

EXECUTIVE SUMMARY PREPARED FOR BOARD OF TRUSTEES

September 2008

Purpose

To update the Board on progress and achievements in June, July & August 2008 and the tasks and targets for September, October and November 2008.

1. Developing our museum spaces and bringing the visitor experience to life

Masterplanning

The draft report on the Future Display of Art in Wales has been received and comments are being fed back to the Consultants for consideration.

Draft project proposals have been drawn up for the development of Coity Pit's surface and Dodd's Slope Flue Pit at Big Pit. Further work is required to produce a budget cost for the development.

The negotiations on the final account for the East Wing roof at the National Museum Cardiff continue.

Buildings and Estates

The contract with the Gwynedd County Council Social Services 'Special Needs Team' which provides the National Slate Museum with a historic gardens maintenance service and which also benefits members of the team has been renewed.

Visitor Services & Site Operations

A further section of the refurbished East Wing Art Galleries at National Museum Cardiff, was re-opened, including the Welsh landscape and eighteenth century galleries containing several recent acquisitions and loans, including an anonymous painting of about 1750 depicting a Welshman celebrating St David's Day.

The opening of the Roman-inspired garden at National Roman Legion Museum will now take place on 23 September so that it coincides with the Legion's birthday and the date of the annual lecture. Many members of staff from across Amgueddfa Cymru have taken part as volunteers in 'preparation and planting days' at the National Roman Legion Museum.

At the National Wool Museum, funding has been obtained to fence part of the meadow so that sheep can be kept. This will add to the interpretation of the meadow and will enable the museum to develop a range of outdoor events.

At Big Pit, the technical appraisal of the shaft and winding safety systems in cooperation with the Health and Safety Executive is nearly complete. A mining industry technical liaison committee will be meeting in the autumn to discuss all mine owners findings.

Negotiations with the Mines Rescue Service to create an interim service agreement for the Emergency Mobile Winder and plan and cost long-term alternative arrangements are ongoing, following the closure of Tower Colliery.

At St Fagans, new signage for ten historic buildings has been prepared. The re-decoration and re-display of Llwyn-yr-eos is on schedule to be completed for re-opening at October half-term. The content development for the Haverfordwest House has established an interpretation date of c1580 for the building, when it was likely to have been the premises of a lower-class trader.

Development of St Fagans: National History Museum

A Concept and Programme Developer has been appointed for the St Fagans: National History Museum Project and the first meeting of the Concept Development Team was held on 14 August. A 'brainstorming' session was facilitated at St Fagans by ABL Consultants and this involved both staff and Trustees. The outcomes of this session will be taken forward within the work of the Concept Development Team.

Elements of public engagement and consultation relating to the development of St Fagans were included in the event held on 5 July to celebrate the 60th Anniversary of the opening of St Fagans and at the Museum's stand at the National Eisteddfod in early August.

Tasks and targets for September - November

Masterplanning

- Receive final report on the Display of Art.
- Conclude negotiations on the final account for the East Wing roof at National Museum Cardiff.

Buildings and Estates

- Agree final proposals for the West Wing at the National Museum Cardiff.

Visitor Services & Site Operations

- Continue with the installation of new interpretive signage for the historic buildings at St Fagans.
- Arrange the translation and publication of site leaflets at St Fagans in two new languages, Dutch and 'Simplified' Chinese.

Development of St Fagans: National History Museum

- Complete a Project Initiation Document for approval at the next Performance Review meeting in November.
- Initiate the master-planning study and agree a time frame for the design phase utilising the priority concept themes emerging from the Concept Group.
- Agree programme for submission of a Round One HLF bid for capital development works.
- Draft a Fundraising Strategy for St Fagans.
- Establish the Public Consultation Strategy.
- Establish Programming Group at St Fagans.

2. Sustaining prosperous, well used collections

Conservation, Curation & Acquisitions

A meeting of the Contemporary Collecting Group has formulated a draft policy and action plan for contemporary collecting in Social and Industrial History. After further refinement, this will be presented to Trustees by the end of the year.

At St Fagans, the re-location programme for collections was progressed including the refurbishment of the existing Textile Store as a Painting Store. The agricultural collections were moved from the National Collections Centre to the Large Object Store (formerly the Atcost Store) and work also began on re-erecting the Kennixton barn and tŷ-bach.

At Big Pit, the collection of oral histories focused on the lives of women in industrial communities is ongoing but collection of information on the activities of the 'Welsh Tunnellers' in the First World War has been put on hold until a Volunteer Researcher can be recruited. A short section of a coal plough face has been restored and rebuilt in the conservation workshop, and work on a main line coal wagon and a 'Trambulance' has begun.

We acquired 2500 specimens of *Rubus*, recently donated to the Museum by British bramble expert, Alan Newton, which will complement and augment the Museum's existing *Rubus* collections.

The Department of Biodiversity & Systematic Biology conducted marine fieldwork, on the J G Jeffreys 1 Cruise, around South West Scotland sampling the same localities sampled by Jeffreys, a renowned 19th century conchologist. Plans to proceed further were abandoned due to gales and stormy seas. The cruise was in conjunction with the School of Ocean Sciences, Bangor University and the Natural History Museum London. Our particular aim was to specifically target bivalves and polychaetes for taxonomic research and for the preparation of new taxonomic tools, for example for the DTI-funded marine bivalve identification tool which aims to overcome the incompleteness of current bivalve identification guides by including deep water species and juveniles.

Amgueddfa Cymru was represented at the Severn Estuary Tidal Power Feasibility Study SEA Marine Ecology Technical Workshop, on 16 & 23 July, to offer expertise and to investigate potential for the Museum to be involved in the feasibility study in some way.

A number of the curatorial staff at St Fagans have been engaged in fieldwork for the Smithsonian Folklife Festival 2009, interviewing possible participants. The Museum also provided equipment and advice for external fieldworkers engaged by the Smithsonian. The resulting recordings will be deposited permanently at the Smithsonian, St Fagans and the National Library of Wales.

An on-line version of Roy Saer's publication *Caneuon Llafar Gwlad* (Welsh Folk Songs) has now been completed. It includes background information about Roy Saer's collecting work in the 1960s and 1970s, 30 folk songs with translations, archive sound files, background notes and downloadable pdf files of lyrics and transcriptions.

The newly planted (2007) *Rhododendron* collection at St Fagans has progressed well, with impressive flowering this year. All are varieties introduced to the UK prior to 1914, adding to the late Victorian/Edwardian ethos of the Castle gardens and arboretum.

Following the excavations at Priory Field, the National Roman Legion Museum has been liaising with Cardiff University, University College London and Cadw to arrange the donation of a new inscription which was recovered during the excavations. A digital film recording of the lifting of the inscription was made to accompany a temporary exhibition in October 2008.

A month's excavation work at Llanmaes, Vale of Glamorgan, revealed a Bronze or Iron Age roundhouse, a prehistoric field boundary and over 2,500 small finds.

New equipment has been installed to enable the digitisation of the sound archive, and training has been given to the Archive Technician. It is estimated that copying the whole collection of 12,000 recordings to digital format will take 2-3 years. The length of the programme reflects the fact that copying from RDAT masters has to be done in real time.

Tasks and targets for September - November

Conservation, Curation & Acquisitions

- Complete the installation of the Conservation Wheelwright in his new workshop in the Castle Yard at St Fagans.
- Complete the re-interpretation of Llwyn-yr-eos with the theme of Remembrance.
- Continue with the preparation of objects to be displayed in the buildings during the 2009 Year of Music.
- Continue work on upgrading the Plymouth bedroom in St Fagans.
- Continue with the rolling programme of maintenance and housekeeping within the re-erected buildings: Garreg Fawr, Penrhiw, Post Office, Rhyd-y-car 5 shed, Tollhouse and Tailor's Shop.
- Review the Textile Machinery from Dre-fach recently moved to the National Collections Centre in order to rationalise the collection.

3. Helping our visitors to make sense of the world

Learning & Access and Programming

National Archaeology week was observed in St Fagans, National Roman Legion Museum and National Museum Cardiff with a diverse programme of talks, hands-on activities and demonstrations and all our museums have been involved in developing and delivering a summer holiday programme of activities for families.

At St Fagans..... the Exploring our Woodland project was launched in June in the presence of the Minister for Environment, Sustainability and Housing, Jane Davidson and the project funders, Cardiff County Council and Legal and General. The project aims to increase understanding and interest in the natural environment, creates a new path to the Celtic Village and provides a wide range of resources on the web. A new display in Oriel 1 promotes the initiative and creates a learning pathway between the gallery and woodlands.

St Fagans hosted a series of art workshops using the museum as a source of creative inspiration. These were run in partnership with Hafal, the organisation concerned with mental health issues, and ran from August to September 2008.

The archery exhibition, Saethyddiaeth drwy'r Oesoedd – Archery through the Ages, opened on 23 August and will run until 13 September to coincide with the FITA World Field Archery Competition to be held at St Fagans on 5 and 6 September.

From July to December 2008, St Fagans is staging an exhibition by renowned Welsh photographer Robert Haines. Once Upon a Time in Wales offers a fascinating glimpse of a vanished past.

For her latest installation artwork, artist Angharad Pearce Jones has created an interactive maze in the grounds of St Fagans.

At National Slate Museum..... the new exhibition on emigration, Draw Dros y Don - American Dreams has opened and will be on display until January 2009.

At National Waterfront Museum Swansea..... Refugee Week (16 - 22 June) was celebrated with a display put together by Asylum Seeker Adults and a weekend of events and activities including live music and performances. The Museum also hosted the launch of the 'Swansea the City of Sanctuary' initiative welcoming newcomers, asylum seekers and Refugees from around the globe.

Staff have worked with older people as part of the Dyfatty Heritage Project (Communities First) to record the history of the local area, focusing on Dyfatty, Greenhill and Manseltown.

The Ffarwel Cymru! – Gweithio tramor – Working Abroad exhibition opened on 14 June and will run to 2 November.

The Museum's programme of temporary displays has included: 'Robert Owen – Legacies that Last' (7 June to 31 August); the 'Numbers and Shapes' photography display (16 to 27 June) ; the Royal Commission on the Ancient and Historical Monuments of Wales Centenary Exhibition (2 July to 31 August) and the Women's Archive of Wales exhibition which opened on 11 August and runs to 15 September.

At National Museum Cardiff..... a community archaeology display, 'One House, Three Stories', opened in the Main Hall. This initiative features work partly inspired by objects from the Outreach collection. School students involved were responsible for creating text for panels and labels.

A study-day on Impressionist painters, held in June attracted 147 older learners. The event was organised in collaboration with the University of the Third Age (U3A), who have indicated an interest in a follow up initiative to coincide with Sisley exhibition in 2009.

Volunteer Guides have been retrained to tell new stories on the Origins Guided Tour to encourage repeat visits and enhance group offer.

The National Library of Wales' touring exhibition, Winifred Coombe Tennant – a life through art, in the Art Galleries at National Museum Cardiff has opened.

At National Wool Museum..... Coleg Sir Gâr's Final Degree Fashion Show was hosted in June, together with a display and exhibition of the students' preparatory work and ideas.

Rhodri Glyn Thomas, Minister for Heritage, attended the opening of the display of collections donated by Dr Sheila Harri at an afternoon tea prepared by the museum café. A display case in the Textile Gallery is dedicated to this collection and is complemented by drawings of the collection and a film of the Style Show held at the museum in October 2007.

At National Roman Legion Museum..... the 'Romans in Residence' event has been very popular with the staff and visitors participating in the event. Following on from the success of the web cam at the Military Spectacular there has been live streaming of the event over the web, giving visitors the opportunity of a 'virtual' visit. An 'Archery' exhibition opened at the National Roman Legion Museum on 28 June and runs until 30 September.

At Big Pit..... Blaenavon Town Band provided musical entertainment for visitors in late August.

Mainstreaming the Welsh Language

In preparation for the National Eisteddfod, ten members of the front of house staff team at National Museum Cardiff attended a 10-hour Welsh-language taster course provided free of charge by the Eisteddfod.

A new Welsh course for Estate staff at St Fagans was trialled between May and July, concentrating on words and phrases used during their work. This was successful and the course is expected to continue in the Autumn.

A panel was erected in the Main Hall at National Museum Cardiff for the duration of the Eisteddfod explaining the festival and the bilingual nature of Wales to overseas visitors. This was also used to highlight the 'Iaith Gwaith' scheme to Welsh-speaking visitors. The Museum website and Rhagor were also used to highlight the fact that the Eisteddfod was in Cardiff.

Twenty Welsh learners were filmed in Bangor, Swansea and St Fagans as part of a resource to enable tutors of adult Welsh learners to use Oriel 1 as a language teaching resource with funding from the Welsh Assembly Government. Trialling will commence in October and the pack will be launched in early spring 2009.

During the Eisteddfod week, Tafarn yr Iorweth Peate was opened in the cockpit at St Fagans with the artist Bedwyr Williams and a number of Welsh poets. There were a range of events and Rhymni Brewery provided the real ale! Approximately 450 people attended.

Tasks and targets for September - November

Learning & Access and Programming

- Establish a project management group to develop plans for the redevelopment of three learning spaces at National Museum Cardiff, namely the Glanely Gallery, the Science Education Room and adjacent gallery, together with the lunch room.
- Launch the 'Back to the Past and into the Future' intergenerational project at Big Pit with partners from the local community, which will develop digital stories created for display in the new learning space at the museum.
- Prepare for the creative arts project 'Create a Quest' with three local primary schools in Communities First areas.
- Organise 'Walking with Romans' in partnership with Cadw from 22 September to 3 October at National Roman Legion Museum.
- Hold art and poetry workshops at the Urdd Youth Camps in Llangrannog and Glan Llyn so that the work produced can be set to music at Oriel 1 during the forthcoming Urdd exhibition in April 2009.
- Host an event run at Oriel 1 with the Wales Puja Committee to celebrate the forthcoming Making Durga activities.
- Refurbish the introductory film (To Steal a Mountain) and equipment at National Slate Museum.
- Continue preparation of a new audio-visual installation for the National Woollen Museum, Drefach and repair broken units.
- Open Bernie Searle exhibition in Gallery 20 at National Museum Cardiff.
- Open Grennan and Sperandio exhibition in Gallery 21 at National Museum Cardiff.
- Finalise design and install final two art galleries (5&6) in the East Wing, National Museum Cardiff.
- Install The Hidden Landscape exhibition at Oriel y Parc, St Davids.
- Develop and deliver Calan Gaeaf event for the 29 – 31 October.
- Prepare for 'Y Gwylie' three-night Christmas event at St Fagans.
- At NSM commence interviewing and recording a wide network of community contributors, who recall closure of Dinorwig Quarry in August 1969.
- Introduce a new "Art Cart" and accompanying publication at the National Slate Museum.
- Display the entries for the 'Cwtsh' Competition at the National Wool Museum and select a winner. Finalise the brief and launch next year 'Music' competition.
- Mount a temporary exhibition at National Waterfront Museum Swansea on the theme of Welsh inshore fishing.
- Mount at National Waterfront Museum Swansea, the Men of Tower portrait photographic exhibition (27 September – 30 November).

Mainstreaming the Welsh Language

- Roll out Language Awareness Training sessions to all sites and all departments.

- Respond to the Welsh Language Board's discussion document on Promoting Bilingual Workplaces.
- Look at ways of increasing the opportunities for Amgueddfa Cymru's Welsh learners to use their Welsh outside the classroom.
- Launch the Welsh for Adults learning pack at the National Wool Museum and hold a training session.

4. Listening to and learning from our audience and partners

Learning and Access

Work has begun on consultation with local target audiences regarding the detailed fit-out of the new Learning Annexe at Big Pit.

An INSET day for teachers, on using the National Waterfront Museum in the early years, was attended by 18 Foundation Phase teachers. The day was used to gain feedback on the offer from teachers at Foundation Phase and to promote the Outreach Loans Service.

Age Concern have evaluated both programmes of creative writing workshops for older people arranged at St Fagans and National Museum Cardiff. The 10 week courses, funded by Age Concern Cymru, were a big success and organised as part of the Gwanwyn festival of older people's creativity.

Ownership

A workshop has been organised to develop a Public Engagement and Consultation Strategy for St Fagans, and it will also provide new learning opportunities for staff who have yet to participate in the Museum's Public Engagement and Consultation staff training programme.

Recruitment to the Consultation Database has continued via St Fagans' 60th Anniversary Birthday Cards, handed out at the anniversary event, and via the 100+ publication, launched at the Eisteddfod.

Tasks and targets for September - November

Learning and Access

- Hold Public Consultation sessions at National Roman Legion Museum, with support from Gwent Educational & Multicultural Support Service & South East Wales Racial Equality Council).
- Host an INSET day for teachers on 'Interactives in industry for Key Stage 2 - Creating pre and post visit materials' at the National Waterfront Museum in October.
- Launch the Coity Tip web pages which have been created by teachers, with the support of Careers Wales and the Education Business Partnership.
- Facilitate and contribute to the Visitor Studies Group workshop session on "Observational Mapping and Site Orientation", to be held at National Slate Museum in November.

Ownership

- Develop a Public Engagement and Consultation Strategy for St Fagans via workshop(s), and further internal consultation as required.
- Continue benchmarking with a range of organisations via the Visitor Studies Group Summer School in September and at the Museums Association Conference on October.

5. Communicating – expanding our local and global reach

Marketing and Consumer Press & PR

Visitor Figures for the year-to-date are attached in **Annex A**. Further investigation of the poor and unusual visitor figures noted latterly at the National Waterfront Museum Swansea has indicated that there seem to be a number of problems with the computerised system of counting visitors. The Swansea figures for the last few months are therefore not accurate and substantially less than the actual figure. The door sensor method is now being duplicated with a stand-alone infra-red beam and the two systems will run in parallel until the end of September with the aim of obtaining a multiplier to use on the summer figures.

A Communications Officer has been appointed at the National Wool Museum.

A new suite of museum leaflets has been produced and distributed, supported by a schedule of press and advertising work, aimed at reinforcing the individual brand attributes of each museum and the corporate message of free entry.

Taxi advertising has been secured within the Cardiff catchment area; with one advertisement showcasing St Fagans and the other National Museum Cardiff.

The research agency Morris Hargreaves McIntyre has been appointed to conduct 2 pieces of work: observational research at St Fagans to help inform the National History Museum Project's planning and a pilot psychographic research study to take place at National Museum Cardiff aimed at ascertaining people's motivations to visit as well as their demographic profile.

Consumer focus groups have been held at each museum to gather feedback on recent marketing initiatives.

A Marketing Plan has been produced to grow the corporate hire, retail and catering business at the National Waterfront Museum.

Profile Raising & Corporate Communications

The Amgueddfa Cymru presence at the National Eisteddfod was well received. Work included implementing a press and PR plan highlighting Museum activities on the Maes and concurrent events at National Museum Cardiff and St Fagans as well as the launch of the '100+: celebrating the centenary; planning for the future' publication by the new Heritage Minister, Alun Ffred Jones. The official handover of the Eisteddfod chair to Eisteddfod officials took place at St Fagans and the Triple Crown and the Grand Slam trophies were on display at National Museum Cardiff during the Eisteddfod week.

An outline press & PR plan has been written to support the work already underway by the American Foundation of Art for the forthcoming US tour.

A meeting was held with the Chief Executive of Cardiff & Co to agree on how National Museum Cardiff and St Fagans might be positioned more prominently in the agency's promotions.

Publications

Work has taken place with events officers and museum keepers, to draw up an annual podcasting programme, covering major events and activities at all our museums.

Work has been progressed on the design and production of Gwau Geiriau – the free web resource for Welsh language tutors to use at the Wool Museum.

The copy for the publication 'A little book about big things', the second in series of 'Little Books' commissioned by Enterprises, has been edited and production has commenced. These books are approximately 3,000 words, 48 pages and contain around 40 illustrations.

Work has also been progressed on the specification for design, artwork and print for the Financial Report and a fully illustrated book on St Teilo's Church.

Learning and Access

Sessions on meteorites were held in the Science pavilion at the National Eisteddfod, highlighting the Museum's partnership initiative with Cardiff University, funded by the Science and Technologies Facilities Council.

As Deputy Chair of the Eisteddfod's Visual Arts sub-committee, the Museum's Art Education Officer, was responsible for helping to organise the special exhibition in the Art pavilion.

The Museum's Adult Welsh Learner initiatives were promoted in the Learners' Tent of the National Eisteddfod.

St Fagans held creative writing workshops led by the former National Poet, Caryl Parry Jones, to coincide with the Oriel 1 display 'Gorseddi' which featured Eisteddfod chairs from the Museum's and other collections to coincide with the staging of the Eisteddfod in Cardiff.

The Slate Museum's Education Officer has been worked with Leisure and Tourism experts on a DCELLS-funded project for the National Grid for Learning (NGfL) Cymru. The materials and film are being specially created for AS Level Leisure and Tourism students. The National Slate Museum is the focus of one 'programme' in a 4 part series.

Learning events at the excavations at Llanmaes, near Llantwit Major focused on sound and movement, to contrast with concepts of a 'still and silent past'. Fourteen primary and secondary schools took part in engagements coordinated by Ken Brassil and facilitated by Dylan Adams. Young people were encouraged to respond to the archaeology and narratives of the past through rituals of music, words and movement. An open day at the dig attracted around 200 people and concluded with a social evening organised by the community with food, drink, live music - and a song written by one of them about the excavations.

Digital Developments

The live Webcam was piloted successfully at annual Roman Spectacular event at Caerleon.

Summary business plans for Amgueddfa Cymru Content Development, Marketing and Education Strategies for 'The People's Collection' initiative have been submitted to CyMAL.

A New Media Strategy Action Plan has been approved by New Media Group. In addition, a new Photography Policy has been implemented at National Museum Cardiff as a response

to the increased risk of photographic images of copyrighted artworks displayed in the Galleries appearing on internet sites.

Development of Rhagor

The virtual exhibition 'Curators' Choice' was launched in June. The series will highlight ten objects per month, chosen by curators from across all departments and sites of Amgueddfa Cymru.

A campaign requesting sightings of a species of slug new to science received huge media attention, resulting in over a thousand hits per day to the slug article on Rhagor and a large increase in ratings and user comments received on the site.

Rhagor was showcased at both the National Eisteddfod and at the Festival Interceltique de Lorient, an annual festival held in Brittany.

Usability testing on the website was undertaken and a report has been produced highlighting a number of key recommendations for increasing the effective usability of the website and its interaction with Rhagor.

Partnerships

Four curators from Egypt and Kenya visited Amgueddfa Cymru for ten days in July as part of the British Museum's International Curatorial Training Programme.

The exhibition 'Dinosaurs in your Garden' opened at Scolton Manor Museum in Pembrokeshire. The exhibition was shown originally in Carmarthen as part of Cyfoeth Cymru Gyfan – Sharing Treasures.

Work continued on the organisation of the Brendan Burns' residency at Oriel y Parc as part of the new cycle of Celf Cymru Gyfan – ArtShare Wales.

External Liaison

Work continued on the forthcoming American tour of art works from the Davies collection including the completion of text for the exhibition catalogue.

Research

Independent Research Organisation status was accorded to the Museum by the Arts & Humanities Research Council and the Natural Environment Research Council. These bodies thus hold our research strategies and procedures to be comparable to those of a University, and the status makes us eligible for funding streams which we could not access previously.

Work begun on development a Research Strategy for Biodiversity & Systematic Biology, which will be informed by some of the conclusions of the Science Staffing Review Group later in the year. Work also commenced on a comparable strategy for Social & Cultural History.

Tasks and targets for September - November

Marketing and Consumer Press & PR

- Disseminate results of the staff survey relating to brand awareness and usage, accompanied by revised brand, tone of voice and style guidelines.

- Develop an Internal and External Communications Plan in support of the St Fagans development project.
- Project manage the observational research study to take place at St Fagans.
- Report on findings of the consumer focus groups.
- Undertake visitor evaluation of the Origins exhibition.
- Work with Enterprises to develop a new online shopping facility to accompany this year's Christmas retail campaign.
- Launch a new series of Autumn lectures at Big Pit.
- Undertake a joint promotion to schools between National Waterfront Museum Swansea and Swansea Leisure Centre.

Profile Raising & Corporate Communications

- Appoint a consultant to assist with the development of a Marketing Communications Strategy for the All Wales People's Collection.
- Organise a workshop session with staff to agree on packaging/branding approach to the Museum's large scale projects (art, science & national history).
- Produce the first in a series of new corporate newsletters for key stakeholders.

Publications

- Design and print the next issue of the GLO magazine. Produce the first draft of the Children in Mines publication.
- Appoint Head of New Media.
- Work on editing and translation of the book about St Teilo's Church.
- Draw up specification for a book on the archaeology collections.
- Draw up a design specification for an activity books series, to be published jointly with Cadw.
- Finish revising house-style guidelines, and arrange publication and training.
- Arrange proof-reading and copywriting workshops.
- Produce and publish the Financial Report.

Learning & Access

- Develop a display on Climate Change in collaboration with, and funded by, the University of Glamorgan, with one version to tour our museums and the other to tour local community centres in Communities First areas of the valleys.
- Arrange a series of outreach talks for older people from coalfield communities.
- Organise a project in conjunction with Menter Tawe and Ysgol Bryn Tawe using the Ffarwel Cymru! – Gweithio Dramor – Working Abroad exhibition to create digital stories in October.
- Together with the RNIB, run a pilot project to develop a 'buddy scheme' for the visually impaired at St Fagans.

Digital Developments

- 'New Media Strategy & Action Plan' and 'Progress with Rhagor' update presentations to be made to Performance Review Committee in November.

Development of Rhagor

- Complete the entry of Research information onto the database and add images and further information for a draft version to be ready by November.
- A gallery highlighting our Meteorite collection will be published October 08.
- Design a virtual exhibition of Welsh Minerals, Crystals and Gemstones for end of year.

- An exhibition 'Emigration from Wales' will be published online in November, containing information from the temporary exhibition at the National Waterfront Museum.
- Implement recommendations from usability report.

Partnerships

- The new partners in Cyfoeth Cymru Gyfan – Sharing Treasures will be finalised and announced in collaboration with CyMAL.
- The 'Dinosaurs in your Garden' exhibition will close at Scolton Manor Museum and is due to be installed at Ceredigion Museum.
- New projects will be selected for Celf Cymru Gyfan – ArtShare Wales and work will continue on Brendan Burns' residency at Oriel y Parc.
- The 'Becoming Modern' exhibition will open at National Museum Cardiff. This was the last exhibition in the ArtShare Wales pilot scheme and was originally shown at Oriel Davies Newtown.
- Finalise a joint promotional leaflet on Swansea research resources with West Glamorgan Archives, Swansea Museum and University of Swansea.

External Liaison

- Continue to participate in the North & Mid Wales Partnership Group and attend the next meeting of the Brecknock Museum & Art Gallery Stakeholder Group.
- Continue work on the forthcoming American tour of art works from the Davies collection in collaboration with the American Federation of Arts.

Research

- Continue developing Research Strategies for all curatorial departments.
- Discuss internal Research Grant proposals.

6. Becoming an organisation that learns and that builds on its successes

Evaluation Activities

Questionnaires have been completed by users of the Art Cart and the public have been interviewed about how they use the Woodland Pathway at St Fagans. The outcomes of these evaluations will be reported on in the autumn.

Learning Activities

A PowerPoint presentation on the participative development of Oriel 1 has been updated and shared internally with the public Engagement and Consultation Forum, Archaeology and Social History Curators, the Joint Executive Group; Learning Officers (as part of their skills-sharing day on public engagement and consultation), the Front of House Staff at St Fagans and the Exhibitions and Events Team.

The On Common Ground co-ordinator was a key speaker at the joint Museums Association/NIACE conference on Adult Learning in London.

A master-class in smelting and making bronze was arranged for museum staff and formed part of the programme of National Archaeology Week.

The design of the Community Heritage Toolkit, the final outcome of the Museum's project on the abolition of transatlantic Slave Trade, has been completed for publication on CD ROM. The toolkit provides information and guidance for individuals and organisations on developing their own community heritage projects, drawing on the experience of participants in the Museum's Everywhere in Chains Community initiative. A conference disseminating good practice and celebrating the achievements of the project is planned.

A skills-sharing session on the 01 August for the team at NRLM involved them being taught 'bell ringing' at St Cadoc's Church.

Ownership Activities

The second stage of staff training on public engagement and consultation has been organised for October – January. Bespoke sessions are being arranged for St Fagans and other projects and groups as required.

A single template has been created to enable staff to prepare a Public Engagement and Consultation Plan for their activity.

Human Resources

Two Bursary Students have been appointed at St Fagans, in conjunction with the National Heritage Training Group funded by HLF, Cadw etc, for 6-month painting placements with the HBU traditional painters to learn heritage skills. In addition, two Apprentices have been appointed to the Historical Buildings Unit, one Apprentice Carpenter and one Apprentice Mason, in conjunction with the Construction Skills, the Sector Skills Council for construction, who will pay their course fees, starting in September.

NRLM was recently assessed against the Investors in People (IIP) 'profile' model and the outcome is awaited. The recommendations of the IIP advisor at the National Waterfront Museum are in progress and on target and to be assessed in February 2009.

The pay negotiations for 2008-09 were concluded with an overall vote in favour of the

offer. This will be paid in the September pay run.

A Cycle to Work Scheme has been launched to encourage staff to use their bicycles to come to work.

Tasks and targets for September - November

Evaluation Activities

- Review progress against the pilot Evaluation Action Plan in November.

Learning Activities

- The Gallery Author at National Waterfront Museum Swansea will undertake a study tour to three countries - sponsored by Winston Churchill Trust (end of August to beginning of October).
- Staff at National Wool Museum Drefach Felindre will be trained in Interpretation skills by writer John Veverka in September.
- Run a Programmes and Presentation Away Day staff training exercise to Liverpool.

Ownership Activities

- Deliver staff training in public engagement and consultation.
- Pilot the planning template at the St Fagans Strategy workshop, amend if necessary, translate and place on the intranet with supporting resources.

Human Resources

- Receive the report of the Science Staffing Review Group and consider the recommendations.
- Continue to progress the recommendations of the IIP Advisor at the National Waterfront Museum.
- Continue the process of working towards IIP accreditation at St Fagans.
- Continue to run Focus Groups with staff to discuss the action points arising from the staff survey.
- Commence the internal and external consultation exercise on draft Equality Schemes.
- Begin to work on a Volunteering strategy and action plan following the appointment of a Volunteer Co-ordinator.
- At Big Pit continue to develop an Apprenticeship Scheme for colliery mechanics and electricians in collaboration with Mines Inspectorate and other industry bodies for implementation in 2009/10.

7. Re-aligning our resources to deliver all these key developments

Planning

During June and July, Trustees and members of the Joint Executive Group prioritised the key strategic questions which Amgueddfa Cymru needs to address and agreed a timetable for the way forward. Subsequently, an outline of the proposed 'Vision Map' has been developed for consideration by the Board of Trustees in September.

Fundraising

A 'Your Heritage' funding application for submission in September, has been developed in collaboration with six community groups, drawn from Swansea, Cardiff and Rhondda Cynon Tâf.

The legacy campaign has been launched with 1000 letters being sent from the President to all members of the Friends of AC-NMW group.

Discussions have started regarding the potential for an EU Convergence funding bid and an assessment of the funding potential of the projects submitted either through Cadw or independently, is now taking place.

A meeting has taken place with The Wolfson Foundation at which a further application to them for funding for the West Wing refurbishment was discussed.

Meetings have taken place with the company St David's 2 to explore areas where a possible partnership could be co-ordinated.

NMGW Enterprises Limited

Overall retail sales are 2% above last year for the period April – July.

Following approval by the Enterprises Board, the catering contracts for National Museum Cardiff & National Waterfront Museum Swansea were awarded to Digby Trout Restaurants. The new contracts commence in October for 3 years with an optional 1 year extension. Overall the new contracts guarantee Amgueddfa Cymru an additional £20.5K guaranteed rent per annum. There is also provision of capital investment by Digby Trout Restaurants of £75K at National Museum Cardiff and £13K at National Waterfront Museum Swansea, and these monies will be used to refurbish the public areas of the Icons Restaurant and make alterations to the seating at Swansea.

The lease for Unit 4 at National Waterfront Museum Swansea was successfully completed with the elegantly refurbished coffee shop, which offers food with a Mediterranean and Middle Eastern accent, trading from July. Unit 1a remains at "Heads of Terms" due to delays in obtaining planning and listed building consents.

For the third year, Enterprises operated a shop as part of the Museum's presence at the National Eisteddfod. This was an ideal opportunity for us to showcase our expanding range of exclusive products which have been inspired by our collections. A great deal of positive feedback was received from staff and visitors and despite the wet weather during the week, sales for the 8 days totalled £3.4K, which was an increase of 17.6% on the previous year.

Telecommunications and ICT

Amgueddfa Cymru's wireless network has been successfully extended to St Fagans and National Waterfront Museum Swansea. Discussions with Cardiff University have suggested that, subject to confirmation, the existing rules governing access to the network will be relaxed enabling the development of a number of new services to commercial and public visitors.

ICT are working to re-establish and improve the Museum's video-conferencing infrastructure and successful trials have been carried out between National Slate Museum, St Fagans and National Museum Cardiff.

Following the successful live video feed from the Caerleon Military Spectacular, a web cam test feed for "Romans in Residence" has been established.

A trial of software designed to manage Museum images is underway and being used as the basis of a consultation workshop to develop a functional specification for an Image Management System.

Sustainable Development

The Carbon Trust have commenced their surveys of all of our sites with a view to assisting us in developing an action plan for reducing energy consumption.

A programme of workshops and talks on sustainability at St Fagans, organised in collaboration with Dŵr Cymru, attracted over 180 participants.

Gwynedd Council's free-issue integrated public transport timetables for summer 2008 have been distributed to visitors, via the National Slate Museum shop, in order to encourage use of all local bus, rail and 'Sherpa' networks.

The Biodiversity Strategy Group has reported to the Sustainability Forum with a view to completing a strategy by November 2008. Issues with protected Great Crested Newts have required a number of meetings with the Countryside Council for Wales and Cardiff City Council this year, the latest of which was to progress the development of a specific newt strategy document for St Fagans.

Tasks and targets for September - November

Planning

- Hold Vision Mapping session with Board of Trustees at their meeting in September.
- Review the relevant detail within the Vision Map at each of Executive Groups during early autumn.
- Commence Operational Planning process.

Fundraising

- Prepare bids to fund the Springs Bulbs for Schools, and Outreach Van schemes.
- Produce a feasibility report for the implementation of a Corporate Membership Scheme.

NMGW Enterprises Limited

- Finalise plans and designs for Restaurant refurbishment at NMC and present to Enterprise Board.
- Finalise Christmas marketing plan.

- Complete work to allow on-line shop trial in run up to Christmas.
- Continue to progress lets of Unit1a and Unit 3 at NWMS.

Telecommunications and ICT

- Start server room power refurbishment.
- Continue re-establishing and standardising video-conferencing services for all sites.
- Follow up wide area upgrade proposals.
- Develop proposals for public internet access.

Sustainable Development

- Continue to work with the Carbon Trust to develop an action plan for raising energy awareness amongst staff at all sites.

8. Financial Report

Management Accounts to 30 June 2008

The Management Accounts to 30 June 2008 are attached at **Annex B**. The layout of the report has been improved by cross referencing the comments to the figures shown in the report. As a result we are no longer attaching the appendices providing further detail on the revenue, specimen and capital grant in aid or private funds. Those appendices will continue to be attached to the reports that are reviewed by the quarterly Performance Review Committee meetings.

The report highlights all the key issues in the first quarter of the year and there are no matters of concern or particular note.

Payroll Package

Initial figures indicate that the costs of acquiring and installing a new payroll and HR package will be c£40k. Tender documents are scheduled to be issued by the end of August and an outlined timetable for implementation is in place.

Tasks and targets September – November

- Continue budget planning for 2009-10 and 2010-11.
- Proceed with the payroll package procurement.

9. External Audit

The external audit of the year end accounts by KTS Owens Thomas in respect of NMGW Enterprises Limited, and the Wales Audit Office in respect of the Museum's Consolidated Accounts, was completed on time and the accounts were signed as planned. No issues arose and no concerns were reported by either set of auditors to the Joint Performance Review and Audit Committee meetings on the 10 July. The formal Management Letter and Additional Assurance Report from the Wales Audit Office will be considered at the Audit Committee meeting on 20 November.

Tasks and targets September – November

- Receive and agree WAO Management Letter and Additional Assurance Report.

10. Internal Audit

Reports were prepared and presented to the Audit Committee on 10 July 2008.

Tasks and targets September - November

- Continue to work on the Audit Plan for 2008-09.

11. Risk Management

The Risk Management Group met on 24 June and reported to the Performance Review and Audit Committees on 10 July 2008.

12. Recommendations

It is recommended that this Report is noted.

Michael Houlihan
Director General

September 2008

Annex A - CUMULATIVE VISITOR FIGURES April - July 2008

PLUS VARIANCE FROM 2006 and 2000

| Museum | 2008 Actual | 2008 Target | 2007 | 2000 | Variance Target No. | from % | Increase/Decrease on 2007 No. % | | Increase/Decrease on 2000 No. % | |
|------------|----------------|----------------|---------|---------|---------------------------|-----------|---------------------------------------|---------------|---------------------------------------|-------|
| Cardiff | 114,526 | 104,000 | 127,746 | 85,899 | 10,526 | 10.1 | - | 13,220 -10.3 | 28,627 | 33.3 |
| St Fagans | 243,503 | 260,500 | 286,136 | 151,085 | -16,997 | -6.5 | - | 42,633 -14.9 | 92,418 | 61.2 |
| Roman | 28,117 | 31,000 | 27,967 | 31,075 | -2,883 | -9.3 | 150 | 0.5 | -2,958 | -9.5 |
| Wool | 9,875 | 8,000 | 9,383 | 3,968 | 1,875 | 23.4 | 417 | 6.7 | 5,907 | 148.9 |
| Slate | 51,303 | 55,000 | 57,367 | 24,915 | -3,697 | -6.7 | -6,064 | -10.6 | 26,388 | 105.9 |
| Big Pit | 69,714 | 68,000 | 69,963 | 40,052 | 1,714 | 2.5 | -249 | -0.4 | 29,662 | 74.1 |
| Waterfront | 51,238 * | 77,000 | 103,804 | | -25,762 | -33.5 | - | 37,333 -52.4 | | |
| TOTAL | 568,276 | 603,500 | 682,366 | 336,994 | -35,224 | -5.84 | - | 98,932 -14.50 | 180,044 | 53.4 |

* Further investigation of the poor and unusual visitor figures noted latterly at the National Waterfront Museum Swansea has indicated that there seem to be a number of problems with the computerised system of counting visitors. The Swansea figures for the last few months are therefore not accurate and substantially less than the actual figure. The door sensor method is now being duplicated with a stand-alone infra-red beam and the two systems will run in parallel until the end of September with the aim of obtaining a multiplier to use on the summer figures.

Annex B - FINANCIAL POSITION REPORT AS AT 30 JUNE 2008

1. REVENUE BUDGET

| Cash Revised Budget £' 000 | | Note | Accrued Actual to 30-Jun £' 000 | Cash Actual to 30-Jun £' 000 | Cash Budget to 30-Jun £' 000 | Cash Variance 30-Jun £' 000 |
|-------------------------------------|---------------------------------|------|--|---------------------------------------|---------------------------------------|--------------------------------------|
| Income | | | | | | |
| 776 | Cash B/Fwd | 1 | 776 | 422 | 422 | 0 |
| 22,501 | Assembly Grant in Aid | 2 | 4,844 | 4,844 | 5,108 | (264) |
| 498 | Trading Subsidiary Contribution | 3 | 38 | 38 | 43 | (5) |
| 496 | Dept Self Generated Income | 4 | 166 | 173 | 168 | 5 |
| 464 | Contribution from CCS | 5 | 111 | 111 | 111 | 0 |
| <u>129</u> | Specimen/Private Funds Transfer | 6 | <u>13</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| <u>24,864</u> | Total Income | | <u>5,948</u> | <u>5,588</u> | <u>5,852</u> | <u>(264)</u> |
| Expenditure | | | | | | |
| (19,342) | Salary Costs | 7 | (4,462) | (4,462) | (4,565) | 103 |
| (5,193) | Operating Costs | 8 | (944) | (1,153) | (1,287) | 134 |
| <u>(329)</u> | Contingency | 9 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| <u>(24,864)</u> | Total Expenditure | | <u>(5,406)</u> | <u>(5,615)</u> | <u>(5,852)</u> | <u>237</u> |
| <u>0</u> | Net Income/(Expenditure) | | <u>542</u> | <u>(27)</u> | <u>0</u> | <u>(27)</u> |

Note 1 : Cash B/Fwd - There was an original cash carryforward of £717,000 revised to £776,000 due to an increase in final profit from the Trading Subsidiary (reported to the Enterprises Board on 3 July 08). This carryforward awaits the cash transfer of the Trading Subsidiary gift aided profit from 2007-08 of £312,547 and deferred grant income of £42,000.

Note 2 : Assembly Grant in Aid – The figure of £22.501m is per the Remit Letter from the Assembly. This grant is drawn down monthly in line with anticipated expenditure (£4.844m has been drawn down to the end of June 08).

Note 3 : Trading Subsidiary contribution - We have budgeted for a contribution from NMGW Enterprises Ltd of £498,000 (which consists of £175,000 overhead recharges and £323,000 profit). The profit element has been reduced by £50,000 as a provision in contingency against the late receipt (or non receipt) of the Sale of Flight monies. The profit element will not be realised until the end of the financial year (i.e. when cash may be transferred to the Museum, although there is scope to make interim transfers). An amount of £38,000 has been recharged to the end of June 08.

Note 4 : Dept Self Generated income - The total departmental self generated income target has increased from £424,000 to £496,000 due to the profiling of additional in year income/grant e.g. Exhibitions, HR, Geology (but for which there will be additional matched expenditure). Actual income to 30 June was £173,000 against a target of £168,000. There are no major variances that need reporting other than income being received ahead of forecast.

Note 5 : Contribution from CCS - The £464,000 contribution from the City and County of Swansea is specific to the running costs of the Waterfront museum. Contribution received to 30 June, was £111,000.

Note 6 : Specimen/ Private Funds Transfer - Transfers from SPG of £48,000 (to cover the cost of the Historic Buildings Unit staff costs) and Private Funds of £81,000 (to cover the cost of the Development dept operating costs and donations to NMWS) will be made during the year when appropriate.

Note 7 : Staff costs - Actual staff costs were £4,462,000 against a year to date budget of £4,565,000 giving an underspend on the face of the accounts to date of £103,000. There are no major variances that need reporting. The extent to which underspent budgets can be clawed back to contingency and reallocated per Museum priorities is being investigated with budget holders (currently this figure is £121,000). Any clawback to contingency is actioned every quarter.

Note 8 : Operating costs - Actual operating costs, to 30 June, were £1,153,000 against a budget profile of £1,287,000. Major variances have been investigated and are in the main due to timing differences between the budget profile and actuals.

Note 9 : Contingency - The carryforward/contingency account is actively managed and enables funding to be redistributed across the Museum. Actual and anticipated movement in and out of the contingency account currently leaves an anticipated surplus balance of £329,000. It is the Museum's aim to maintain a balance of at least £400,000 to carryforward into 2009/10 to help with the adverse budget position projected next year.

2. SPECIMEN BUDGET

| Cash Revised Budget £' 000 | | Note | Accrued Actual to 30-Jun £' 000 | Cash Actual to 30-Jun £' 000 |
|---|---------------------------------|-------------|--|---|
| | Income | | | |
| 598 | Cash B/Fwd | 1 | 598 | 578 |
| 1,075 | Assembly Grant in Aid | 2 | 0 | 0 |
| <u>94</u> | Other | 3 | <u>0</u> | <u>34</u> |
| <u>1,767</u> | Total Income | | <u>598</u> | <u>612</u> |
| | Expenditure | | | |
| (876) | Department | 4 | (111) | (73) |
| (820) | Special Purchases | 5 | (48) | (70) |
| <u>(71)</u> | Unallocated | 6 | <u>0</u> | <u>0</u> |
| <u>(1,767)</u> | Total Expenditure | | <u>(159)</u> | <u>(143)</u> |
| <u>0</u> | Net Income/(Expenditure) | | <u>439</u> | <u>469</u> |

Note 1 : Cash B/Fwd - There was a cash carryforward of £598,000 which awaits deferred income of £20,000.

Note 2 : Assembly Grant in Aid – The figure of £1.075m is per the Remit Letter from the Assembly. This grant is drawn down monthly in line with anticipated expenditure. There has been no draw down to date as the carryforward is still financing the spend to date.

Note 3 : Other income – This is additional in year income from the National Art Collection Fund and Derek Williams Trust as a contribution towards specific purchases.

Note 4 : Department budgets - Departmental spend as at 30 June was £73,000 against a total budget allocation of £876,000.

Note 5 : Special Purchases budget - Special Purchases spend was £70,000 against a budget allocation of £820,000. This includes unspent Centenary Fund Partnership cumulative funds of £699,000.

Major items of spend during June include:

| Dept | Description | Cost (£) |
|------|--------------------------------|----------|
| Art | The House of Fairy Tales | 5,500 |
| Art | A Celebration of St Davids Day | 48,000 |

Note 6 : Unallocated – There is a currently a contingency of £71,000.

3. CAPITAL MASTERPLAN BUDGET

| Cash Revised Budget £' 000 | | Note | Accrued Actual to 30-Jun £' 000 | Cash Actual to 30-Jun £' 000 |
|-------------------------------------|--------------------------------------|------|--|---------------------------------------|
| | Income | | | |
| 74 | Cash B/Fwd | 1 | 74 | 74 |
| 925 | Assembly Grant in Aid | 2 | 194 | 194 |
| 31 | Transfers from Specimens | 3 | 0 | 0 |
| 305 | Transfers from Private Funds | 4 | 0 | 0 |
| <u>338</u> | Other (e.g. Development fundraising) | 5 | <u>42</u> | <u>42</u> |
| <u>1,673</u> | Total Income | | <u>310</u> | <u>310</u> |
| | Expenditure | 6 | | |
| (968) | Main Programme & EMW | | (129) | (159) |
| (200) | NMC Upper West Wing | | 0 | 0 |
| (175) | NMC East Wing & Centre Block | | (47) | (30) |
| (70) | NGA Feasibility Study | | (42) | (52) |
| (33) | NRLM Garden Project | | 0 | 0 |
| (75) | NMC Outsize Picture Store | | 0 | 0 |
| (152) | Residual Projects | | (28) | (64) |
| <u>(1,673)</u> | Total Expenditure | | <u>(246)</u> | <u>(305)</u> |
| <u>0</u> | Net Income/(Expenditure) | | <u>64</u> | <u>5</u> |

The above table represents a snap shot of the overall Capital Master Plan budget for this year. In practice the nature of the capital budget is such that there is a planned 3 year

rolling budget (which is kept under constant revision depending on priorities).

Note 1 : Cash B/Fwd - There was a cash carryforward of £74,000.

Note 2 : Assembly Grant in Aid – The figure of £925,000 is per the Remit Letter from the Assembly. This grant is drawn down monthly in line with anticipated expenditure (£194,000 has been drawn down to the end of June 08).

Note 3 : Transfers from Specimens – This is the final allocation from the specimen budget for the collections care and access project. These transfers will be made during the year when appropriate.

Note 4 : Transfer from Private Funds – This is the approved allocation from private funds to finance the capital masterplan. These transfers will be made during the year when appropriate.

Note 5 : Other income – In the main this is income received via the fundraising efforts of the Development dept (some of this income was received last year and will be transferred when the expenditure has been incurred). It also includes HLF grant income for the Big Pit Education Block project (a final claim for which has been submitted).

Note 6 : Expenditure - Planned expenditure this year equates to £1.7m (revised in line with current project planning) of which £305,000 was spent as at 30 June.

4. PRIVATE FUNDS

| Cash Original Budget £' 000 | | Note | Accrued Actual to £' 000 | Cash Actual to £' 000 |
|--|------------------------------------|-------------|---|--------------------------------------|
| 2,358 | Opening Balance | | 2,358 | 2,358 |
| 940 | Total Income | 1 | 104 | 104 |
| (662) | Total Expenditure/Transfers | 2 | (46) | (46) |
| * | Investment Revaluation | 3 | (79) | (79) |
| <u>278</u> | In Year Movement | | <u>(21)</u> | <u>(21)</u> |
| <u>2,636</u> | Closing Balance | 4 | <u>2,337</u> | <u>2,337</u> |

Note 1 : Income – This mainly includes budgeted income for the Development dept of £874,000 of which £57,000 was received at 30 June. It also includes budgeted coin box donations of £70,000 of which £21,000 was received at 30 June (£20,000 in June 07).

Note 2 : Expenditure/Transfers – This is the planned expenditure from private funds amounting to £662,000. The majority of this spend is for the Capital Master Plan. As at 30 June there was expenditure/transfers of £46,000.

te 3 : Investment revaluation - The value of investments (valued at the end of June by Gerrard Ltd) shows a decrease from 1 April 08 of £79,000 (and a decrease from the previous month end of £111,000).

Note 4 : Balances - Total fund balances are £2.3m, consisting of £1.8m in investments and £0.5m in cash. The funds can be split between Specific (£723,000), Departmental (£1,444,000), General (£161,000) and Development Holding Account (£9,000).

Mark Rainey
Head of Finance
5 August 2008