develop skills, and to establish new and strong networks across Wales;
- Work more closely with the Welsh Government to support the legacy impact of major events;
- Continue to provide advice and guidance as appropriate on 21st Century Schools business cases and Community Facilities Programme applications.

10. Lead Wales in a national civic conversation about our constitutional future, and give our country the strongest possible presence on the world stage

The Programme for Government highlights the importance of Wales’ global relationships, of celebrating different cultures and embracing internationalism.

Sport Wales has an important role to play in projecting Wales to the world.

I would like Sport Wales to:

- Develop international partnerships that bring benefit to Wales, enhance the international profile of Wales, and maximise opportunities to showcase Wales to the world;
- Consider what actions it could take to respond to the British Council’s report “Towards a Welsh Sports Diplomacy Strategy”;
- Work with National Governing Bodies and other key stakeholders to maximise the opportunities for Wales on the world stage presented by the 2022 Commonwealth Games in Birmingham.

ANNEX B: The Strategic Context

Other Strategic Priorities, Objectives and Commitments

In addition to the deliverables in Annex A, the work of Sport Wales could also play an important part in contributing to and delivering other Welsh Government policy priorities during this term of government.

The Well-being of Future Generations (Wales) Act 2015 continues to be an important driver for our well-being priorities and our shared goals in Wales. The well-being objectives set out in the Programme for Government exist to support and enhance the delivery of these goals over this term of Government.

A Greener Wales

We are committed to addressing the climate and nature emergency. The Welsh Government has set out its commitment to achieving net zero emissions by 2050 and has published its All Wales Net Zero plan: [Working Together to Reach Net Zero](#) (2021-2025). Our ambition is that the public sector will be carbon neutral by 2030, leading the way in delivering a Net Zero Wales. To support this work we have published the [Public Sector Net Zero Reporting Guide](#) and the Public Sector Route-map will provide a clear framework for how the sector will achieve net zero by 2030.

As well as reducing emissions we also need to build resilience to the impacts of climate change to ensure we can continue to deliver our key public services. The Climate Change Committee published its third Climate Change Risk Assessment for the UK, which highlights a range of risks and opportunities for the environment, communities and businesses resulting from a changing climate. The Welsh Public Sector must demonstrate it has understood and taken account of the risks and opportunities in delivering its services.

In March 2021, the Welsh Government published '[Beyond Recycling – a strategy to make the circular economy in Wales a reality](#)', which outlines our goals to become zero waste by 2050 and for making resource efficiency part of Welsh culture. Moving to a circular economy is essential to the delivery of key environmental actions, and I will want to see Sport Wales responding to the headline actions of this strategy.

A Fairer Wales

The Programme for Government shows how we intend to maximise fairness for all and eliminate inequality at every level of society. It looks at how we will address the systemic causes of inequality in all its forms.

During this term of Government we will publish a new Race Equality Action Plan (REAP) for Wales, and an action plan for advancing LGBTQ+ equality in Wales. These action plans should be read alongside our Strategic Equality Plan, Gender Equality Plan and Framework for Action on Disability. They are designed to achieve sustained change in the short, medium and long term, and our sponsored bodies must demonstrate a clear and pro-active response to achieving the goals set out in these plans.

We have already undertaken an audit of the Welsh Government's services for the D/deaf community and the Programme for Government also commits to taking action to support disabled people. There is still much to do to enable them to engage with sports and physical activity and this must be a priority.

We are committed to reaching out to and engaging with Wales' vulnerable groups, ensuring Wales is an age-friendly nation, and that poverty, social disadvantage, ill health and disability should not be a barrier for those who want to participate in sport and physical activity. The Welsh Government's sponsored bodies should keep their work with these groups under constant review and should be exemplars of good practice in widening access and tackling social exclusion, with Sport Wales taking clear responsibility for ensuring that vulnerable groups can engage appropriately with sport in Wales.

A Healthier Wales

The Welsh Government believes that culture, the arts and sport offer a means of improving the health and wellbeing of a nation. Participation must therefore continue to be an area of focus. I would like to see the sponsored bodies in my portfolio engaging with new and diverse stakeholders, working with under-represented audiences and communities, and actively expressing the link between your work and the health and wellbeing of the people of Wales.

Other strategies and existing legislation

The Wellbeing of Future Generations (Wales) Act 2015 continues to be an important driver for our wellbeing priorities and shared goals in Wales. The wellbeing objectives set out in the Programme for Government exist to support and enhance the delivery of these goals over this new term of government.

Our **Economic Action Plan** is based on the principle of public investment with a social purpose. Central to the Plan is the Economic Contract that requires those receiving investment from the Welsh Government to demonstrate inclusive growth, fair work, promotion of health (with a special emphasis on mental health), skills and learning in the workplace, and progress in reducing carbon footprint.

Our commitment to fair work and sustainability and the industries and services of the future includes delivering the young person's guarantee and a promise of creating 125,000 all age apprenticeships. I expect you to seek opportunities to contribute to the Young Person's Guarantee and our goal of delivering 125,000 apprenticeships throughout the term of government.

Our Programme for Government commits to strengthening this Economic Contract and we will continue to monitor your progress in delivering against the pillars of this plan.

I believe our sporting and cultural sponsored bodies have a significant role to play in raising Wales' international profile, in sharing our nation's individual and collective successes and histories with the world.

The Welsh Government's International Strategy outlines three priority ambitions, our existing partnerships and our priority international relationships. I would ask you to work closely with the Welsh Government's International Relations Team during this term of Government to both lead and contribute to campaigns, programmes and projects which help Wales stand out on the world stage.

Part of this work should include your response to the British Council's report "Towards a Welsh Sports Diplomacy Strategy". Working with the Welsh diaspora and with targeted international partners for mutual economic, cultural and social benefit should be reflected in your strategic and operational plans.

Sport Wales is an important partner in terms of Welsh tourism. Growing the sporting tourism offer continues to be a priority and 'Welcome to Wales – Priorities for the visitor economy 2020-2025' should be reflected in your business planning, and I urge you to create and maintain strong links with the Welsh Government's tourism development team in furthering this area of work.

The Welsh language

The [Cymraeg 2050 strategy](#) continues to be an area of focus in our efforts to achieve the wellbeing goal of a thriving Welsh language, and of reaching a million Welsh speakers by 2050. I expect the Welsh language to be thoroughly embedded in all that you do, celebrating bilingualism and enabling the people of Wales to use the language as part of their everyday lives. The results of the 2021 Census will be known during this term of Government, and we will update the Cymraeg 2050 work programme for the strategy, but the three main themes will remain – increasing the number of Welsh speakers, increasing the use of the Welsh language, and creating favourable conditions in which the Welsh language can thrive.

Cultural strategy

During this term of Government we will create and publish a new cultural strategy for Wales which will define our cultural priorities for the years ahead. As key partners, I would like to see the sponsored bodies in my portfolio participating in the development of the new strategy and, once published, the strategy should underpin much of your long-term planning and operational activity.

A new Wales Infrastructure Investment Strategy will also be developed during this term of Government, linking decisions on capital investment with the delivery of key strategic outcomes. It is our expectation that capital grant recipients will provide quantitative evidence demonstrating how the investment is helping to deliver those outcomes.

Digital Strategy for Wales

The Digital Strategy seeks to achieve a real digital transformation of public services and provides an opportunity to support the ways of working described in the Well-being of Future Generations (Wales) Act. I would like you to ensure that as far as

possible, all your services are available online and that people will choose to use these services because they are well-designed and easy to use. Please identify opportunities to work with partners in the sport sector on digital initiatives to promote engagement with sport and to promote learning, education and enjoyment.