

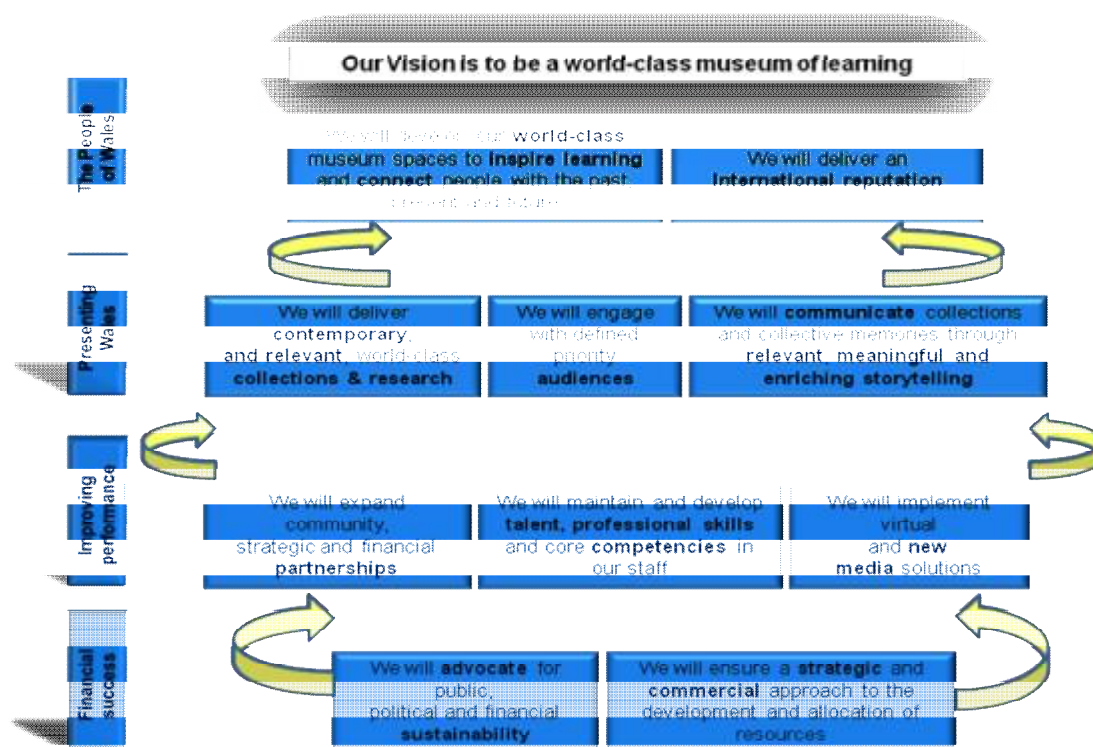
## Vision Update PREPARED FOR BOARD OF TRUSTEES

April 2012

### Purpose

To update the Board and staff on progress and achievements in January, February and March and the key tasks and targets for April, May and June.

### Amgueddfa Cymru's Vision Map



## 1. Developing our world – class museum spaces

### Making History - Creu Hanes

The funding bid for the Creu Hanes – Making History project was submitted to the Heritage Lottery Fund on 19 March. The outcome of the bid will be known in late July. Applications for planning permission and listed buildings consent were submitted to Cardiff County Council in the first week of April.

### Developments at our sites

The entrance route for natural history at National Museum Cardiff has been enhanced with models, Audio Visual displays and graphics, to create a greater sense of arrival to the natural history area. Additional work and changes to the natural history Insight Gallery are being discussed, in response to a recent evaluation exercise.

Work has been progressing at the National Wool Museum to set up a drapers shop and market stall in the Wales and the World Gallery. This new display will open opportunities to develop new educational sessions at the museum.

Appropriate artefacts have been selected, conserved and secured on the workbenches at the National Slate Museum in the former splitting demonstration area and in the smithy, supplementing the trial guided talks programme undertaken in this area during summer 2011. A consultants report has been commissioned and received, evaluating the worn condition of several bearings supporting the De Winton built lineshaft, which extends through the western workshop area. In the meantime, pending discussion and agreement of next steps, the lineshaft and the Pelton wheel powering it have been stopped.

At National Waterfront Museum Swansea, work continued on the refurbishment of the Frontiers Gallery with the installation of a new large case and touch-screen TVs. Also at the site, an existing accessible lavatory has been extended in preparation to create a "Changing Places" toilet, supported by Mencap.

At Big Pit physical improvements to the Coity Tip trail have been undertaken in collaboration with the Forgotten Landscapes Partnership and volunteer groups.

Infrastructure work at St Fagans was completed in February. Remedial works restoring the grounds are currently underway.

In preparation for storing future dismantled buildings, the Historical Buildings Unit has laid a hard standing storage area at the rear of Nantgarw Collections Centre.

### Tasks and targets for April, May and June

- Improve audio-visual presentation equipment across National Slate Museum.
- Install collections within the new Frontiers Gallery at National Waterfront Museum Swansea.
- Undertake a refresh of the Achievers Gallery at National Waterfront Museum Swansea, to deal with Welsh sporting achievers from industry.
- Refresh interpretive signage at St Fagans before the end of April.
- Formally thank all community partners and external organizations for their support and encouragement in developing the Creu Hanes - Making History bid.
- Continue to compile proposals for additions and changes to the Insight Gallery at National Museum Cardiff for summer and autumn testing of ideas with visitors.

## 2. Delivering an International Reputation

As part of the World Heritage Bid liaison group, the Keeper of the National Slate Museum attended a project planning meeting held by the Department of Media, Culture and Sport of the UK Government in early January.

The 2011 JODI Awards seminar and ceremony was held at the National Waterfront Museum on 1 December. The awards highlight best practice in the use of digital technology to improve access to heritage interpretation. A seminar during the day with international speakers was followed by a ceremony in the evening where the Director General presented the awards.

Graham Oliver, Head of the Biodiversity & Systematic Biology Department, has been honoured in a new book just published entitled "Bivalve Seashells of Tropical West America" in which a new species of bivalve *Channelaxinus oliveri* has been named after him. The authors write: "Etymology: Named in honour of P. Graham Oliver of the National Museum of Wales, for his decades-long contribution to our global understanding of marine bivalves."

Work is progressing on developing an Amgueddfa Cymru exhibition to tour China in 2013. One venue is confirmed in Chongqing, and staff are now looking at securing venues in Shanghai and Beijing.

### Tasks and targets for April, May and June

- National Slate Museum to continue to work with the World Heritage liaison group to plan for a visit to north-west Wales in July 2012 by ICOMOS UK representatives, maximising opportunities arising from this visit.
- Progress work on China exhibition.

### 3. Delivering contemporary and relevant collections and research

On 15 March Biodiversity & Systematic Biology staff organised and hosted the launch of the Wales Lichen and Bryophyte Red Data lists. Red data lists are a critical resource for nature conservation, as they present an analysis of the rarity and threatened status of plants and animals. These lists for Welsh lichens and bryophytes highlight those species which Wales has a responsibility to protect and conserve, including those with a European or world significance. Hosting this launch was an important opportunity to profile the role of the museum as both a taxonomic centre, and as contributor to the production of these lists. Attendees included John Griffiths - Minister for Environment and Sustainable Development, representatives of Welsh Government, Government agencies, wildlife charities, conservation trusts, Records Centres, botanical societies and other stakeholder groups.

The skull from the gallery coffin at the National Roman Legionary Museum was scanned for 3D facial reconstruction at Liverpool John Moore's University.

In February, staff from Newport Museum worked with Amgueddfa Cymru staff to laser scan the Bronze Age Porth Neigwl trough and possible boat timber. In addition, conservation and re-construction work is underway on two Bronze Age boat timbers from Goldcliff, in preparation for laser scanning and replication work to be carried out. One timber will enter Newport Museum's collections, the other will reside at Amgueddfa Cymru. This is a good example of skills and cost sharing with Amgueddfa Cymru offering the conservation input and Newport providing the laser scanning equipment and expertise, to enable the replication.

A refurbishment of both Archaeology Conservation laboratories was completed in March. Improved layout, upgraded facilities and new storage will enable the conservators to work more effectively, and provide an improved quality of visit behind the scenes for organised visits by the public.

Teresa Darbyshire undertook a month's fieldwork visit to Falkland Islands, part funded by £2000 Shackleton Scholarship Fund grant. This included talks to the public on National Museum Wales and our collections, and also to scientific staff at the Falkland Island Fisheries Department on the Collection and Preservation of Polychaetes. Teresa was also interviewed by Falkland Islands TV on the purpose and results of visit.

Staff from St Fagans met with representatives of M.A. Rapport Ltd to discuss the new offer of the Vulcan Hotel for removal to St Fagans. The building is scheduled to close in June 2012.

Assorted material from the Ysgeifiog Clogmaker's Workshop recently moved to St Fagans was listed. It is envisaged that examples of clog fittings will be accessioned for display and reference only, others classified as set dressing, and the remainder given to the Museum Clogmaker for practical use.

All seven modules of collection management training programme were delivered for CyMAL.

The loan agreement proforma for loans for exhibition has been revised in line with legal advice.

Further internal and external meetings have been held by the team at the National Slate Museum who are developing the 40<sup>th</sup> anniversary exhibition for 2012. This exhibition will, in generic form, tour other Amgueddfa Cymru sites. Draft versions of the final text and panel layouts are already in circulation. Our KESS student, as well as members of the site team, have started to conduct one-to-one recorded interviews with former staff members and others associated with the museum to inform the exhibition.

Following the generous donation of two Albert Medals and other items connected with the Tynewydd Colliery inundation of 1877, the display case covering the incident at Big Pit has been refreshed.

A new European Bison specimen was sourced and collected from Denmark. This was purchased with funding from the Museum's Specimen Acquisition Grant and will replace the popular and now worn specimen currently in the Evolution of Wales Gallery.

#### Tasks and targets for April, May and June

- Complete purchase of two views of Old Margam House c. 1700.
- Undertake final proofing of our works for inclusion on the BBC 'Your Paintings' website.
- Launch the new Mollusc Types catalogue – an online searchable database of all the Molluscan 'type' specimens, the unique reference specimens to which the scientific names of the species are attached.
- Produce final draft of 'Best practice for geo-referencing geological collections'.
- Open the 40<sup>th</sup> anniversary exhibition at National Slate Museum on 25 May 2012, and launch the associated publication. Maximise press and public relations opportunities arising. Plan follow-up events, both on-site and off-site.

#### 4. Engaging with defined priority audiences

Amgueddfa Cymru launched its Child Poverty Strategy consultation "Transforming Children's Futures" in early February. The formal consultation period closed on 20 March. Excellent feedback has been obtained including support for the strategy from the Minister for Heritage, Housing and Regeneration, input from a range of public bodies and organisations and comments directly from young people at a networking event organised by the Welsh Government.

Students on the Welsh Baccalaureate course at Yale College, Wrexham are working with the Craftspeople at National Wool Museum to build on last years Enterprise project to produce

a blanket to sell through the museum's shop. The National Wool Museum is also participating in the Carmarthenshire Tourism Association Rural Tourism Clusters Project in looking at ways to attract more tourism to the Teifi Valley. A familiarisation evening was held in March at the National Wool Museum for accommodation providers in Ceredigion.

The National Wool Museum have started a new project with home educated young people aged between 8–18, who are creating a large piece of work based on the village trail. The museum has also worked with the JIGSO Children's Centre to run a Turn2Us course for professionals to learn how to access support for their clients. The course is run by the Elizabeth Finn Trust and the museum's collaboration with JIGSO is part of our programme to address child poverty.

The second phase of the Communities First project at Blaenau Ffestiniog started on 25 January with Luned Rhys Parri facilitating the first in a series of art workshops at the National Slate Museum.

Big Pit obtained good media coverage when 'Jedward's Big Adventure' CBBC series based around World Heritage Sites was aired in January. Big Pit also hosted the popular 'Love Food' weekend again in January. Over 800 people visited the museum to learn about and purchase from local food and drink suppliers. Furthermore, over the winter Big Pit has been working with local schools to deliver enriched curriculum outreach sessions. Topics have covered Child Labour, Schooling, Wash day and Toys in Victorian Times, 'How to build a coal dram', and 'Steam Vs Solar: Coal as energy past & present'

The National Roman Legion's intergenerational Voices in the Museum project, is working with young people from Blackwood comprehensive and a group of older learners to create an audio visual record of their interpretations of museum objects. The museum also delivered enhanced curriculum sessions for Key Stage 1 and 2 children at Hillside and Penygarn Primary schools through the Communities First programme.

The module on 'In Reflective Practice' looking at 'live interpretation and theatre in museum' as part of the MA degree in Drama with the University of Glamorgan was completed at St. Fagans in February.

Behind the scenes tours in the Geology department took place for the University of Glamorgan Geological Society who visited the XRD laboratory and the conservation laboratory. The Rockwatch group (young geologists) also visited the Geology department and participated in a practical session demonstrating fluorescence in minerals caused by UV light as well as talks and activities.

Amgueddfa Cymru's Just Bling? project has continued working with young people in the Communities First areas of Tylorstown (RCT), Pontygwaith (RCT), Riverside (Cardiff), Townhill (Swansea), Somerton Estate (Newport), Sydic (Senghenydd Youth Drop In Centre, Caerphilly), Llanelli, Amanford, Marchog (Bangor) and Cwmtillery.

Students from Newport College and the Foyer in Swansea worked on a youth project linked to the Joseph Beuys exhibition at National Museum Cardiff, led by the Learning Department.

The Newport Art Foundation Year students made a video response to Beuys and worked on an online marketing campaign, PR stunt and traditional marketing campaign with Museum staff. The Foyer students from Swansea created their own artwork and a video, in collaboration with video artist Matt White. The projects broke new ground in terms of audience development work with young people.

The National Waterfront Museum's 2010-11 research and exhibition project with sixth form students from Pen-Y-Bryn Special School in Swansea was published in 'Group for Education in Museums Case Studies' (GEM).

All sites continue to ensure a strong programme of family activities and events.

National Museum Cardiff had its best February ever with 44,684 visitors of which 23,000 visited in half term week. All family activities were fully booked.

St Fagans received 19,253 visits during February half term. The museum took part in Storytelling Week which featured as a double page spread in the South Wales Echo.

The National Waterfront Museum is targeting families in the Bridgend and Rhondda Cynon Taff area by piloting advertising (includes free editorial) in Around the Town magazine.

The National Slate Museum's ever popular Model Railways event attracted 3,300 visitors. New guided walks starting from the Museum have been discussed with the North Wales Tourist Guiding Association.

Web pages for each museum are now available in French, Spanish, German and Chinese.

National Museum Cardiff now has full colour printed floor plans available in French, Spanish, German and Chinese.

There has been a positive review of St Fagans on the popular Cassone Website (The International Online Magazine for Arts and Books) and St Fagans continues to get fantastic TripAdvisor reviews in January, February and March, averaging a score of 5/5. St Fagans is included on the new Show Me Wales iphone app and mobile website.

The National Waterfront Museum has invested in an advertising board at Liberty Stadium to remain on display until May 2013 as part of Swansea City's promotion to the Premier League. The museum's leaflets are also widely available at the stadium. As a result of the football club's promotion, Swansea is attracting more visits from foreign journalists that are co-ordinated by CCS, and the Waterfront is included in CCS' list as a great place to visit.

The National Roman Legion Museum and Big Pit have booked advertising in Visit Wales' Wye Valley and Usk 2012 brochure. The museum has also arranged a familiarisation visit for Blue Badge Guides.

## Tasks and targets for April, May and June

- Undertake a feltmaking project with a home learner group inspired by the Village Trail at the National Wool Museum.
- Work with the Taliesin Arts Centre at Swansea University to host the Adain Avion mobile arts venue, a Cultural Olympiad project. The first stop in Wales will be outside the museum in June.
- Host the first lunch stop in Wales for the Olympic Flame relay at Big Pit.
- Deliver Gladiator activities at the Celtic Manor in June to raise the tourist profile of the National Roman Legion Museum.
- Work with the SCAN officer to conduct a Summer learning course in 2012 for 12-15 yr olds, based on the natural history galleries.
- Prepare work for the Just Bling? exhibitions and ensure that as many participants as possible gain accreditation through the ASDAN activities award.
- Formally launch the National Wool Museum's Upcycling Competition after Easter.

## 5. Communicating our collections

The Winner Takes it All, Rome and the games of Zeus exhibition opened at National Roman Legion Museum. The exhibition looks at the ancient games held at Olympia and includes the use of Bluetooth technology to provide extra information to visitors.

The Hoops and Hearts workshop at National Roman Legion Museum was very popular and a great success with adults interested in learning the art of willow weaving.

During February half term, the well attended Roman Soldier Week gave children the opportunity to make clay dice shakers, write a letter home from Hadrian's wall and march with the Centurion.

In preparation for the museum's 'What goes up, must come down' event for National Science and Engineering Weekend, Usk prison worked with the Museum to create a scaled down version of an Onegar – the Roman artillery machine. At the event itself, the public were able to examine and shoot the Onegar and try out Roman archery, providing an insight into the science of warfare.

Staff are also continuing to attend Newport Gwent Dragons rugby games to promote the museum to a family audience – a good way of maximising the publicity surrounding the Six Nations rugby games.

At National Museum Cardiff, 2012 started off well with Tim Rich's 'Unseasonal wild flowers in Cardiff' story. It was great news for the time of year and received a lot of press coverage including BBC News network.

With the Artes Mundi prize and exhibition taking place at the museum in the autumn, the shortlisted artists were announced at the end of January. This attracted national and international coverage from Times of India to Art Review and Good Morning Wales.



The Captain Scott exhibition proved to be very popular with visitors and the media. A wide range of media covered the exhibition including print press, radio and TV. The South Wales Echo ran a double page spread on an associated event.

The National Portrait Gallery touring exhibition *The Queen: Art & Image* and its accompanying display resulted in national press coverage and also much interest from international press including French news agency AFP, Shanghai Morning Newspaper and CNN News. The Culture Show also visited at the end of March. The launch of the exhibition attracted over a 100 people. Opening events were held and press activity done for the John Piper exhibition which reached the Daily Mail, Museum's Journal and more. The Bristol Students' French art exhibition has been covered by press in the Bristol area.

The museum once again hosted the Chinese New Year Gala in association with Cardiff University. This annual event is now becoming a firm fixture in the calendar, and is a successful way to engage with the Chinese community in Cardiff.

The BBC Flog It programme came to film at National Museum Cardiff. The museum secured promotional opportunities in the programme for The Archaeopteryx display and the Impressionist galleries.

Cwmni Da have begun filming 'The Exhibitionists' TV series for BBC Wales at National Museum Cardiff – an opportunity for five members of the public to work with Wales' art collections. By June, two of them will have curated their own show in the contemporary art galleries.

The *Origins* series of lunchtime talks continues to be popular, with an average of 40-50 people attending each talk. *Behind the Scenes* tours have been added to the programme; the first two ("Pontnewydd Cave" and "Publications and Archaeological Illustration") are being repeated due to heavy demand.

The exhibition *Starting from Scratch* closed in January. The semi-abstract works of art on display in *Origins* by Brian Graham were inspired by prehistoric sites. A display of the Langstone treasures - a collection of late Iron Age bowls, strainer and tankard from south east Wales, and a collection of Somalian handaxes were both installed in the gallery.

A Natural History Open Day was held on 24 March to bring the curators and collections into the main hall. Tours behind the scenes took public visitors to a selection of collection areas and laboratories. These open days are now held on a regular basis.

On 21 January, staff took part in a day of astronomy activities in conjunction with BBC Stargazing Live, which attracted over 3000 visitors.

Richard Bevins, Keeper of Geology, gave numerous presentations and interviews to the media concerning his Stonehenge bluestone research, including BBC News, ITN News at Ten, BBC Radio Wales, BBC Radio 5 Live, BBC Talksport, Radio Wiltshire, NTV Russia, Radio New Zealand, as well as numerous articles in popular magazines (including Current Archaeology,

British Archaeology, Science Illustrated, Science et Vie, Archaeology and SALON) and on popular websites. Articles also appeared in the national and international press.

Family learning activities took place in the Foyle Art Learning Space, Clore Learning Space and the Clore Discovery Centre over the February half term. The 'Dinosaurs in your Garden' event explored the Archaeopteryx display, whilst 'Making Faces' was inspired by portraits of the Queen. Workshops linked to the BBC series 'Story of Wales' took place in the discovery centre. All workshops were fully booked.

The Start project, funded by the Prince's Foundation for Children and the Arts, to develop relationships with 7 Cardiff primary schools and the pupils' families, focused on the exhibition of portraits of the Queen. Portrait artist Joe Galvin worked with children from the 7 schools (as well as families during the half term). The project has been evaluated in preparation for a final project report in June 2012.

St Fagans collections appeared in 'Guess the Artefact' feature on new S4C programme 'Darn Bach o Hanes' (A Little Bit of History) in January and February. Also, the popular S4C programme 'Dechrau Canu, Dechrau Canmol' filmed a piece to camera in front of St Teilo's Church for a themed programme on paintings and colour in places of worship. The Storytelling Week feature in the South Wales Echo centred on St Fagans events.

At the National Wool Museum, poet Samantha Wynne-Rhydderch began her term as Leverhulme Artist in Residence. Over the course of six months, she will be researching and writing a fourth collection of poems inspired by our collections, whilst also holding regular writing surgeries and workshops for the public.

The National Waterfront Museum hosted a colourful, diverse and very successful Chinese New Year event working closely with the Chinese Community Group. More than 2000 visitors attended who got the opportunity to see a traditional Lion dance, take part in arts and crafts as well as watch Kung Fu demonstrations and various cultural displays.

The Museum was proud to support one of the most popular sports in Wales and indeed Swansea with a new touring exhibition - Playing for Wales. Initiated by Powysland Museum in Welshpool, the exhibition traced the history of the Football Association of Wales, focusing on the national teams and highlights including the 1958 World Cup quarter final and the 1927 FA Cup win by Cardiff, the only time the cup has left England. It culminated with a public question and answer session with new Welsh manager Chris Coleman.

Visitors enjoyed a packed programme to celebrate St David's Day with performances from colourful dragon acrobats, traditional male-voice choirs, folk music, plus crafty fun for kids.

In conjunction with the National Waterfront Museum, Waun Wen Primary School has been discovering the historical past of their community. Pupils have been researching school records, interviewing former students and looking back at old pictures of the area in a bid to uncover memories from 1875 onwards - the year the school was established. Their efforts will culminate in a School Museum showcasing objects and artifacts from the 1800s onwards. The project is a result of funding allocated by Welsh Government's Community

Cohesion Programme which aims to strengthen links between local authorities and Communities First Partnerships.

Science enthusiast Fran Scott wowed the crowds with a special show titled Big, Bold and Downright Dangerous! To celebrate National Science and Engineering Week, Fran, a science translator and demo developer, presented a demonstration-based show that delved into the BIG scientists of the past, their BOLD ideas and some of the downright DANGEROUS experiments they used to do.

The museum recently marked International Women's Day in conjunction with Chwarae Teg. A drop-in event concluded with a celebratory evening to mark the organisation's 20 year anniversary and a key note address from Minister of Finance, Jane Hutt. It was also an opportunity to formally launch their exhibition - currently on display - which offers a fascinating insight into the changing roles of women in the Welsh workforce between 1992 and 2012.

The National Waterfront Museum ran *Take One Object* training days for teachers based around John Uzzell Edwards' Welsh Quilt Paintings exhibition. As a consequence 500 primary school children attended sessions on the artworks. In addition 100 Welsh Baccalaureate students from Coleg Sir Gar attended a special session where John Uzzell Edwards talked about his career as an artist.

At the National Slate Museum preparations for the Fab 40 exhibition are well underway. Illustrator, Chris Bullock, has been commissioned to draw the machines and artefacts in the western workshops at National Slate Museum, including the Smithy and the Fitting Shop. Local schools have committed to a project involving pupils taking ownership of a particular area of the museum and presenting it to a digital audience, using a variety of media.

Around 70 people attended the private viewing of Coleg Menai's Art Foundation Course Exhibition.

The Art Cart booklet has been revised to include an activity on the late artist Ifor Pritchard's work.

Between Christmas and New Year, Big Pit showed festive family films, ran facilitated craft sessions and trialed a new festive site trail, which proved successful. Over February half term a total of 411 children took part in our Rescue! Event. Visitors could try on rescue equipment, take part in a mock-rescue and follow a site trail.

The 'Brunel: Works in Wales' exhibition has been installed at Big Pit and will provide a focus for lectures and family activities over the coming months.

#### Tasks and targets for April, May and June

- Deliver and promote Easter and June half term events at all sites.

## 6. Expanding community, strategic and financial partnerships

The BBC Wales flagship history series, *The Story of Wales*, was launched at St Fagans on 19 January. The event attracted around 100 stakeholders, and David Anderson formally welcomed them to the Museum. The Museum has been supporting the BBC in promoting the series.

Work is progressing well on preparations for Amgueddfa Cymru's presence at the Urdd Eisteddfod, the Hay Festival, the Royal Welsh and the National Eisteddfod.

A meeting has been held to discuss and scope the potential of making a replica in gold of the Mold Cape, currently in the British Museum. This is a flagship project, which will link directly to the new St Fagans archaeological displays and engagements.

Staff from Amgueddfa Cymru met with staff from Cadw as part of a partnership to complete a building stone survey and analysis work in several towns covered by the Cadw project 'Characterising the Urban Environment'.

National Museum Cardiff hosted the launch of Literature Wales's Literary Tourism programme, with a speech being given by the Archbishop of Canterbury, Rowan Williams.

The National Wool Museum held textile-related Saturday workshops at the Urdd, Llangrannog as part of their 'Gweithdy Celf a Chrefft Ceredigion' – to encourage Ceredigion schools to enter the Urdd Eisteddfod Art competition.

The National Wool Museum's first Eco Fair attracted over 500 visitors who experienced a range of stalls selling eco friendly products - including crafts, skincare products, clothes, food. The event, which involved a local group promoting growing/cooking/sharing food, Housing and Energy Group, Welsh Green weddings and a seed swap, attracted a new audience for the museum.

The colleges' competition on the theme of 'Migration' has been launched at the National Wool Museum. This is the fifth year this competition has been run, and this year colleges across Wales have shown an interest in participating. The theme is run in partnership with the Welsh Quilt Centre and is inspired by Amish-Welsh Quilting traditions. There are two elements to the competition, with both artistic and commercial responses to the theme being invited. The winner of the commercial theme will work with Enterprises to get their product sold through our shops. The submitted work will be displayed at the museum in November 2012.

The Partnership exhibition 'Medieval Minds' opened at Wrexham Museum in January.

An exhibition on Graham Sutherland was installed at Oriel y Parc in late March and will be on display from 1 April - 1 July. It is the first exhibition to be devoted to Sutherland since Oriel y Parc opened and the content is drawn entirely from Amgueddfa Cymru's collections.

Liaison continued with CyMAL, Heritage Lottery Fund and potential partners for the new *Sharing Treasures - Cyfoeth Cymru Gyfan*.

Two American venues have signed Letters of Intent with the American Federation of Arts for the proposed Landscapes tour due to commence in May 2015.

Representatives for the North Wales Tourist Guides Association met with National Slate Museum and Parc Padarn staff to discuss a possible partnership between the three organisations. It was decided that a guided walk would be trialled on 26 May to coincide with the Slate Museum's birthday celebrations, led by the accredited guides, following input by National Slate Museum and Parc Padarn staff.

The National Slate museum also hosted a meeting of the Lleoli Llenyddiaeth / Locating Literature pilot, a cultural tourism initiative being led by Literature Wales, involving a range of cultural organizations in developing literary-related trails. The Gwynedd-based project is being developed as a pilot, and it is hoped the initiative be rolled out more widely if it is successful.

An announcement was made by CADW in respect of allocation of the next tranche of funding towards thematic interpretation in north-west Wales. As anticipated, the slate heritage sector was fully funded as a priority target.

The Llechi Cymru/Slate Wales Partnership has continued to discuss shared website development opportunities with National Slate Museum. Management changes at Penrhyn Quarry have meant that some time was spent briefing a new, incoming Managing Director, on partnership opportunities and potential.

Through their involvement with the 'South Wales Heritage Education Forum' staff at Big Pit helped Monmouth's Shire Hall deliver their 'Chartist Weekend'. Big Pit created an interactive talk about mining conditions during the early 19th Century.

The Institute for Historic Building Conservation held their Annual General Meeting at St Fagans on 16 February, with a guided tour of the site.

LGBT Rainbow Day at St Fagans proved very successful, with the talk well attended and visitors enjoying the singing of the South Wales Gay Men's Chorus.

#### Tasks and targets for April, May and June

- Develop programme of changing exhibitions at Oriel y Parc.
- Deliver art loans for an exhibition at Wrexham Museum.
- Loans to the Goldsmiths Company and the National Library of Wales are expected to take place during the next three months.
- Continue working with CyMAL and HLF on assessing applications for the revised *Cyfoeth Cymru Gyfan - Sharing Treasures* scheme.

- Work will continue with the American Federation of Arts on seeking two further venues for the Landscapes tour in 2015.

## 7. Supporting and developing our staff

Investment in People accreditation was successfully obtained at St Fagans. This is the first time the site has been awarded this accreditation.

Big Pit staff visited the Black Country Museum to investigate differences in quality of tours between the sites and how Big Pit could better orientate visitors.

The National Roman Legion Museum held their annual Celebration of Success event where every member of staff won an award. The Learning team at Caerleon benchmarked MShed in Bristol. Following a one day course in Blacksmithing, four Roman Legion Museum staff are now familiar with traditional Roman techniques and are now able to demonstrate how knives, nails and hooks would have been made.

National Museum Cardiff and the National Roman Legion Museum were both awarded the Learning Outside the Classroom quality award.

A Staff Training Day was held at the National Wool Museum on 5 March. This consisted of a museum quiz, visitor care training provided by Hazel Perrett followed by guided tours of the museum and a natural dyeing workshop. Good feedback was received from the staff.

The Heritage Horticultural Skills Scheme continues successfully, with our partnership working with Coleg Sir Gâr for the delivery of the assessment regime about to be finalised. Trainees have registered with Coleg Sir Gar, as have the trainers for their assessor training.

A very successful all staff training day was held at St Fagans in January. 160 members of staff made up 15 teams and participated in a photo scavenger hunt. Evaluation of the day was very positive, and the winning team visited the Victoria and Albert Museum and the British Museum on 20 March.

### Tasks and targets April, May and June

- At Big Pit the Succession Plan for the site will be revised and new options considered following our failure to recruit a new Mine Manager.
- Horticultural trainees at St Fagans will continue to train towards the first assessment programme in June.
- Develop an Exhibition Squad at National Waterfront Museum to help with the physical aspects of exhibition moves and deliver training.
- Provide a programme of training for staff as part of explaining the content and philosophy of the Creu Hanes – Making History project.
- Ensure all our museums receive the Learning Outside the Classroom quality award.
- Produce an Action Plan for implementation based on the outcomes of the 2011 Staff Survey following consultation with Trade union representatives.
- Produce the Single Equality Strategy for consultation.

- Work in partnership with Cardiff Metropolitan University and University of Glamorgan to provide work placements for undergraduates as part of their degree course.

## 8. Virtual and new media solutions

The National Waterfront Museum has designed and implemented a Hide & Tweet interactive game. Administered on Twitter, the game includes 14 themed questions and clues in a sequential format and aims to guide visitors around the Museum. The game has been tested with Welsh Baccalaureate students.

### People's Collection Wales

The People's Collection Wales Management Group and Strategic Board have approved the Forward Business Plan for 2012-13. The plans have been submitted to CyMAL and the revenue and capital budget agreed and secured.

Useful partnerships are continuing to be built with bodies such as BBC Wales, Eisteddfod Genedlaethol Cymru, the Heritage Lottery Fund, Visit Wales, the Ramblers and HE organisations.

In relation to the technical strand, the focus has been on improving the performance of the website. Technical improvements have been deployed successfully to the live site, which includes stabilisation, performance and new features relating to usability feedback.

Improvements to the homepage design and functions were successfully implemented in time for the BBC launch of the 'History of Wales'.

### Tasks and targets for April, May and June

- Review the comprehensive People's Collection Wales Communication Plan for both internal and external stakeholder audiences.

## 9. Advocate for public, political and financial sustainability

2011-12 has been Amgueddfa Cymru's most successful year for visitor figures with a total of 1,690,026.

The excellent figures that were released to the media show that we have:

- exceeded the record of 2007-08 (Centenary) by 18,000
- exceeded the target for the year
- added 50,000 visits to National Museum Cardiff compared to 2010-11 as a result of launching and marketing the National Museum of Art.

New patron memberships received during this quarter are two joint and one single memberships as a result of the events held in December and February. The Patrons newsletter and Events Calendar for 2012/13 were both published at the end of March. The Patrons Advisory Panel met on 6 March and pledged their support to Creu Hanes and agreed to provide a letter of support for the Heritage Lottery Fund bid.

We received notification of a successful bid to the Charles Hayward Foundation for £15,000 for the restoration and display of coal-face equipment at Big Pit. The G C Gibson Charitable Trust awarded £2,000 for a project at the National Wool Museum to commemorate the sinking of the liner 'Arandora Star'. Further, an application to the Leverhulme Trust for £13,461 to support an artist in residence at the National Wool Museum was successful.

A communications and advocacy publication: St Fagans A New kind of Museum, was produced in time for the Story of Wales launch event and for distribution to key stakeholders such as Assembly Members as well as the Heritage, Arts, Culture and Tourism sectors.

National Museum Cardiff hosted the Dehongli Cymru/Interpret Wales event on evaluating Interpretation. The event included sessions on the formative evaluation for Creu Hanes – Making History.

Learning staff presented a session at the Welsh Federation of Museums and Art Galleries conference on 'Museums and Communities'. They profiled the Just Bling? project, outlining the way that Communities First Outcomes funding has been used to support innovative youth projects, interpreting and inspired by museum collections.

#### Tasks and targets for April, May and June

- Engage with new and re-elected Councillors post May Local Council election through targeted events and publications.

#### 10. Ensuring a strategic and commercial approach to the development and allocation of resources

##### Financial Report

##### Budgets 2012/13 onwards

The Welsh Government's remit letter was received on 2 February 2012. Updated budgets for 2012/13 to 2014/15 were approved by Performance Review Committee on 23 February. The budget shows that, without one-off costs, there is an operating surplus in two of the three years. However, following the one-off budget adjustments, including an increased contribution to the St Fagans development, each year produces a deficit. These deficits will be met by clawing back advance payments made to the pension fund in line with Strategic Financial Plan.



## Management Accounts to 29 February 2012

Attached as Annex A are the Management Accounts up to 29 February 2012.

There are no issues of concern arising from these accounts with revenue expenditure contained within budget and income on target. The accounts show a significant contingency balance which is earmarked for carryforward into 2012/13 to help offset cuts in future year budgets (per the strategic revenue budget plan 2011/12 to 2013/14).

There are no significant issues to note in the Specimen Purchase, Capital Programme or Private Funds reports.

## Reserves

The Welsh Government has confirmed a 6% cash carry forward limit for 2012/13, or £1.5m. The excess of cash over this limit as at 31 March 2012, which has arisen due to cost savings made throughout the year, has been used to make an additional payment of £700,000 into the pension scheme.

## St Fagans Development

The St Fagans HLF bid, with full updated financial projections, was submitted in March.

The newly leased agricultural land at St Fagans has become integrated into the Estate's Agricultural Unit's operations. Tack sheep have wintered on part of the land, increasing income.

## Enterprises

Enterprises saw the overall trading pattern remaining positive during the final quarter of the year. In particular, retail and catering benefited from the milder weather conditions compared with the year before. The exhibition programme at National Museum Cardiff also helped ensure buoyant half-term sales with the recently introduced assisted service offer in the Oriel restaurant proving popular. National Museum Cardiff was also used by the BBC to film a number of scenes for "Casualty" as part of a contract worth in the region of £4K for the Museum, whilst St Fagans and National Waterfront Museum Swansea hosted their annual wedding fairs.

The February Enterprise Board meeting reviewed the 2012/13 budget and new three-year business plan; following review by the Board, the three-year plan will be shared with the Enterprise staff for their input before being signed off at the May meeting.

During January tenders for the catering contracts for National Museum Cardiff, St Fagans and National Waterfront Museum Swansea were invited and in excess of twenty expressions of interest were received. Six tenders were eventually received and of these three were shortlisted for interview at the end of March. The new contract will commence in September 2012 and will include capital investment to support the proposed

redevelopment of St Fagans plus monies to improve the coffee shop in the main hall at National Museum Cardiff.

The Enterprises team have been preparing for the main visitor season with the recruitment of seasonal posts for our shops and cafes. In addition, a further nine staff are midway through a personal management skills course run by an external training provider.

Research is underway into low energy and efficiency lighting with special reference to conservation needs to ensure the protection of our collections whilst providing best quality lighting.

A grant award of £5,000 was received from United Kingdom Antarctic Heritage Trust towards Captain Scott: South for Science exhibition.

The National Roman Legion museum has been awarded £14K from Newport City Council to complete the Garden at National Roman Legion Museum. The funding will pay for a wall to enclose the car park and for painted screens to be erected around the triclinium.

The National Wool Museum received funding from Menter Iaith to bring theatre company to the National Wool museum in September for Welsh language performance.

St Fagans has successfully secured £148, 600 funding from The Paul Hamlyn Foundation. This will enable the museum to collaborate with community partners to explore how the museum works with volunteers over a 3 year period.

Funding has been received from Sustrans Cymru to host cycle training events at St Fagans, together with 'smart travel' training for supervisors at Cathays, St Fagans, Caerleon & Swansea.

#### Information and Communications Technology

A new high-capacity network storage system has been ordered. This system will mirror data across two sites making it more secure and making it easier to recover from system failures. Two new servers have been ordered to support service virtualisation and provide failover services. Equipment refresh continues across all sites.

A review of the ICT strategy is underway. Several useful consultations sessions have been held across sites to inform and help shape the ICT Strategy.

#### Tasks and targets for April, May and June

- Prepare statutory accounts for 2011/12 for the Museum, NMGW Enterprises Ltd and NWMS Ltd and complete external audits to agreed timetable.
- Finalise consolidated accounts for sign off at Joint Performance Review Committee and Audit Committee on 12 July 2012.

- The Management accounts process and reporting format will be reviewed, with a proposed new format to be presented to Performance Review Committee on 17 May 2012.
- Complete catering tender interviews and negotiations and award the new contract.
- Present year end results and new three-year business plan to site teams.
- In conjunction with the finance department, prepare the year-end statutory accounts for Company's House.
- In conjunction with the National Wool Museum, develop a plan to increase the amount of textiles woven on-site and produce our own wool.
- Evaluate new print on demand/commercial picture library services.

## 11. Recommendations

It is recommended that this Report is noted.

David Anderson, Director General, April 2012.

FINANCIAL POSITION REPORT  
AS AT 29 FEBRUARY 2012

1. REVENUE BUDGET (Appendix 1)

FINANCIAL POSITION AS AT 29 Feb 2012

Cash			Accrued Actual to 29-Feb £' 000	Cash Actual to 29-Feb £' 000	Cash Budget to 29-Feb £' 000	Cash Variance to 29-Feb £' 000
Current Budget £' 000						
	Income	Note				
3,379	Cash B/Fwd	1	3,446	3,446	3,379	67
22,937	Revenue Grant in Aid	2	19,856	19,856	19,470	386
845	Other Grant	3	325	325	325	0
414	Trading Subsidiary Profit	4	0	0	0	0
162	Trading Subsidiary Recharges	4	145	145	145	0
397	Dept Self Generated Income	5	536	536	336	200
519	Contribution from CCS Specimen/Private Funds	6	508	508	508	0
103	Transfer	7	27	27	27	0
<u>28,756</u>	Total Income		<u>24,843</u>	<u>24,843</u>	<u>24,190</u>	<u>653</u>
	Expenditure					
(18,609)	Salary Costs	8	(17,007)	(17,007)	(17,020)	13
(6,901)	Operating Costs	9	(5,386)	(5,222)	(5,708)	486
(129)	Transfer to CMP	10	0	0	28	(28)
(264)	Provisions	11	(22)	(22)	(22)	0
(2,853)	Contingency	12	0	0	0	0
<u>(28,756)</u>	Total Expenditure		<u>(22,415)</u>	<u>(22,251)</u>	<u>(22,722)</u>	<u>471</u>
<u>0</u>	Net Income/(Expenditure)		<u>2,428</u>	<u>2,592</u>	<u>1,468</u>	<u>1,124</u>

Note 1 : Cash B/Fwd - There was a cash carryforward agreed of £3.379m, which includes £1.382m advance payments into the pension scheme. The actual figure of £3.446m includes an additional £67k gift aid profit from 2010-11 transferred from the Trading Subsidiary.

Note 2 : Grant in Aid – The annual budget figure of £22.937m is per the Remit Letter from the Welsh Government. This grant is drawn down monthly in line with anticipated expenditure. £19.856m has been drawn down to the end of February, and the remainder will be drawn down in March.

Note 3 : Other Grant – The annual budget comprises further funding of £395k from the Welsh Government as a contribution towards partnership work it is doing on the Peoples Collection project, and an amount of £450k awarded by HLF to develop the bid to HLF for the SNHM redevelopment project (which is match funded by the Museum). Amounts totalling £293k have been received to the end of February for the Peoples Collection Project, with grants of £32k received in Strategic Development for the Open Archaeology project. The remaining People’s Collection funding has been received in March. An application has been made for £276k HLF funding, and a further application for the remaining HLF funding will be made in March.

Note 4 : Trading Subsidiary contribution - We have budgeted for a contribution from NMGW Enterprises Ltd of £576k (which consists of £162k overhead recharges and £414k profit). Recharges to the end of February amounted to £145k.

Note 5 : Dept Self Generated income - The current total departmental self generated income target is £397k. Actual income to 29 February was £536k against a target of £336k. Grants received include a total of £96k from the Leverhulme Trust, £31k from HLF, and £2k from the Arts Council of Wales.

Note 6 : Contribution from CCS – The £519k contribution from the City and County of Swansea is specific to the running costs of the Waterfront museum. The budget is expected to be met or slightly exceeded once the inflation increase is confirmed with CCS. Contribution received to 29 February was £508k.

Note 7 : Specimen/ Private Funds Transfer – The full year current budget represents transfers from SPG of £53k (to cover the cost of the Historic Buildings Unit staff costs) and Private Funds of £50k (to cover the cost of the Development department operating costs and donations to NMWS). An amount of £27k was transferred from SPG to the end of January, and the remaining £25k from SPG will be transferred in March.

Note 8 : Staff costs – Actual staff costs were £17.007m (including redundancy costs of £83k) against a year to date budget of £17.020m giving an underspend to date of £13k. Clawback of salary savings to contingency for reallocation to other Museum priorities is actioned periodically, and savings to 31 January have been clawed back.

Note 9 : Operating costs – Operating costs actual cash spend to 29 February was £5.222m against a budget profile of £5.708m, an underspend of £486k, 9% of budget. Accrued expenditure to 29 February includes £230k to cover estimated spending of budget savings to the end of the financial year and carried forwards into 2012-13. The underspend for the year is anticipated to be in the region of £250k, around half of which is at the Waterfront Museum.

Note 10 : Transfer to CMP – This is the planned transfer of revenue funding towards capital projects; the budget for the year being £57k for the UWW project, £35k for the science space project, £28k for Big Pit roof works and £9k towards the IT main programme budget. No transfer has yet taken place, and the actual transfer amount will be determined in March as part of the cash carried forward and reserves review.

Note 11 : Provisions – The full year budget includes an energy price increase provision of £242k, and a loan repayment of £22k to the Carbon Trust. The energy price increase provision will not be fully utilised, and it is anticipated that at least £200k will be transferred to the contingency budget. Cash spend to end of February is in respect of the loan repayment.

Note 12 : Contingency/Carryforward – The carryforward/contingency account is actively managed and enables funding to be redistributed across the Museum. The original budget anticipated a balance £2.792m of which £2.571m is earmarked for carryforward into 2012-13 (per the strategic budget plan 2011-12 to 2013-14) to help offset cuts in future year budgets. Agreed and anticipated movement in and out of the contingency account currently leaves an anticipated remaining balance of £298k for 2011-12, which will be allocated to the SNHM redevelopment.

## 2. SPECIMEN BUDGET (Appendix 2)

Cash			Accrued Actual to 29-Feb £' 000	Cash Actual to 29-Feb £' 000	Budget Remaining 29-Feb £' 000
Current Budget £' 000		Note			
	Income				
536	Cash B/Fwd	1	536	536	0
538	Assembly Grant in Aid	2	0	0	538
291	Contributions	3	348	348	(57)
<u>1,365</u>	Total Income		<u>884</u>	<u>884</u>	<u>481</u>
	Expenditure				
(660)	Department	4	(491)	(485)	(175)
(194)	Special Purchases	5	(162)	(162)	(32)
(511)	Unallocated	6	0	0	(511)
<u>(1,365)</u>	Total Expenditure		<u>(653)</u>	<u>(647)</u>	<u>(718)</u>
	Net				
<u>0</u>	Income/(Expenditure)		<u>231</u>	<u>237</u>	<u>(237)</u>

Note 1 : Cash B/Fwd - There was a cash carryforward of £536k.

Note 2 : Grant in Aid – The figure of £538k is per the Remit Letter from the Welsh Government. This grant is drawn down monthly in line with anticipated expenditure. There has been no draw down to date as the GIA carryover from 2010/11 has been funding expenditure. The full £538k will be drawn down in March 2012.

Note 3 : Contributions – Included is the bequest of £200k from the late Alan Thomas which was identified in the previous financial year but not included in previous year's figures pending firming up of valuation. The balance of £148k represents receipts from the Art Fund, Centenary Fund and Derek Williams Trust for major purchases.

Note 4 : Department budgets - Departmental spend as at 29 February 2012 was £485k against a total budget allocation of £660k.

Note 5 : Special Purchases budget – Special purchases spend as at 29 February was £162k against a total budget allocation of £194k. The Special Purchases budget includes unspent Centenary Fund Partnership cumulative funds of £25k, and remaining expenditure from these funds will be match funded from the Derek Williams Trust. The budget also includes £10k for the Eisteddfod project which will be carried over to 2012-13.

Note 6 : Unallocated – The unspent contingency of £511k represents original budget of £311k plus the £200k bequest mentioned above (which was allocated in 2010-11 and covered by other funds).

### 3. CAPITAL MASTERPLAN BUDGET (Appendix 3)

Cash			Accrued Actual to 29-Feb £' 000	Cash Actual to 29-Feb £' 000	Budget Remaining 29-Feb £' 000
Current Budget £' 000		Note			
	Income				
227	Cash B/Fwd	1	227	227	0
87	Transfer from Revenue	2	0	0	87
600	Grant in Aid	3	600	600	0
0	Other Grant	4	0	0	0
260	Carbon Trust Loan	5	260	260	0
200	Transfers from Private Funds	6	839	200	0
	Other (eg Development				
575	fundraising)	7	990	550	25
<u>1,949</u>	Total Income		<u>2,916</u>	<u>1,837</u>	<u>112</u>
	Expenditure	8			
(513)	Maintenance Programme		(210)	(210)	(303)
(370)	NMC Upper West Wing		(213)	(213)	(157)
(1,305)	SNHM Infrastructure Works		(1,579)	(1,579)	274
0	SNHM Redevelopment Project		0	0	0
(136)	Residual Projects		(47)	(47)	(89)
<u>(2,324)</u>	Total Expenditure		<u>(2,049)</u>	<u>(2,049)</u>	<u>(275)</u>
<u>(375)</u>	Net Income/(Expenditure)		<u>867</u>	<u>(212)</u>	<u>(163)</u>

The above table represents a snap shot of the overall Capital Plan budget for this year. In practice the nature of the capital budget is such that there is a planned 2 year rolling balanced budget (which is kept under constant revision depending on priorities).

Note 1 : Cash B/Fwd - There was a net cash carryforward of £227k on various capital projects.

Note 2 : Transfer from Revenue – This is a contribution from revenue contingency towards the Science Spaces project and other projects managed through the Main Capital Programme. No transfer has yet been made, and this will be reviewed in March as part of the cash carried forward and reserves review.

Note 3 : Grant in Aid – The figure of £600k is per the Remit Letter from the Welsh Government. The full £600k has been drawn down.

Note 4 : Other Grant – The Museum has been awarded additional funding from the Welsh Government of £9m towards the SNHM Redevelopment Project which will be drawn down over the next 5 years.



Note 5 : Carbon Trust Loan – The Museum is receiving an interest free loan from the Carbon Trust to fund the installation of a Combined Heat Power unit at NMC. The loan will be repaid from the resultant energy savings over a 5 year period.

Note 6 : Transfer from Private Funds – This is the approved allocation from private funds to finance the major capital projects, which was deferred to 2011/12 to help manage the carryover of capital monies received for the SNHM project which had yet to be spent. £200k has been transferred.

Note 7 : Other income – In the main this is income received via the fundraising efforts of the Development department. £550k has been transferred this year, deferred from the previous year to help manage the carryover of capital monies received for the SNHM project.

Note 8 : Expenditure - Planned expenditure this year equates to £2.324m (in line with current project planning) of which £2.049m was spent as at 29 February, including an overspend on SNHM project of £274k.. Capital budgets have been reviewed with budget holders and are expected to be fully spent up by the end of the financial year.

#### 4. PRIVATE FUNDS (Appendix 4)

Cash			Accrued	Cash
Current			Actual	Actual
Budget			to	to
£' 000		Note	29-Feb	29-Feb
			£' 000	£' 000
3,777	Opening Balance		3,777	3,777
1,449	Total Income	1	1,251	1,251
(515)	Total Expenditure/Transfers	2	(2,151)	(1,072)
<u>0</u>	Investment Revaluation	3	<u>2</u>	<u>2</u>
			-	
<u>4,711</u>	Closing Balance	4	<u>2,879</u>	<u>3,958</u>

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Note 1 : Income – This mainly includes the target income for the Development department and is made up of the current year target and previous year target (ie income which was pledged last year but not yet received). The current year income target is £734k whilst £839k has been received by 29 February. The previous year income target is £561k of which £231k was received at 29 February. The previous year target includes HLF funding, for which a claim has been submitted in March 2012. The coin box donations budget target is £80k, with £84k received by end of February. Investment income, including bank interest, is budgeted for the year at £35k, and £39k has been received as at 29 February.

Note 2 : Expenditure/Transfers – Planned expenditure/transfer from private funds amounts to £515k for the year. As at 29 February there were expenditure/transfers of £1.072m, including £750k to general funds regarding the NMC Upper West Wing Project which was completed prior to 2011/12, and £200k to the Art Department for specimen purchases.

Note 3 : Investment revaluation - The value of investments (valued at the end of January by Barclays Wealth) shows an increase from 1 April 2011 of £2k (an improvement of £76k compared with the January position.)

Note 4 : Balances - Total fund balances are £3.958m, consisting of £1.985m in investments and £1.887m in cash (of which £1m is invested in a fixed term deposit account to maximise interest). The funds can be split between Specific (£1.581m), Departmental (£1.593m), General (£627k) and Development Holding Account (£155k). £1.244m of the total fund balances of £3.958m is committed against various projects, including £1.066m committed to funding for the NMC Upper West Wing Project, for which transfers were delayed from the previous year to help manage the carryover of capital monies received for the SNHM project which had yet to be spent.

Caroline Garnett

Interim Head of Finance, 26 March 2012