

NATIONAL ASSEMBLY FOR WALES

QUINQUENNIAL REVIEW OF THE ROYAL COMMISSION ON THE ANCIENT AND HISTORICAL MONUMENTS OF WALES(RCAHMW)

TERMS OF REFERENCE

1. PREAMBLE

- 1.1 The Quinquennial Review of the RCAHMW is being undertaken in the context of the National Assembly's published Quinquennial Review Guidelines for executive Assembly Public Bodies. This includes self-assessment by the Royal Commission, discussion with its senior staff, and inviting the views of major stakeholders including customers, all staff and their trade unions, and other partners, including the public at large. This exercise also offers all the above the opportunity to offer views about the Royal Commission's past achievements, current activities and future.
- 1.2 The Terms of Reference set out the key questions which the Review has to answer. The Terms of Reference also take account of issues specific to the Royal Commission.
- 1.3 The Review will be in two parts: the Strategic Review and the Corporate Governance Review.

2. STRATEGIC REVIEW

- 2.1 The context for the Strategic Review is the Assembly's strategic plan, the Partnership Agreement, draft plan for Wales 2001 and related policy documents.

Stage 1 The Strategic Context within which the Royal Commission exists

2.2 In the light of the duties and functions of the Royal Commission and the National Assembly's objectives, is there a continuing need for all the functions of the Royal Commission and, if so, is the current organisational framework the most appropriate?

- a. What is the legal framework governing the functions of the Royal Commission in terms of primary, secondary and European legislation and formal framework documents.
- b. Is the Royal Commission still necessary and for how long?
- c. Do the functions need to be carried out by an Assembly sponsored Public Body - are other organisational frameworks likely to be more effective?
- d. Is there scope to rationalise the functions of the Royal Commission and other bodies working in similar or related fields?

Stage 2 Strategic effectiveness

- 2.3 **Are there improvements which should be made to the way in which Royal Commission's functions are delivered, taking account of the National**

Assembly's values and objectives, and to the functioning of its place with the National Assembly?

- a. What have been the main strategic achievements of the Royal Commission since its inception, has it met its objectives, what has been its performance against targets, how does its performance compare with that of comparable bodies, are there performance issues which need to be addressed?
- b. How effective is the corporate planning of the Royal Commission in developing clear strategic direction, setting targets and priorities? In addressing the full range of its responsibilities, how effective is the match between inputs, in terms of resources, and the objectives and targets it sets?
- c. Is the organisational structure of the Royal Commission fit for purpose? Does the structure of the organisation enable regional needs to be fully recognised?
- d. Is there an effective mutual understanding of the roles of senior managers in setting corporate objectives and monitoring their implementation?
- e. Do the staff generally understand and feel a sense of ownership of the corporate objectives?
- f. To what extent do the Royal Commission's objectives and conduct of business chime with the Assembly's objectives, guiding themes and values (sustainable development, tackling social disadvantage, equal opportunities, acting strategically, working in partnership and being inclusive). What needs to be done to build closer connections with the guiding themes?
- g. Does the Royal Commission have productive relationships with key partners in terms of policy, planning ,implementation? How might these relationships be strengthened?
- h. Is the Royal Commission responsible to its partners and customers? Does it have their confidence as an organisation with which they can do business, are there ways in which relationships might be strengthened?
- i. Is the Royal Commission an accessible organisation to the public, does it promote its purposes and services effectively?

2.4 Are there improvements needed in the way the Royal Commission relates to the Assembly?

- a. Is the Royal Commission able to advise the Assembly effectively on policy on historic environments, and is it able to advise effectively on proposals for new primary and secondary legislation relevant to its work?
- b. Are the reporting arrangements between the Royal Commission and the National Assembly an adequate framework?
- c. Does the Royal Commission need different freedoms and flexibilities to improve the delivery of its functions, and if so how might they be achieved while not weakening its overall accountability to the Assembly?

3. CORPORATE GOVERNANCE REVIEW

Is the Royal Commission managing its finances effectively and in accordance with the requirements of regularity, propriety and value-for-money , and the provisions of its Financial Memorandum and Management Statement? What progress has the Royal Commission made in improving the efficiency of its operation? In the light of the above, what changes should be made to its control documents?

ROYAL WARRANT - 2000

(areas impacting on role highlighted by reviewer)

ELIZABETH R

ELIZABETH THE SECOND, by the Grace of God of the United Kingdom of Great Britain and Northern Ireland and of Our other Realms and Territories QUEEN, Head of the Commonwealth, Defender of the Faith, to

Our Right Trusty and Well-beloved:

Ralph Alan Griffiths

Our Trusty and Well-beloved:

Daniel Gruffydd Jones

Alexandra Nicol

Geoffrey John Wainwright, *Member of Our*

Most Excellent Order of the British Empire

Eurwyn Wiliam

Patrick Sims-Williams

Llinos Olwen Wyn Smith

John Arthur Newman

David Wyatt Crossley

Greeting!

WHEREAS We have revoked and determined and do by these Presents revoke and determine all the Warrants whereby Commissioners were appointed on the sixth day of April 1992 to the Royal Commission on Ancient and Historical Monuments of Wales, and on any subsequent date:

NOW KNOW YE that We, reposing great trust and confidence in your knowledge and ability, have authorised and appointed, and do by these Presents authorise and appoint you, the said Ralph Alan Griffiths (Chairman), Daniel Gruffydd Jones, Alexandra Nicol, Geoffrey John Wainwright, Eurwyn Wiliam, Patrick Sims-Williams, Llinos Olwen Wyn Smith, John Arthur Newman, David Wyatt Crossley to be Our Commissioners, of Our Commission now to be known as the Royal Commission on the Ancient and Historical Monuments of Wales, to provide for the **survey and recording of ancient and historical monuments and constructions connected with, or illustrative of, the contemporary culture, civilisation and conditions of the life of the people in Wales from the earliest times (including the ancient and historical monuments and constructions in, on or under, the sea bed within the United Kingdom territorial sea adjacent to Wales) by compiling, maintaining and curating the National Monuments Record of Wales as the basic national record of the archaeological and historical environment: by identifying, surveying, interpreting and recording all buildings, sites and ancient monuments of archaeological, architectural and historic interest in Wales or within the territorial sea adjacent to Wales, in order both to enhance and update the National Monuments Record of Wales, and also to respond to statutory needs: by providing advice and information relevant to the preservation and conservation of such buildings, sites and ancient monuments of archaeological, architectural and historic interest: by**

collecting and exchanging data with other record holders and providing an index to data from other sources: by promoting the public use of information available in the National Monuments Record of Wales by all appropriate means: by establishing and maintaining national standards in surveying, recording and curating of records relating to archaeology and historical architecture and providing guidance on these matters to other bodies and by exercising responsibility for the oversight of local Sites and Monuments Records:

AND We do by these Presents will and ordain that Our Commissioners shall consist of a Chairman and not more than 10 other persons, appointed by Us on the advice of Our First Lord of the Treasury in consultation with **Our Secretary of State and Our National Assembly for Wales, the terms of appointment of Commissioners and Chairman being determined by Our Secretary of State in consultation with Our National Assembly for Wales;** and all such Commissioners and Chairman shall hold and vacate and may be removed from office in accordance with their terms of their appointment: a Commissioner other than the Chairman shall not be appointed for a term of more than five years but shall be eligible for reappointment: and a Commissioner may resign at any time by giving notice in writing to Our Secretary of State: a Vice-Chairman shall be appointed by the Commission from among the Commissioners, and the terms of the appointment shall be determined by the Commission: and if Our Secretary of State is satisfied that a Commissioner has been absent from three consecutive meetings of the Commission without the consent of the Commission, or has become bankrupt or made an arrangement with his creditors, or is incapacitated by physical or mental illness, or is otherwise unable or unfit to discharge the function of a Commissioner, Our Secretary of State may after consulting Our National Assembly for Wales remove him from his office:

AND We do further ordain that if a person present at a meeting has any financial interest in any matter which is the subject of consideration at that meeting he shall as soon as practicable after the commencement of the meeting disclose the fact and shall not, without the consent of other Commissioners present at the meeting, take part in the consideration of or vote on any question with respect to it: this our Commission may act notwithstanding a vacancy amongst its Commissioners: the validity of any proceedings of this Our Commission shall not, be affected by any defect in the appointment of all or any of the Commissioners: subject as provided by this Our Warrant, the Commission may regulate its own procedure:

AND for the better effecting the purposes of this Our Commission, We do by these Presents give and grant you **full power to call on persons with information likely to be needed for the National Monuments Record of Wales: to have access to or call for any books, documents, registers and records as may afford you the fullest information on the subject: to make enquiries about any premises by all other lawful ways and means whatsoever: to publish, by means of an annual report, progress made and activities undertaken, to promote or publish or assist in publishing information: to receive and spend money received from Our National Assembly for Wales, subject to any conditions that it may from time to time impose: and to do all such other things as shall further the attainment of the purposes of this Our Commission (including in a appropriate circumstances the grant-aiding of third parties):**

AND We do by these Presents will and ordain that all property, rights and liabilities of Our Commission appointed under the 1992 Warrant and subsequent Warrants are hereby transferred to Our Commission appointed under this Warrant: and any agreement, transaction or other thing which has been made, effected or done by or in relation to the Commission appointed under previous Warrants, shall henceforth have effect as if made, effected or done by Our Commission appointed under this Warrant:

AND We do further ordain that anything done or being done (including anything done or being done under any enactment) by or relation to Our Commission appointed under previous Warrants before the date of signing of this Warrant shall, so far as is required for continuing its effect as if done by or in relation to Our Commission appointed under this Warrant: and any reference in any enactment or other document whatsoever to the Commission appointed under previous Warrants shall, unless the contrary intention appears, be construed as a reference to Our Commission appointed under this Warrant:

AND We do further ordain that all monies and property received by this Our Commission, **including any money received from Our National Assembly for Wales, shall be applied solely towards the promotion of the purposes of Our Commission: and unless so directed by Our National Assembly for Wales, no payment shall be made by the Commission to the Commissioners except repayment of reasonable and proper out of pocket expenses:**

AND We do authorise and empower you to **appoint, with the approval of Our National Assembly for Wales, a Secretary upon such terms as to remuneration, gratuities and otherwise as you with such approval think fit, and such other officers upon such terms as to remuneration, gratuities and otherwise as you think fit: provided always that such remuneration or other entitlement shall be in accordance with the terms approved by Our National Assembly for Wales:**

AND We do by these Presents further ordain that anything authorised or required to be done under this Warrant by Our Commission may be done by any Commissioner or officer of Our Commission who is authorised (generally or specifically) for that purpose by the Commission: and every Commissioner and officer of Our Commission shall be indemnified against all costs and expenses and losses for which he may become liable by reason of any act or thing done by him in the proper discharge of his office or duty:

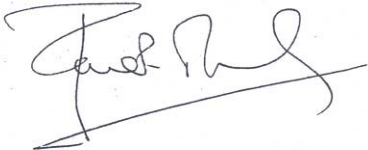
AND We do hereby for Us, Our Heirs and Successors, grant and declare that this Our Warrant or the enrolment thereof shall be in all things valid and effectual in law according to the true intent and meaning of the same and shall be taken, construed and adjudged in the most favourable and beneficial sense and for the best advantage of this Our Commission, in Our Courts of Record as well as elsewhere, notwithstanding any non-recital, misrecital, uncertainty or imperfection in this Our Warrant:

AND We do by these Presents will and ordain that this Our Commission shall continue to full force and virtue, and that you, Our said Commissioners, or any five or more of you, may from time to time proceed in the execution thereof, and of every matter and thing therein continued, although the same be not continued from time to time by adjournment:

AND We do further ordain that **you, or any five or more of you, shall report periodically on your proceedings under this Our Commission to Our National Assembly for Wales at such times and in such manner as might be directed.**

Given at Our Court at Buckingham Palace the 12th day of July 2000; In the Forty-ninth Year of Our Reign.

By Her Majesty's Command

A handwritten signature in black ink, appearing to read "Pauline O'Connell". The signature is written in a cursive style with a long horizontal stroke at the bottom.

**Cynulliad Cenedlaethol Cymru
The National Assembly for Wales**

To: Organisations shown on the
attached list

Parc Cathays / Cathays Park
Caerdydd / Cardiff
CF10 3NQ

Eich cyf / Your ref
Ein cyf / Our ref

Dyddiad / Date March 2002

**THE ROYAL COMMISSION ON THE ANCIENT AND HISTORICAL MONUMENTS OF
WALES**

As part of the programme of five yearly reviews of various Assembly bodies and activities, the Culture Minister, Jenny Randerson and the Finance, Local Government and Communities Minister, Edwina Hart have, on behalf of the National Assembly for Wales, commissioned jointly a review of the Royal Commission. I should be grateful for your views and comments (and those of any other individual or body who wishes to respond to this invitation to comment) to this important part of the review, 6 June 2002.

Purpose of Review

The review will examine in particular whether there is a continuing need for the functions carried out by the Royal Commission and, if so, what might be done to improve its accountability and strategic effectiveness. Like all such reviews, someone unconnected with the body or its area of operation is carrying it out on an independent basis.

The review process is transparent and open to all with an interest in the historic environment of Wales. This is also a specific opportunity for the Royal Commission's partners, customers, staff and other stakeholders to submit their views and comments. The review report will be in the public domain; and it will be discussed by the Culture Committee in draft before the Assembly Cabinet comes to a view on its conclusions and recommendations.

The carrying out of this review makes no presumption about the conclusions to which the review will come nor does it imply any criticism of the Royal Commission. Assembly Ministers have made it clear that options for the future must be examined on their merits.

The Review Process

This review of the Royal Commission is being carried out in two stages. The first will cover the basic issue of whether there is a continuing need for the Royal Commission and its functions, or whether some other arrangement is preferable – responses to which will form the basis of an interim report which will be presented to the Culture Committee for comment.

The second stage will focus on whether:

- *the current organisational framework is the most appropriate;*
- *the improvements should be made to the way in which the Royal Commission's functions are delivered; and*
- *adequate systems are in place to ensure that the Royal Commission manages its finances effectively and what progress it has made in improving the efficiency of its operations*

The Environment, Planning and Transport Minister, Sue Essex, and the Finance, Local Government and Communities Minister, Mrs Hart, decided that I should undertake at about the same time as this review, the quinquennial review of Cadw. That was the subject of a further invitation to comment (the period to comment on which is now closed), and as well as a separate report, it is intended that a paper on linked issues arising from both reviews will be produced and submitted to the Culture Committee and the Environment, Transport and Planning Committee for their consideration.

The quinquennial review of the National Library of Wales has also been commissioned recently. I will be in touch with the reviewers conducting that exercise.

Consultation

As the reviewer, I am issuing this letter as an invitation to a wide range of bodies and individuals working in the fields relevant to the historic environment of Wales. I attach a list of bodies and individuals to whom I am sending this letter to the version is being placed (www.wales.gov.uk) on the National Assembly's, the Royal Commission's and Cadw's websites. Please feel free to share this invitation to comment with any other bodies or individuals within and beyond Wales, or to alert me to others with a potential interest.

The Attached Consultation Paper

The questions in the attached consultation paper are intended to help you focus on these areas where you feel able to respond. Please do not feel obliged to attempt to answer all of them - nor constricted by them if there are issues you consider relevant which you think fall outside them. The questions are grouped as follows:-

- a) The Royal Commission's overall role and the strategic framework within which it operates.*
- b) Planning and structure (the Royal Commission's Corporate Plan is available on its website, www.rcahmw.org.uk)*
- c) The Royal Commission's achievements and performance.*
- d) The Royal Commission's partnerships.*
- e) The Royal Commission in relation to the National Assembly for Wales.*

Responses

*The issues described in the consultation paper I attach, are ones where I would particularly welcome your comments. If you wish to contribute, please send one copy of your response, with “Consultation Paper on Royal Commission” as the title, **to arrive with me by 6 June 2002**, to:*

*Martin Rolph
Quinquennial Review on the Royal Commission on the Ancient and Historical
Monuments of Wales
c/o National Assembly for Wales
Cathays Park
Cardiff CF10 3NQ*

Please begin your contribution with a clear indication of which organisation (if any) you represent. Any queries relating to this consultation exercise should also be directed to me by telephone on 029 2080 1364 (or 029 2082 3775), or by e-mail to martin.rolph@wales.GSI.gov.uk.

*The results of this consultation may be published, so I intend to treat all responses as public, **unless** respondents clearly state that they wish their comments to be treated as confidential. I may still include such replies in summaries of responses, unless such summaries could be used to identify respondents who wished their comments to be confidential.*

I would be very grateful if you could answer as many questions in the consultation paper as are relevant to you; and also set out your priorities, concerns and ideas about the Royal Commission and the context within which it works.

Martin Rolph

THE ROYAL COMMISSION ON THE ANCIENT AND HISTORICAL MONUMENTS OF WALES

1. Introduction

1.1 *The Royal Commission is an Assembly Sponsored Public Body (ASPB) established in 1908, but now operating under a new Royal Warrant issued in 1992 and confirmed in 2000 by a further Royal Warrant promoted by the Assembly.*

2. The Royal Commission's Roles

2.1 The Royal Commission's Mission statement is:

The Royal Commission has a national role in the management of the archaeological, built and maritime heritage of Wales as the originator, curator and supplier of authoritative information for individual, corporate and governmental decision-makers, researchers and the general public.

2.2 The Royal Commission does this by:

- a. *Compiling information by surveying, recording and interpreting terrestrial and maritime archaeological and historical sites, structures and landscapes, particularly those of national and local importance which are threatened with destruction.*
- b. *Creating and maintaining a comprehensive archive in the form of a National Monuments Record including a national index to regional Sites and Monuments Records.*
- c. *Publicising the scope and publishing the results of investigations carried out in pursuit of the above objectives.*
- d. *Advising on the survey, interpretation, preservation and conservation of ancient and historical monuments and constructions.*
- e. *Setting standards and providing guidance and funding to other organisations and individuals to survey, record and interpret the archaeological landscapes and historic buildings of Wales.*
- f. *Seeking to achieve progressive improvements in the quality and efficiency of the services provided, including working in partnership with others who have an interest in the historic environment.*

3. The Royal Commission's Work Programme

3.1 *The Royal Commission's work programme is embodied within a Corporate Plan, which is published annually (the Plan and the Royal Commission's Annual Report, are available on the Royal Commission's website, www.rcahmw.org.uk) . The Commission has set out their intentions for the period up to 2005 as follows:*

1. *Completion of the survey and mapping of the uplands in twelve years, using archive and current aerial photography to target ground survey, and GIS to aid interpretation and resource map compilation.*

2. *Provision of information to Cadw for scheduling purposes and to the Ordnance Survey for map depiction from the uplands survey programme.*
3. *Maintain the aerial surveillance of scheduled ancient monuments.*
4. *Continue the emergency recording of historic buildings of all types and dates, particularly those listed buildings threatened with alteration or demolition.*
5. *Survey particular building types, namely chapels and public buildings, to enhance the NMRW archive and database, working wherever possible with the voluntary sector.*
6. *When opportunities arise, to carry out dendrochronological dating of structures.*
7. *To extend the availability of NMRW information on-line, and particularly catalogues and databases and the all Wales portal, CARN (Core Archaeological Record Index).*
8. *To use GIS to identify, create and make available a national map of the archaeological resource of Wales.*
9. *To ensure that the pre-1993 NMRW archive catalogue is linked to the national sites database.*
10. *To continue to develop the maritime database.*
11. *To work in partnership with Archaeology Data Service, English Heritage, and RCAHMS to develop the Historic Environment Information Retrieval Network (HEIRNET).*
12. *To strengthen the Extended National Database partnership of Cadw, National Museums and Galleries of Wales, and the four Welsh Archaeological Trusts.*
13. *To identify and satisfy the needs of NMRW users.*
14. *To develop a co-ordinated outreach programme within Wales and beyond, to promote an awareness and understanding of archaeology and the built environment and the Royal Commission's role in their interpretation and management.*
15. *To continue to publish specialist books, an Annual Report, a twice-yearly bilingual newsletter, to mount exhibitions, foster links with the broadcast media, and regularly to update the website.*
16. *To attach particular importance to the provision of expert advice to educational organisations at all levels, in support of the National Assembly's initiatives in Wales for life-long learning.*

Performance against the targets contained in the Corporate Plan is subsequently reported upon in its Annual Report.

3.2 Some Questions relating to the Royal Commission's Role and Strategic Framework

- Q1 *Does the Royal Commission's current work programme reflect its statutory duties and functions?*
- Q2 *Do you think that there is a need for the functions that are carried out by the Royal Commission to be performed at all? Which functions should, or should not, be performed at all? and why?*
- Q3 *What would be the impact if any, or all, the Royal Commission's functions were discontinued?*
- Q4 *Are there functions carried out by the Royal Commission that might advantageously be carried out by other bodies working in the fields of archaeology, preservation, conservation, presentation, recreation, and access (such as Cadw, the Countryside Council for Wales, local authorities, voluntary organisations, private sector organisations or other parts of the National Assembly for Wales itself)? Which function(s); and why?*
- Q5 *Should the Royal Commission be merged with another organisation? (e.g. Cadw, Countryside Council for Wales, National Library of Wales, National Museums and Galleries of Wales). If any, which and why?*
- Q6 *Are there any functions carried out by such bodies – or perhaps, not being carried out at all – that should be carried out by the Royal Commission. Which functions; and why?*
- Q7 *Is there scope to rationalise the functions of the Royal Commission and those of other bodies? Which functions? And how might they be better organised?*
- Q8 *Do the functions of the Royal Commission need to be carried out by a Sponsored Public Body? Are there other arrangements likely to be more effective?*

4. **The Royal Commission Planning and Structure**

4.1 *The Secretary is appointed by the Commissioners with the approval of the National Assembly. The Secretary has a personal responsibility to the Permanent Secretary of the National Assembly for Wales, who is the Accounting Officer for the Royal Commission. Other staff are appointed by, and are the employees of, the Royal Commission.*

4.2 *The Royal Commission staff complement currently 32, and 3 contract posts, based in Aberystwyth.*

4.3 Some Questions relating to the Royal Commission Planning and Structure

- Q8 *How effective is the corporate planning of the Royal Commission in developing clear strategic direction, setting targets and priorities, and Delivering key targets and outcomes?*
- Q9 *In addressing the full range of its responsibilities, how effective is the match between inputs, in terms of resources, and the objectives and targets it sets?*

- Q10 *Do the staff of the Royal Commission generally understand and feel a sense of ownership of the corporate objectives?*
- Q11 *Does the structure of the organisation of the Royal Commission enable regional, or other, needs to be fully recognised?*

5. The Royal Commission's Achievements

5.1 *The Royal Commission reports a number of achievements in the last 7 years since its last review:*

a) Survey

- 1. Reviewed uplands survey programme and shortened timescale for completion by deploying aerial photography and computer-aided mapping to target fieldwork.*
- 2. Completing all-Wales database of chapels, due to be fully on line 2002.*
- 3. Completed all-Wales database of parklands and gardens, on line since 2001.*

b) Information management

- 1. CARN (Core Archaeological Record Index) on line 2001.*
- 2. Web site launched, rebuilt 2001.*
- 3. New working arrangements with Ordnance Survey, which now identify RCAHMW as source of archaeological material, allow access to digital mapping, and (in development) will allow electronic transmission of data.*
- 4. Additional archive space commissioned, and improvements to environmental control in existing archive stores.*
- 5. Acquisition of Cadw records, following recommendation of Public Record Office.*

c) Publications and Outreach

- 1. Publication of specialist books maintained and diversified; electronic publishing using the web.*
- 2. New and improved facilities for NMRW Library users, including relocated reading room and e-mail enquiry facility.*
- 3. COFNOD, twice-yearly bilingual newsletter, launched 1999.*
- 4. Evening lecture series by staff members, launched 2001.*
- 5. Welsh Language Scheme drafted, awaiting approval.*
- 6. Widespread exhibitions programme covering county shows, conferences etc.*

d) **Partnerships**

1. *Chapels project, with Capel.*
2. *Extended National database agreement with Cadw, NMGW, and Welsh Archaeological Trusts, enabling CARN (qv).*
3. *Gathering the Jewels with NLW, NMGW, and the Welsh Records Offices.*
4. *Blaenavon World Heritage Site partnership with Torfaen CBC, Cadw, CCW, NMGW, NT, Monmouth CC, BBNP.*
5. *Mynydd y Fynnon (Cambrian Mountains agri-environmental initiative) with ADAS, FE.*
6. *Tir Gofal, in support of CCW.*
7. *Portable Antiquities Scheme, with DCMS, British Museum, EH and NMGW.*
8. *Archive Network Wales with Archive Council for Wales.*
9. *Cardiganshire County History and Meirionnydd County History with relevant county committees.*

e) **General**

1. *Completion of scheme for disabled access at Plas Crug.*
2. *Completion of ISS Study for period up to 2005/6.*
3. *Income generation and efficiency savings maintained; all yearly expenditure within budget.*
4. *Flexible staff working has enabled performance targets to be met each year.*

5.2 *Some questions relating to the Royal Commission's achievements*

Q12 *How significant are these, or other, achievements?
Is there more that could be done? If so, what?*

Q13 *What disappointments, or failures, have there been over this period?*

Q14 *How does a Royal Commissioner's performance compare with that of other, comparable, bodies?*

6. *The Royal Commission's Partnerships*

6.1 *The Royal Commission could not achieve its objectives without the support and activity of its partners. Such partners can include:*

- a. *Cadw*
- b. *Local Authorities*
- c. *Archaeological Trusts*

- d. *Countryside Council for Wales*
- e. *National Museums and Galleries of Wales*
- f. *National Library of Wales*
- g. *Landowners, farmers, and other managers of land.*

6.2 *Some questions about the Royal Commission's partnerships*

Q15 *Is there an effective understanding between the Royal Commission and your organisation (or other strategic partners, constituents or customers) about the role of the Royal Commission.*

Q16 *Does the Royal Commission have productive relationships with your organisation in terms of policy, planning and implementation?*

Q17 *How might these relationships be strengthened?*

Q18 *Similarly, is there a need to build closer connections between the Royal Commission and other bodies? If so which ones and on which issues?*

Q19 *How accessible, or responsive, has the Royal Commission been to your organisation and to the public?*

Q20 *Has the Royal Commission promoted its purposes and services effectively?*

Q21 *Does the Royal Commission have your confidence as a body with which your organisation can do business? Are you broadly confident about its effectiveness in the delivery of its functions?*

Q22 *What, if anything, would strengthen your confidence in the Royal Commission's service delivery?*

7. ***The Royal Commission in relation to the National Assembly***

7.1 *Some questions about the Royal Commission's relationship with the National Assembly*

Q23 *To what extent do the Royal Commission's aims and objectives reflect the guiding themes and values of the National Assembly – for example, in advancing sustainable development; tackling social disadvantage, equal opportunities; acting strategically; working in partnership; or being inclusive?*

Q24 *Should the Royal Commission's aims and objectives be changed in any way to better reflect these themes?*

Q25 *Does the Royal Commission need different freedoms and flexibilities to improve the delivery of its functions? If so, how might they be achieved while not weakening its overall accountability to the Assembly?*