

EXECUTIVE SUMMARY PREPARED FOR BOARD OF TRUSTEES

December 2008

Purpose

To update the Board on progress and achievements in September, October and November 2008 and the tasks and targets for December 2008 to March 2009.

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

Masterplanning

The final report on the Display of Art has been received by the Heritage Minister and is being considered by the Trustees Art Group. Negotiations on the final account for the East Wing roof at National Museum Cardiff continue.

A project management group to draw up plans for the redevelopment of three learning spaces at National Museum Cardiff has been created. A time plan for the project has been established and first report submitted to the Clore Duffield Foundation on the plans for the Glanely Gallery, Science Education Room, adjacent gallery and lunch room.

Buildings and Estates

Final proposals for the West Wing at the National Museum Cardiff are being assessed and a report will be considered by the Board of trustees at their meeting in December to confirm the various funding sources to enable this project to be progressed.

Visitor Services & Site Operations

The first set of new interpretive signs for the historic buildings at St Fagans has been installed. The texts for a second set are now in progress and these are reflecting a personalisation of the buildings, which will set them in chronological and geographical context, and act on feedback received from public evaluation.

Four new site leaflets for St Fagans have been published in Dutch, 'Simplified' Chinese, Japanese and Arabic.

Development of St Fagans: National History Museum

The Concept Group has met on four occasions and has completed a draft Concept Framework document for consideration by Board of Trustees and the Project Steering Group. This includes a recommendation for the strategic intellectual concept of the site as well as a range of priority concept themes. In parallel with this, B3, a Cardiff-based architectural practice, have been appointed to develop a physical master-plan for the site and will be using a series of internal workshops along with the evolving concept document to inform their work.

The St Fagans Programming Group has been established and has met on two occasions. The Group has agreed on the need for a revised decision-making structure for externally

and internally driven programming at St Fagans, including a full audit of existing programming on site. Discussions have also commenced in relation to the integration of archaeological programming at the site.

Tasks and targets for December - March

Visitor Services & Site Operations

- Refurbish Ystafell Elidir (sandwich and activities room) at National Slate Museum to include storage and hand washing facilities.
- Complete the learning space at Big Pit.
- Deliver two pilot Christmas late night opening events at National Museum Cardiff to widen access to the collections and increase the profitability of shops and catering franchise.
- In agreement with Volunteers Co-ordinator, recruit and train up to 6 Volunteer Guides from within Friends organisation to provide guided tours of the Sisley exhibition for general visitors and pre-booked groups.
- Host Rhyfedd Od exhibition in Ystafell Padarn at National Slate Museum, March – May 09.
- Finalise plans for revising the layout of the café space at National Waterfront Museum.
- Develop programme for increased external signage at National Waterfront Museum.

Development of St Fagans: National History Museum

- Following approval of strategic concept and priority concept themes, create a sub-group structure with associated external advisors to begin delivery of detail relating to story-lining and content-development.
- Produce and disseminate Strategic Events and Exhibitions Programme for 08-09.
- Create strategic plan for future provision of events and exhibitions at the site.
- In parallel with the St Fagans Project, produce a Project Initiation Document.
- Draft a Fundraising Strategy for St Fagans.
- Progress work on the Public Consultation Strategy.

2. Sustaining prosperous, well used collections

Conservation, Curation & Acquisitions

A new human remains store has been created at the National Museum Cardiff where all skeletal material held by the Museum can be stored together. Likewise, a human tissue store has been created at St. Fagans. Having done this work, we are now in a position to apply for a licence to store and display material from the Human Tissue Authority.

The Contemporary Collecting Group has furthered policy and strategy work for collecting contemporary material in the Social & Cultural History Industry areas, and draft Collecting Plans for both areas have been discussed by the Collections & Knowledge Executive.

We have been trialling a new store-based collections-care indicator for the last year or so, and will look to implement this formally next year. This is a risk-based indicator, and the work we have been doing is seen as innovative by the National Museum Directors Collections Management Group, who look likely to recommend that all British national museums introduce a system based on the one we have pioneered. The Science Museum is already adopting this approach.

We have recently installed a telemetric monitoring system in some galleries and stores. Trials in the Origins gallery at the National Museum Cardiff has demonstrated convincingly that the level of micro-environmental control that can be achieved, which should lead to enhanced collections care through improved case design as well as energy saving.

At St Fagans, the Conservation Wheelwright has been installed in his new workshop in the Castle Yard at St Fagans, where he will be able to better work in view of the public. Necessary maintenance work has delayed the opening of the re-interpreted Llwyn-yr-eos farmhouse now exhibited as a house of the First World War period but all new exhibits are in place.

Objects have been prepared for display during the 2009 Year of Music. Work on a series of podcasts is underway and these interpret not only these artefacts, but also musical items from the archive relating to the historic buildings. Use of podcasts in this way will be a test case of the use of downloadable materials for the interpretation of the historic buildings.

The Review of the Textile Machinery from Dre-fach recently moved to the National Collections Centre in order to rationalise the collection has been re-prioritised for 2009/10.

Work continues in relation to the 'People's Collection' which is a CyMAL-led Assembly Government initiative which will lead to an all-Wales portal for recent history, by linking existing websites, generating fresh content, and ultimately enabling user-generated material to be deposited. The Museum has been contracted to contribute elements of content and lead on creating learning and marketing strategies. There will be a strong Geographical Information System (GIS)-based element, using Blaenafon and Llanberis as pilots. It should also help our contemporary collecting strategy by acting as a marketplace.

Tasks and targets for December - March

Conservation, Curation & Acquisitions

- Review computerisation of collections records.

- Complete assessment of whether we retain or not some of the large objects in the Industry collections.
- Complete risk assessments for all collections storage areas.
- Move designated Applied Art collections to Nantgarw.
- Appoint an Historic Interiors Conservator.
- Assess and conserve the textiles destined for the Plymouth bedroom, St. Fagans castle.
- Continue Phase II of the painting of the wall-paintings at St Teilo's Church.
- Continue work on re-erecting the Barn at Kennixton.
- Continue work on preparing the foundations for Haverfordwest House.
- Assess and review the conservation and future display of the 18th century Padarn slate boat at the National Slate Museum.

3. Helping our visitors to make sense of the world

Learning & Access and Programming

National Museum Cardiff.....

'Create a Quest' took place with three local primary schools in Communities First areas in Cardiff. The project culminated in a display in St David's Shopping Centre and a week of art activities for families. It was an important opportunity to develop a relationship with three Cardiff schools that we had previously not worked with. The project was devised by The Prince's Foundation for Children & the Arts, supported by Land Securities (manager and owner of St. David's Shopping Centre in Cardiff) and delivered by Amgueddfa Cymru.

A new display, 'Down to Earth' opened in the Treasures that Travel area in the Main Hall and this highlights a schools outreach project, with Cardiff University, supported by external funding from the Science and Technology Facilities Council. The project has created workshops, notes for teachers and a series of 'loans boxes' for secondary schools.

We liaised with the organisers of the recent Swn festival which was held over the second weekend of November at various venues across Cardiff including the National Museum Cardiff.

On 1 November, National Museum Cardiff held its third Diwali Mela event in partnership with the Hindu Cultural Association Wales. This audience development and educational event included a small display on 'What is Diwali?' along with colourful family rangoli workshops, classical and bollywood music and dance, craft stalls and storytelling from the Ramayana epics supported by Academi. The celebration attracted over 2,000 visitors and many compliments were received.

At the Roman Legion Museum, the 'Discovering Rufus' exhibition opened on 14th October. It uses film and text to focus on an inscribed stone found during this summer's excavation by Cardiff University and University College London with support from the National Roman Legion Museum. The Walking with Romans' initiative attracted 1168 formal education visitors between 22 September and 3 October. Feedback was very positive, with the initiative being described as 'enchanting' and 'enriching'.

At St Fagans, workshops were held in Oriel 1 as part of the *Gwylie* in response to 'Comfort Blankets and Blankscapes' by artists Becky Knight and Debbie Evans Quek. Poet Ifor ap Glyn worked with Key Stage 3 pupils at the Urdd camp at Glanllyn to produce a poem which was then used as inspiration by youth groups at Llangrannog Urdd Camp to create artwork. The work will be set to music during the forthcoming Urdd exhibition at Oriel 1.

The Calan Gaeaf event was held on the 29, 30 and 31 October and added to the usual pattern of activities used during evening events (workshops, storytelling, music etc) by using special lighting and sound effects. These proved to be very popular with visitors attending. The themes included customs and beliefs associated with Halloween in Wales together with folklore relating to ghosts. A total of 4,135 visitors attended over the three nights, of whom some 49% had booked in advance. This was the first time that the Museum had used advanced booking for one of its large-scale evening events and the data produced will prove useful in assessing the marketing campaign in retrospect. Should the event be staged again, it will provide a measuring stick and allow a strategy that can

respond to sales. In a small survey held on the Thursday and Friday nights, 86% said that they would attend again next year and 61% said that they had learnt something. Unfortunately the event, which was staged as an experiment with a view to making income for the Museum, made a loss.

At the **National Slate Museum**, a new activity book has been developed to accompany the 'art cart' for over 7s. The resource explores art within the Museum and inspired by the slate industry or local landscape, made possible through funding from the Friends. The museum's Big Draw event was led by artist Luned Rhys Parri and resulted in two 3D murals which will be displayed to celebrate the 10th anniversary of the arrival of the Fron Haul quarrymen's houses at the museum. A week of poetry workshops at Llanberis proved highly successful, with pupils producing work on the theme of the quarry closure and two songs being recorded, which could be used to commemorate the anniversary of the closure next year.

At the **National Wool Museum**, entries for the 'Cwtsh' Competition for colleges in South and West Wales were exhibited and next year's 'Music' competition brief launched. Three days of music workshops with professional musician, Helen Adam, and Year 7 pupils from Ysgol Emlyn were held at National Wool Museum, based on the sounds and stories of the Museum. The workshops resulted in an evening performance of 'Merch y Felin' at the Museum. To celebrate 'Calan Gaeaf' at Drefach Felindre, a local storyteller Towyn Jones told tales from his 'Rhag Ofn Ysbrydion' book. As part of a home learners' event Professional Batik artist, Wendy Evans, held a Batik Workshop for those who had attended the Summer 60's Tie Dye session.

At **Big Pit**, the text for the People, Protest and Politics study pack on the 1984-5 Miners Strike has been completed as part of the People's Collection initiative. This will be supplemented by oral history interviews during the next few months.

At **National Waterfront Museum**, the *Men of Tower* portrait photographic exhibition was mounted (27 September – 30 November). The Museum also features *Harvesting the Sea*, a temporary exhibition on the theme of Welsh inshore fishing (15 Nov 08 – 8 March 09) and hosts the City & County of Swansea's exhibition *Swansea Bay Photographic competition* (22 Nov - 4 Jan). On 1 November the Museum hosted the Wales launch of the Bloodhound SSC project to build the next car to break the land world speed record. At the *Corus F1 Event* on 27 November, 17 teams from 13 schools competed in regional finals to create a CO2 powered car.

Mainstreaming the Welsh Language

Language Awareness Training sessions have been run with Front of House staff at National Museum Cardiff, staff at the Roman Legion Museum and the Archaeology & Numismatics department. The sessions were received very positively, with useful feedback.

A Museum response has been sent to Welsh Language Board's discussion document on Promoting Bilingual Workplaces. We have been promoting the 'Iaith Gwaith' scheme, which helps identify people who can speak Welsh and who are learning, and encourages them to use their Welsh-language skills with visitors and their colleagues.

Tasks and targets for December - March

Learning & Access and Programming

- Open 'Sisley in England and Wales' for 5 March and develop learning resources and a programme of activities to accompany it.
- Deliver touring exhibition 'Turner to Cézanne' to Columbia Museum of Art for March.
- Install "Darwin: A R(Evolution)ary Scientist", a display to celebrate the 200th anniversary of the birth of Charles Darwin. Develop and deliver a programme of Darwin activities, including secondary School workshops - 'evidence for evolution' and 'the great debate', together with February half term events – 'Monkey Business' and National Science Week for families, adults and schools.
- Plan a meeting in March 09 of the Society for the History of Natural History: Darwin's Legacy: exploring diversity and evolution in the history of field biology.
- Run a pilot of the Money Hub activity area at the National Waterfront Museum to inform the full design of the area in 2009.
- Develop the first phase of the Penydarren Project – ways of delivering information about the locomotive to cater for different audiences at National Waterfront Museum.
- Host a display of schools' work from the HyperAction project on *Lifeboats* 16 Dec-11 Jan at the National Waterfront Museum.
- Arrange a display of schools project material relating to the Locws 2008 art installations to go in the colonnade at National Waterfront Museum January - February 2009.
- Mount *The Science of Sound* exhibition 21 March – 31 May and *The Valleys* – photographs by Anthony Stokes, 17 Jan - 5 Apr at the National Waterfront Museum.
- Work with in-mates at Parc Prison, Bridgend to develop an art display for the Treasures That Travel space at National Museum Cardiff. The project will feature work inspired by the Collections.
- Develop new workshops for visually impaired users of the Glanely Gallery, informed by the recent consultation exercise.
- Hold a debate day exploring future energy use and whaling for secondary pupils in Communities First areas, in partnership with Hands on Science - Glamorgan University.
- Initiate a SCAN project working with community groups and schools to discuss climate change.
- Trial a series of new practical art making workshops in the new Welsh landscape gallery at National Museum Cardiff to reflect the revised curriculum.
- Complete three DVD animations, repositioning the collections at St Fagans. The work will be produced by KS3 and KS4 students.
- Instigate creative response to the exhibition of blankets in Oriel 1. Members of Haul (Arts in Health Ceredigion) will collaborate with Aberystwyth Arts Centre and the work will be on display in Oriel 1 between January – March 2009.
- Prepare for Durga-making activity to be held in Oriel 1, St Fagans during April 2009.
- Organise Christmas Carol Singing Event with Merched y Wawr and Ysgol Penboyr at the National Wool Museum along with an exhibition of the results of Christmas card competition.
- Organise an event with local schools/ Young People for Dydd Santes Dwynwen.
- Hold Saturnalia event on 13 December at the Roman Legion Museum comparing winter traditions and festivals through the ages.
- Arrange Roman Pottery workshops for schools from the 19 to 23 January with a demonstration by a Roman potter and an opportunity for participants to make pots.
- Organise digital story events at National Slate Museum in preparation for 'End of the Line' exhibition which will feed into the People's Collection project funded by CyMAL.
- Prepare for Rap Workshop with local schools and musician / poet Martin Dawes.
- Host 'Rhyfedd:od' exhibition at National Slate Museum March-May.

Mainstreaming the Welsh Language

- Launch 'Perthyn' a pack for adults learning Welsh at St Fagans on 1 March 2009 and a separate Welsh Learners initiative at National Wool Museum.
- Initiate Taith Iaith sessions (talks for Welsh learners) at the National Waterfront Museum from January
- Work with Menter Gorllewin Sir Gâr Carmarthen to develop events and work with schools on 'Gwyliau Cymraeg' / Welsh Events for National Wool Museum.
- Continue arranging Language Awareness Training Sessions at each of our museums.
- Finish production of 'Gwau Geiriau', the Welsh for adult learners pack.

4. Listening to and learning from our audience and partners

A strategy for consulting with visitors and non-visitors at St Fagans has been developed. This is one of three consultation 'strands', the others being Masterplanning and consultation for an HLF bid.

We have continued to benchmark and network with a range of organisations via the Visitor Studies Group Summer School in September and at the Museums Association Conference in October. Early in December, Bernadette Lynch, former Deputy Director of Manchester Museum, and curator of the *Democracy and Dialogue* strand at this year's Museums Association Conference, led a seminar for Museum staff at St Fagans during which she shared her research into '*Practicing Radical Trust: Museums and the Sharing of Authority*'.

Learning staff are collaborating with Gwent Educational & Multicultural Support Service & South East Wales Racial Equality Council with a view to arranging Public Consultation sessions at National Roman Legion Museum.

The Treasures That Travel display space has been evaluated to measure visitors' response to the display and signage and benchmarking research has been carried out in order to develop reminiscence loans. A Patron's Evening on the 15 October resulted in the donation of new artefacts for the Outreach Collection.

The Glanely gallery organised 2 consultation initiatives, with a visually impaired specialist and 'Surestart' groups, on future development plans for the gallery. The focus of the Surestart consultation was the provision in the gallery for Foundation Phase users.

At National Wool Museum, the Knitting Club have devised project ideas to create a piece of art for the Museum based on a traditional Welsh quit design, but using a variety of techniques. Following this, a programme of skills development workshops in areas such as rag rugging, crochet, felt making, and spinning etc. is being developed.

At Big Pit, the contents of the new learning space have been developed to reflect focus group consultation. The results of the ambitious, multi faceted 'Out of the Past, Into the Future' community project will be revealed on 10th December. With Academi funding, a poet has worked with children and adults to write community poems; different generations collaborated to make 6 digital stories and three banners for the Museum's new learning space – the whole process has been documented as a visual case study/film.

Tasks and targets for December - March

- Develop new workshops focusing on Education for Sustainable Development (ESD) for schools in consultation with teachers.
- Contribute to GEM (Group for Education in Museums) skills-sharing event at Oriel Ynys Môn: 'New Ways of Learning with Schools'.
- Host and contribute to GEM group training day on *A Starter Kit for Learning* as part of Building a Learning Legacy Cymru at the National Waterfront Museum on 28 January.
- Host an Interfaith Day at National Waterfront Museum in partnership with the Interfaith Forum Swansea.

- Work, via Cyngor Gwynedd, with a consortium of 4 Local Authorities in north Wales to identify digital information and presentation opportunities linked with slate heritage.
- Disseminate results of Wales Economic Research Unit's study of the social and economic impact of NWMS.

5. Communicating – expanding our local and global reach

Marketing, Consumer Press & PR

As part of the St Fagans project two surveys have been completed: the Observational Research by agency *Morris Hargreaves McIntyre* and snapshot research into visitor travel to the site. The first offers an insight into how visitors use the site, and what motivates them to visit (new, current and lapsed visitors). It also makes a number of recommendations as to how the Museum may wish to improve its positioning in the market place, its orientation, interpretation strategies and visitor service. This will inform the planning for this project.

A suite of marketing material to support the corporate hire business at the National Waterfront Museum, National Museum Cardiff and St Fagans has been developed.

The non-visitor qualitative research report has been completed. This highlights perceptions of our offer and barriers to entry and makes recommendations as to how we might improve the appeal of our museums amongst non-user groups.

An internal Task & Finish group has been formed to discuss the outcomes of the research reports with a view to identifying new priority audiences.

A brand identity has been created for the Museum's forthcoming *Music 09* programme of events and exhibitions.

Profile Raising & Corporate Communications

The Annual General Meeting of the UK Committee of the International Council of Museums (ICOM UK) was hosted by Amgueddfa Cymru in Cardiff on 13 November. This was the first national committee meeting to be attended by the newly appointed Director General, Julien Anfruns, who is based at ICOM's Paris headquarters. At the AGM, the Director General was appointed as the new chairman of the national committee. He has agreed to take this task on for twelve months with a mandate to address issues of governance, ICOM UK's financial position and to lead on the development of a business plan. ICOM UK represents almost one thousand museum professionals in Britain, and is part of a wider international organisation with over 21,000 members across 146 countries and is dedicated to the improvement and advancement of the world's museums and the museum profession as well as the preservation of cultural heritage.

On 8 October, the Minister of Heritage welcomed a large delegation of Chinese Directors and senior curators who were visiting England and Wales to gather information on professional practice within the sector. The group spent the morning touring and meeting staff at the National Museum Cardiff. Through the offices of the British Council and the International Relations Branch of the Welsh Assembly Government, the Director General and Wang Chuanping, Director of the Three Gorges Museum in Chongqing, agreed, through an exchange of letters, to explore the possibilities for reciprocal partnership opportunities in the future. This will seek to build upon the Welsh Assembly Government's twinning arrangements with Chongqing that has already developed a variety of commercial, trade and cultural links. The areas to be explored will include the exchange of exhibitions in relation to art, social history and natural history; loans of objects; and exchange of curatorial expertise. If suitable projects can be agreed, then a more formal agreement will be entered into. The Director General has applied to the British Council under its *China-UK: Connections through Culture* programme for a development grant to support a visit to the Three Gorges Museum, early in the New Year.

The London-based PR consultant (Ylva French) has been appointed to assist with UK press work to highlight our major art developments. An Arts correspondents briefing event was held in London to announce plans for the Museum's display of art.

A series of one-to-one press briefings have been held in Wales, ahead of the US tour announcement and subsequently a series of 19 briefings were held with travel writers in New York. A media launch was held in Cardiff, London and New York.

The National Waterfront Museum hosted Richard Higlett's "Song for Jack", his 'Dog Choir' project as part of Swansea Festival of Music and the Arts. Auditions were held in the Museum's Courtyard on 17 August in readiness for the Museum concert on Sunday 5 October and an exhibition that ran until 19 October. There was a major response to the auditions with national press and internet coverage.

Publications

Work has been completed on editing and translating the book about St Teilo's Church and a designer has been commissioned and briefed.

A specification for a book on the archaeology collections has been drawn up, in preparation for commission of design, artwork and print and the specification for an activity books series, to be published jointly with Cadw, was drawn up and sent to the series editorial board for approval.

The financial report was produced and delivered in early November.

Learning & Access

Staff at National Waterfront Museum have created a touring version of 'Ffarwel Cymru – Gweithio Dramor – Working Abroad' exhibition to travel to venues across Wales once the main exhibition has been taken down at National Waterfront Museum.

Amgueddfa Cymru was represented at the Black Heritage Foundation Gala Dinner on 26 September for the launch of Black History Month, where a presentation was given on the Everywhere in Chains - Wales and Slavery Project. Events and activities were arranged for Swansea Black History Day on 11 October and for Cardiff's first Black History Day on 1 November.

A new display, 'Climate change: what's occurring?' was shown at National Museum Cardiff. The display, which promotes a clear understanding of climate change by addressing common questions and misconceptions, has been part funded by Science Shops Wales. Questions derived through discussions with the public, school pupils and teachers as part of SCAN's outreach programme were used to inform the display. 'Climate change: what's occurring?' will tour to other Amgueddfa Cymru museums in the New Year as well as to community venues. The display is supported by a climate change blog and teaching resources.

Following the launch of the Spring Bulbs for Schools project 08/09, the SCAN project has worked with 3,743 pupils from 91 schools across all areas of Wales. This year each school has received bulbs, pots and earth and all bulbs were planted on 20 October.

The National Wool Museum instigated a Christmas Card Competition and workshops for Local Primary Schools. The winning design will be used as the National Wool Museum official Christmas card.

Staff at the National Wool Museum have been involved in a working party of prominent textile related venues in Mid-West Wales – Jen Jones (Welsh Quilt Collector), The Minerva Centre, The Thomas Shop, The Laura Ashley Foundation and the National Wool Museum. The group is to create a Textile Trail for Textile enthusiasts – in the form of a brochure.

A partnership has been formed with Pathway Supported Employment to develop a placement at the National Roman Legion Museum for a young person with Mental Health issues.

At St Fagans, eight partially blind people and eight sighted volunteers took part in a pilot project to develop a national buddy scheme. On 26 and 27 September they spent two days participating in workshops at St Fagans, organised together with the RNIB. Feedback received was excellent and will be used to create a national buddy scheme.

The National Museum Cardiff staff hosted a visit by the design team for the Cardiff Museum.

Digital Developments

The 'Ffarwel Cymru' display has been re-fashioned to form content on 'Emigration from Wales' for Rhagor. The content fits well with the People's Collection project instigated by CyMAL and its emphasis on stories of migration.

New web content for the Coity Tip Trail at Big Pit has been created by a teacher on placement and with the involvement of museum staff.

Development of Rhagor

A detailed presentation evaluating the first 12 months of Rhagor was well-received by the Performance Review Committee on 20 November.

A gallery highlighting our Meteorite collection was published in October and the virtual exhibitions of *Welsh Minerals, Crystals and Gemstones* and *Emigration from Wales* are currently under development.

Partnerships

CyMAL announced that the new partners in *Cyfoeth Cymru Gyfan - Sharing Treasures* will be Rhyl Museum and Chepstow Museum. The *Dinosaurs in your Garden* exhibition closed at Scolton Manor Museum and opened at Ceredigion Museum.

Work continued on the forthcoming tour of art works from the Davies collection in collaboration with the American Federation of Arts. The tour was launched at the National Museum Cardiff in November by the First Minister.

All final preparations and negotiations were completed for the opening of Oriel y Parc by the First Minister on 14 November. Local staff were trained and systems agreed, all graphics and installations were completed and the opening events around 'The Hidden Landscape' exhibition were a success.

Shortlisting took place for new projects in *Celf Cymru Gyfan - ArtShare Wales*. Brendan Burns' residency commenced at Oriel y Parc as part of the scheme and the *Becoming Modern* exhibition opened at the National Museum Cardiff. This was originally shown at Oriel Davies Newtown as part of the ArtShare Wales pilot scheme.

Research

Work continued on developing Research Strategies for the curatorial departments. A number of internal Research Grants were awarded to new or junior researchers. The scheme is part-funded by the Friends and managed by the Research Board.

A useful meeting regarding collaboration was held with the Pro Vice-Chancellor (Research) and Director of Business and Strategic Partnerships, Cardiff University. A further meeting was held with one of Cardiff's Research Development Officers regarding applying full economic costings to research applications.

A one day conference at St. Fagans on 15 October attracted nine speakers and 100 attendees, on the theme of 'The Welsh Medieval church and its context'. Several of the speakers had already contributed to the research that led to the interpretation of the church, and this conference further expanded our understanding in fields such as church music, liturgy, and churches in their landscape.

Tasks and targets for December - March

Marketing, Consumer Press & PR

- Produce the first in a series of new corporate newsletters for distribution in Jan 09.
- Identify a new set of priority audiences for each museum and a means of effectively targeting each segment.
- Finalise 2009-2010 Marketing & Media Plan, including an action plan to market the Museum's commercial offer and themed programme of events & exhibitions (Music 09).

Learning & Access

- Participate in the Newport Junior Explorers project with Newport Council and other Gwent visitor attractions, to develop an eco friendly family trail in the Newport area.
- Create pod casts of sections of the Vivian Quarry trail and a series of intergenerational digital stories on the closure of the quarry, with CyMAL funding, for inclusion in the People's Collection.
- Complete the 'Dyfatty Community Heritage Project' with older people from Dyfatty – a partnership project between Community First representatives in the Castle Ward in Swansea and the National Waterfront Museum.
- Publish a Community Heritage Toolkit on the web. The project has been developed as a result of the Museum's Everywhere in Chains project on slavery.
- Continue to develop working links and exchanges with the Cardiff and Caerphilly Councils Horticultural Apprenticeship schemes.
- Continue to work with disadvantaged groups via charities such as Hafal and Gateway.

Digital Developments

- Work to implement recommendations from the Amgueddfa Cymru website usability report within several projects over 2009.
- Create interactive touchscreen applications for the Darwin exhibition.
- Draft a touchscreen application for Art Gallery 10.

- Consult Programmes & Presentations on concepts for Music theme in 2009.

Development of Rhagor

- Complete and publish the interactive research register.
- Research best practice within the heritage and museums sector for website activity monitoring.

Partnerships

- Deliver the touring exhibition *Turner to Cezanne* at Columbia Museum of Art (5 March 2009) and subsequent venues.

Research

- Seek external peer-group input to help with developing research strategies for science.
- Start developing capacity for applying for AHRC grants, firstly by arranging a seminar with AHRC staff and British Museum research manager.
- Complete project on Ordovician trilobites from eastern Kazakhstan, as part of Gondwana project.
- Produce leaflet on industrial heritage research resources within Swansea brokered by National Waterfront Museum.
- Support first year of joint PhD studentship between National Waterfront Museum and Swansea University, funded by AHRC.

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

Ownership Activities

The second round of staff training in engagement and participation techniques is well underway with good attendance from across the organisation. The public engagement and consultation planning template was piloted at the St Fagans Strategy workshop and at the training workshops and has been amended accordingly. A range of the ownership resources is now available on the museum intranet for staff to use and explore.

Evaluation Activities

The internal Evaluation Review Group met in November to review and assess progress during the trial year of the Evaluation Action Plan. This group will meet again in the New Year to make proposals on an evaluation plan for 2009/10 to be considered by the Performance Review Committee in line with the Operational Plan for 2009/10.

A report on the art cart has been written and shared with the programming group for St Fagans, together with a case study. An evaluation of how people use the St Fagans woodland pathway has been written and will be used to inform future outdoor developments.

Behavioural mapping of visitors in the Archery exhibition at Oriel 1 was carried out during October.

Learning Activities

Staff from National Museum Cardiff collected a Sandford Award for Excellence in Heritage Education at a ceremony at Hampton Court Palace.

Staff at the National Slate Museum have been trained in oral history techniques in preparation for interviewing and recording individuals who recall the closure of Dinorwig Quarry in August 1969. Interviews began in late November.

The Everywhere in Chains Community Project won a Diversity Award Wales from Black Voluntary Sector Network Wales. The touring version of the Everywhere in Chains: Wales and Slavery exhibition has been used as source material for a project by the history teacher at King Henry VIII School in Abergavenny, and the project has been nominated for a Welsh Secondary Schools Association award.

Staff at the National Wool Museum received training from John Ververka on developing a Village Trail and improving interpretation at the Wool Museum. Plans include a variety of ways of enhancing the visitor experience.

The Walking with Romans event at Caerleon was used to develop the interpretation skills of staff who led guided tours 'in character'. The focus of the tours was on describing what Roman life was like or what it means to be a Roman and the process has been documented in a case study available on the intranet.

Human Resources

The Science Staffing Review was received from the consultants and discussed by the Collections & Knowledge and Staffing Executives and the Science Trustees Commissioning Group.

The National Roman Legion Museum received an excellent Investors In People (IIP) report having been assessed against the 'profile' model.

During the quarter, HR held a series of Focus Groups with staff to explore some of the issues raised in the Staff Survey. A total of 14 staff volunteered to attend the three sessions which were externally facilitated. The feedback is currently being collated and a report will be produced early in 2009.

Tasks and targets for December - March

Ownership

- Complete and evaluate the second round of staff training, and consider measures for the future.
- Report on progress with public engagement and consultation to the Joint Executive Group on 20 January 2009, and present a revised Consultation Strategy to the Board of Trustees at their meeting in April 2009.

Evaluation Activities

- Evaluate 'Blankscapes' and 'Comfort Blankets' exhibition at Oriel 1 and supporting workshops – to be undertaken by members of Haul (Arts in Health, Ceredigion) and by family groups.

Learning Activities

- Arrange training in trail-writing for staff and external groups around Blaenavon, in a capacity building initiative being funded by CyMAL's People's Collection project.
- Deliver a training day for Adult Carers using the National Waterfront museum as a stimulus for learning – a partnership initiative with City and County of Swansea Social Services department.
- Complete village trail and audio/visual Museum guide which can be used also as part of the Welsh Learners Pack at the National Wool Museum.

Partnerships

- Work with Chepstow and Rhyl Museums on proposed projects for *Cyfoeth Cymru Gyfan - Sharing Treasures*.
- Announce new partners in *Celf Cymru Gyfan - ArtShare Wales*.
- Finalise arrangements for American tour which is due to open in March.

Human Resources

- Continue to progress the recommendations of the IIP Advisor at the National Waterfront Museum and work towards Assessment during this quarter and aiming for assessment in Feb 2009.
- Continue to work towards IIP accreditation at St Fagans.
- Conclude the work of the Staff Focus Groups and prepare a report of the outcomes requiring action.
- Continue the internal and external exercise on draft Equality Schemes and publish a Disability Scheme in December 2008.
- Continue the work on the Volunteering Strategy and produce an initial report for consideration during this quarter.
- Finalise the development of an Apprenticeship Scheme for colliery mechanics and electricians in collaboration with the Mines Inspectorate and other industry bodies for

implementation during April 2009.

- Following consultation, begin to implement the agreed action plan following the Science Staffing Review.

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

Planning

Following on from a Vision Mapping session with the Joint Executive Group and a presentation to the Board of Trustees, a Vision Map outline has been developed using the Balanced Scorecard methodology. On 10 November, members of the Staff Executive Group participated in a strategic planning session facilitated by Ian Vale of the Management Centre. Subsequently, a presentation was given to the Joint Executive Group on the process and they have individually tested the Vision Map outline against a set of criteria and populated the outline with strategic objectives. This work will feed into the Vision Mapping session for Trustees on 10 December.

Fundraising

The fundraising strategy for the West Wing is progressing. A number of Trusts have been identified as potential funders and applications are at an advanced stage of preparation. Approaches are also being made to a number of U.S. based foundations. Members of the Development Board are facilitating a number of these bids and they are also involved in making contact with potential corporate sponsors. A number of financial institutions have indicated an interest in being involved in the project and discussions are progressing despite the current turmoil in the financial markets. We are also approaching several individuals, some of whom are current donors. A number of facilitation events, both in London and at venues around Wales are being organised.

NMGW Enterprises Limited

Initial plans for the restaurant refurbishment at NMC were received and reviewed by the Board. Whilst the overall layout and floor plan was felt to be appropriate, the design, décor and brand needed more work. To help with this our Marketing department arranged for a local design agency to produce a brief for our catering contractor. Revised plans are awaited and the work is still timetabled to be carried out in January 2009.

Christmas marketing activity for our retail shops was agreed and is currently being implemented. This takes the form of point of sale, e-flyers and a dedicated webpage. It builds on the “bored with the high street?” strapline introduced in the recent edition of What’s On. In addition to promoting Christmas we are also highlighting to visitors our new gift vouchers which are on sale at the National Museum Cardiff and St Fagans.

Following a number of meetings and discussions the decision was made to defer the on-line shop trial until the spring of 2009.

A range of merchandise to support the impressionist tour of the U.S. has been designed in conjunction with one of our suppliers and a US distributor. Final proofing work is now being done so that the American museums can receive samples and place their orders.

Work has continued at the National Waterfront Museum to complete lets for the vacant commercial units. Unfortunately unit 1a remains at heads of terms whilst we wait for the tenant to secure the necessary planning consents. Agreement has been reached with the tenant of Unit 2 to relocate to the larger Unit 3.

For the period April – October turnover in our museums shops and in-house cafes has fallen below last year, -1.7% and -1.8% respectively, although visitor numbers for the

same period are down 9%. During October and early November we have seen evidence of the wider economic downturn affecting business, with a number of corporate hire events being cancelled.

Telecommunications and ICT

A new network storage backup server has been commissioned and a wide-area network improvement proposal was presented to the Sustainability Executive Group and a business case is being prepared.

Work on a video-conferencing guide is progressing.

Sustainable Development

We have worked with the Carbon Trust to develop an action plan for raising energy awareness amongst staff at all sites and this is currently being implemented.

Tasks and targets for December - March

Planning

- Organise Vision Mapping session for Board of Trustees on 10 December.
- Create draft Vision Map 2009/12 to inform the Operational Planning process 2009/10.

Telecommunications and ICT

- Progress server room power refurbishment.
- Complete video-conferencing guide.
- Complete business case for WAN upgrade.
- Commence migration of information to new network storage.

Enterprises

- Maximise Christmas sales opportunities.
- Complete budget for 2009/10.
- Devise and implement three-year marketing strategy plan for corporate hire.
- Finalise merchandise for the American tour.

Sustainability

- Finalise National Slate Museum input to attain corporate “Green Dragon” accreditation.
- Liaise with Dulas Engineering (part of CAT Machynlleth) to facilitate hydro-electricity generation potential of the private water supply to National Slate Museum.
- Implement the proposals for reducing energy consumption across our sites using £250,000 of Capital funding from the Welsh Assembly Government.

8. Financial Report

Management Accounts to 31st October

The Board will find attached at Appendix B the standard reporting pack for the Management Accounts to 31st October 2008, together with the Financial Position Report. Revenue income and expenditure is being managed within budget constraints and we anticipate some further funds being available for contingency spend in early February. We have now been allocated £1.0m for the Upper West Wing and £250k for invest-to-save projects, with £500k and £100k being available during the current year. The challenge now is to ensure that all capital funds allocated this year are spent to avoid any potential recovery by the Assembly. The fall in Private Funds investments of £427k since the beginning of the financial year and a note on a recent review of these investments is included below.

Payroll Software Package

The contract for the replacement payroll package was awarded to NorthgateArinso and signed with the order value being £36k including the various licenses. The package was installed on the Museum's servers on the 4 November and it is targeted to go live on the 1 March 2009.

Private Funds Investments

A review meeting between the Sub-Committee of the Performance Review Committee and the Regional Investment Director of Gerrard Limited took place on the 6 October and focussed upon the asset allocation within our portfolio, the performance of the portfolio and a detailed risk review of the various holdings. Performance has been disappointing as reflected in the stock market in general and a follow-up meeting has been scheduled for the 11 December.

Tasks and targets December - March

- Manage the Museum's revenue budgets for the remainder of the year to ensure that sufficient is carried over to act as contingency as per our budget planning for next year whilst at the same time ensuring we do not exceed the maximum cash limits imposed by the Assembly.
- Proceed with the implementation plan for the new payroll package to meet the target live date of 1 March.

9. External Audit

The Management Letter and Additional Assurance Report in respect of last year's audit was received from the Wales Audit Office (WAO) and considered by the Audit Committee on the 20 November. The Report provided a clean bill of health in respect of the Museum's financial controls and governance. The planning for next year's audit commenced at a meeting with WAO on the 26 November.

Tasks and targets December – March

- Work with the WAO during their interim audit scheduled for the first two weeks in February 2009.
- Prepare the timetable for the year end accounts procedures for the Museum's Consolidated Accounts, the Trading Subsidiary and the Joint Venture Company with the City and County of Swansea.

10. Internal Audit

The Audit Committee at its meeting on 20 November received reports on: Corporate Governance, Audit Project Management, HR, Capital Contracts, IT Risk Review, IT Healthcheck, Data Assurance, St Fagans Car Park, Key Financial Controls, Collections Management, Trading Subsidiary, Fundraising, Internal Audit 2008/2009 Progress Report and Outstanding Audit Recommendations. Based on their work over the last three years, it was agreed that Bentley Jennison's contract would be extended for a further 3 years.

Tasks and targets September - November

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

11. Risk Management

Both the Performance Review Committee and the Audit Committee received the new look Risk Register that showed the residual risk following mitigation action. Both Committees were pleased with the progress made and noted that the risks had taken account of the downturn in the economy. It was suggested that this may have to feature as a standalone risk.

12. Recommendations

It is recommended that this Report is noted.

Michael Houlihan
Director General

December 2008

Annex A - CUMULATIVE VISITOR FIGURES April - October 2008

AMGUEDDFA CYMRU - NATIONAL MUSEUM WALES

CUMULATIVE VISITOR FIGURES April - October 2008

PLUS VARIANCE FROM 2007 and 2000

Museum	2008 Actual	2008 Target	2007	2000	Variance from Target		Increase/Decrease on 2007		Increase/Decrease on 2000	
					No.	%	No.	%	No.	%
Cardiff	208,796	187,000	222,151	148,574	21,796	11.7	-13,355	-6.0	73,577	49.5
St Fagans	446,125	463,500	499,906	254,458	-17,375	-3.7	-53,781	-10.8	245,448	96.5
Roman	44,348	50,000	43,632	46,012	-5,652	-11.3	716	1.6	-2,380	-5.2
Wool	18,692	15,000	16,585	7,657	3,692	24.6	2,107	12.7	8,928	116.6
Slate	95,445	106,000	109,448	44,565	-10,555	-10.0	-14,003	-12.8	64,883	145.6
Big Pit	121,062	114,000	115,164	63,515	7,062	6.2	5,898	5.1	51,649	81.3
Waterfront	125,813	148,500	162,079		-22,687	-15.3	-36,266	-22.4		
TOTAL	1,060,281	1,084,000	1,168,965	564,781	-23,719	-2.19	108,684	-9.30	442,105	78.3

Additional Waterfront figures now added (16,043 April- July)

Annex B - FINANCIAL POSITION REPORT AS AT 31 October 2008

1. REVENUE BUDGET

Cash Revised Budget £' 000		Note	Accrued Actual to 31-Oct £' 000	Cash Actual to 31-Oct £' 000	Cash Budget to 31-Oct £' 000	Cash Variance 31-Oct £' 000
Income						
776	Cash B/Fwd	1	776	446	446	0
22,626	Assembly Grant in Aid	2	12,681	12,681	12,506	175
498	Trading Subsidiary Contribution	3	102	99	102	(3)
80	US Tour Monies	4	105	105	80	25
682	Dept Self Generated Income	5	387	394	413	(19)
464	Contribution from CCS	6	270	334	334	0
99	Specimen/Private Funds Transfer	7	28	28	0	28
25,225	Total Income		14,349	14,087	13,881	206
Expenditure						
(19,080)	Salary Costs	8	(10,949)	(10,949)	(11,080)	131
(5,661)	Operating Costs	9	(2,628)	(2,785)	(2,721)	(64)
(80)	Transfer to CMP	10	0	0	0	0
(404)	Contingency	11	0	0	0	0
(25,225)	Total Expenditure		(13,577)	(13,734)	(13,801)	67
0	Net Income/(Expenditure)		772	353	80	273

Note 1 : Cash B/Fwd - There is a cash carryforward of £776,000. This carryforward awaits the cash transfer of the Trading Subsidiary gift aided profit from 2007-08 of £312,547 (to be actioned in December) and deferred grant income of £18,000.

Note 2 : Assembly Grant in Aid – The figure of £22.626m is per the Remit Letter from the Assembly plus additional in year funding of £125,000 for the People's Collection project. This grant is drawn down monthly in line with anticipated expenditure (£12.681m has been drawn down to the end of October 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 £99,000 has been recharged to the end of October 08.

Note 4 : US Tour Monies – This is the first instalment of monies from the Davies Sisters US Tour. This money was received in US Dollars and is currently held in a US Dollar Account with LloydsTSB. We had budgeted to receive £80,000 assuming an exchange rate of \$2 to £1. With the exchange rate currently nearer \$1.5 to £1 this money is priced in our accounts at £105,000.

Note 5 : Dept Self Generated income - The total departmental self generated income target has increased from £424,000 to £682,000 due to the profiling of additional in year income/grant e.g. BioSyB, Exhibitions, HR, Geology (but for which there will be additional matched expenditure). Actual income to 31 October was £394,000 against a target of £413,000. There are no major variances that need reporting other than timing differences.

Note 6 : 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 31 October, was £334,000.

Note 7 : Specimen/ Private Funds Transfer – There is a planned SPG transfer of £48,000 (to cover the cost of the Historic Buildings Unit staff costs) of which £28,000 was transferred at 31 October. There is also a planned Private Funds transfer of £51,000 (to cover the cost of the Development dept operating costs and donations to NWMS) and will be made during the year when appropriate. It was agreed in September that £30,000 of the operating costs of the Development dept would be met from revenue and a contingency provision has been made accordingly, hence the transfer has reduced from £81,000 to £51,000.

Note 8 : Staff costs - Actual staff costs were £10,949,000 (which includes payment of the pay award and backpay in September) against a year to date budget of £11,080,000 giving an underspend on the face of the accounts to date of £131,000 (an amount of £243,000 has already been clawed back to contingency for the period April to September). There are no major variances that need reporting. The extent to which additional underspent salary budgets can be clawed back to contingency and reallocated per Museum priorities is being investigated with budget holders (currently this figure is £81,000).

Note 9 : Operating costs - Actual operating costs, to 31 October, were £2,785,000 against a budget profile of £2,721,000. Major variances have been investigated and are in the main due to timing differences between the budget profile and actuals. A contingency provision of £100,000 has been made for increased energy costs with contract renewals having taken effect in October.

Note 10 : Transfer to CMP – This is the transfer of monies received from the US Tour to fund Capital Master Plan projects ie Outsize Picture Store.

Note 11 : Contingency - The carryforward/contingency account is actively managed and enables funding to be redistributed across the Museum. Actual movement in and out of the contingency account currently leaves a surplus balance of £404,000. However with future anticipated salary savings of £180,000 less a £100,000 provision for increased energy costs, and the need to carryforward £400,000 into 2009/10 to help with the adverse budget position projected next year, this leaves an available surplus balance of £84,000.

2. SPECIMEN BUDGET

Cash Revised Budget £' 000		Note	Accrued Actual to 31-Oct £' 000	Cash Actual to 31-Oct £' 000
	Income			
598	Cash B/Fwd	1	598	598
1,075	Assembly Grant in Aid	2	77	77
<u>224</u>	Other	3	<u>224</u>	<u>224</u>
<u>1,897</u>	Total Income		<u>899</u>	<u>899</u>
	Expenditure			
(986)	Department	4	(686)	(609)
(820)	Special Purchases	5	(48)	(70)
<u>(91)</u>	Unallocated	6	<u>0</u>	<u>0</u>
<u>(1,897)</u>	Total Expenditure		<u>(734)</u>	<u>(679)</u>
<u>0</u>	Net Income/(Expenditure)		<u>165</u>	<u>220</u>

Note 1 : Cash B/Fwd - There was a cash carryforward of £598,000.

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 (£77,000 has been drawn down to the end of October 08).

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

Note 4 : Department budgets - Departmental spend as at 31 October was £609,000 against a total budget allocation of £986,000.

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 August to October include:

Dept	Description	Cost (£)
Art	'The Balcony' 2007 by Betty Woodman *1	29,165
Art	'Raethro Pink' by James Turrell *2	117,316
A&N	Llanvaches coin hoard	16,000

*1 Supported by a contribution from the DW Trust of £15,000 and Art Fund of £10,000

*2 Supported by a contribution from the DW Trust of £75,000 and Art Fund of £30,000

Note 6 : Unallocated – There is a currently a contingency of £91,000.

3. CAPITAL MASTERPLAN BUDGET

Cash Revised Budget £' 000		Note	Accrued Actual to 31-Oct £' 000	Cash Actual to 31-Oct £' 000
	Income			
74	Cash B/Fwd	1	74	74
925	Assembly Grant in Aid	2	522	522
600	Other Assembly Grant	3	0	0
31	Transfers from Specimens	4	0	0
105	Transfers from Private Funds	5	0	0
338	Other (e.g. Development fundraising)	6	82	82
2,073	Total Income		678	678
	Expenditure	7		
(1,476)	Main Programme & EMW		(226)	(313)
(198)	NMC Upper West Wing		(10)	(10)
(175)	NMC East Wing & Centre Block		(82)	(82)
(70)	NGA Feasibility Study		(59)	(69)
(33)	NRLM Garden Project		(17)	(17)
(75)	NMC Outsize Picture Store		(53)	(53)
(152)	Residual Projects		(38)	(78)
(2,179)	Total Expenditure		(485)	(622)
(106)	Net Income/(Expenditure)	8	193	56

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). This has been updated to reflect changes to the NMC Upper West Wing Project (which now has a budget of £4.1m) and inclusion of Invest to Save energy projects and the Learning Spaces project.

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 (£522,000 has been drawn down to the end of October 08).

Note 3 : Other Assembly Grant – The Museum has received additional funding from the Assembly to help finance the NMC Upper West Wing project and Energy Invest to Save projects of £1m and £250,000 respectively which will be drawn down over two financial years.

Note 4 : 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 5 : 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. The position with regard to current private fund values (given there has been a significant decrease in investment valuations) is being carefully monitored to ensure there are sufficient fund balances still available to meet funding commitments.

Note 6 : 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 7 : Expenditure - Planned expenditure this year equates to £2.179m (revised in line with current project planning) of which £622,000 was spent as at 31 October. A more detailed breakdown of the Main

Note 8 : Net Income/(Expenditure) – A cashflow deficit of £106,000 is planned for this year (and can be managed) but coming back into balance by the end of the 2010-11 financial year.

4. PRIVATE FUNDS

Cash Revised Budget £' 000		Note	Accrued Actual to £' 000	Cash Actual to £' 000
2,358	Opening Balance		2,358	2,358
940	Total Income	1	205	213
(485)	Total Expenditure/Transfers	2	(108)	(65)
*	Investment Revaluation	3	(427)	(427)
<u>455</u>	In Year Movement		<u>(330)</u>	<u>(279)</u>
<u>2,813</u>	Closing Balance	4	<u>2,028</u>	<u>2,079</u>

Note 1 : Income – This mainly includes budgeted income for the Development dept of £875,000 of which £103,000 was received at 31 October. Incorporated within the Development dept budgeted income is the coin box donations budget of £70,000 of which £49,000 was received at 31 October (£52,000 in October 08).

Note 2 : Expenditure/Transfers – This is the planned expenditure from private funds amounting to £485,000. The majority of this spend is for the Capital Master Plan. As at 31 October there was expenditure/transfers of £65,000.

Note 3 : Investment revaluation - The value of investments (valued at the end of October by Gerrard Ltd) shows a decrease from 1 April 08 of £427,000 (a further decrease from September month end of £181,000).

Note 4 : Balances - Total fund balances are £2.0m, consisting of £1.5m in investments and £0.5m in cash. The funds can be split between Specific (£637,000), Departmental (£1,243,000), General (£165,000) and Development Holding Account (£34,000).

Mark Rainey
Head of Finance
25 November 2008