



Eich cyf/Your ref  
Ein cyf/Our ref

26 July 2016

Dear Colleague

### **Future of Heritage Services in Wales**

I want to place on record my thanks and appreciation for the active way in which your organisation contributed to PWC's report "Investing in the future to protect the past", which was expertly steered by Baroness Randerson and presented to Welsh Ministers in March 2016. I have pleasure in attaching a final copy.

The report sets out a number of different options for growing the sector and makes it abundantly clear that there is much cause for optimism if we work closely together and realise the synergies that clearly exist.

To best achieve this I am committed to delivering our manifesto commitment to *create 'Historic Wales', bringing together many of the commercial functions of the Welsh Historic Environment Service, Cadw, and the National Museum of Wales*, as well as exploring wider synergies wherever they exist.

To take this forward I am minded to reconvene the steering group that delivered the PWC report, and strengthen it with wider workforce representation and functional specialists. I would appreciate your organisations' nomination for membership of the group and would expect it to be at senior executive or Board level.

The steering group will be given a remit to identify the most effective way in which Historic Wales can be constituted to effectively grow this sector as a whole, thus enhancing it for generations to come.

Finally, I am minded to publish the report in its entirety on our website, so that the strategic context is available for all to see. I would be grateful if you confirm with my officials if you are content for me to do so.

Yours sincerely

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

**Ken Skates AC/AM**

Ysgrifennydd y Cabinet dros yr Economi a'r Seilwaith  
Cabinet Secretary for Economy and Infrastructure