

Amgueddfa Cymru - National Museum Wales

Nodyn diogelu Cover note	Bwrdd yr Ymddiriedolwyr Board of Trustees
Dyddiad y cyfarfod / Date of meeting 28 November 2013	Rhif agenda / Agenda number 8
Teitl y papur / Paper title Director General's Report to the Board Q2 April-September 2013	Awdur / Author David Anderson
Dyddiad / Date 20 November 2013	Cyfrinachol? / Private and confidential? <i>Û yn ôl y galw</i> / as appropriate Ie / Yes Na / No Û
Disgrifiad byr / Brief description The Q2 report to the Board comprising the dashboard of indicators, graphical and tabular representations of the number of visits to sites, a graph showing the number of website visits, and a financial report.	
Adnoddau angenrheidiol Resource implications and requirements	<i>Û yn ôl y galw neu rhwch manylion / as appropriate or describe</i>
Dim None	
O fewn y gyllideb bresennol Within existing budgets	<i>Û</i>
Adnoddau angenrheidiol – manylion a chost Resources required – details and cost	
Ystyrir Cyfleon Masnachol Commercial Opportunities considered	
Gofynnir i aelodau / Members are asked to	<i>Û yn ôl y galw</i> / as appropriate
Trafod a chytuno Discuss and approve	
Derbyn gwybodaeth a briffio Receive information and be briefed on	<i>Û</i>
Derbyn a nodi Receive and note	

Amgueddfa Cymru – National Museum Wales

Meeting of the Board of Trustees

November 28th 2013

Director General's Report to the Board Q2 April-September 2013

Please find attached my Q2 report to the Board comprising the dashboard of indicators, graphical and tabular representations of the number of visits to sites, a graph showing the number of website visits, and a financial report.

Performance reporting

On the dashboard, the quantitative indicators show very good progress and are generally to target but the number of visits and the number of formal education visits are slightly below target. As the qualitative reports for those areas demonstrate that performance has otherwise been very good, and the indicators outlined above are only marginally below target, the progress against target/milestones for these are rated at green/yellow, with the remainder rated at green.

There is a mixed picture on the performance of our visitor figures. Cumulatively, we attracted just over a million visitors between April – September (1,013,190 visitors), which, as already noted, is marginally below the target for the organisation by -1.25%. Again, there are variations by site with National Museum Cardiff, National Wool Museum, National Slate Museum and National Waterfront Museum Swansea all exceeding their year to date targets.

In relation to the number of formal education visits, a few sites had a drop in French schools visits, normally high during the summer months. The closure of both the Celtic Village and Oriel 1 at St Fagans have also resulted in a reduction to the number of visits. However, there are a range of factors at play and the recent Museums Association survey noted school visits were down by 31% in UK.

The number of people at targeted advocacy events is below target because the focus for this post over the last six months has been on internal communications to support the Change Programme and the development of the corporate newsletter rather than creating specific advocacy events.

Financial reporting

The Financial Position Report for the five months to 31 August 2013 shows overall income, expenditure and carried forward reserves in line with approved budgets. There are variances on operating costs as the budgets have not yet been fully profiled due to the Change Programme, however operating budgets are expected to be fully spent or near fully spent by the end of the year. Carried forward reserves are in place to meet future commitments over the next 3 years in line with the strategic budget plan. More information is provided in the narrative in the report.

David Anderson, Director General

Director General's Performance Report Q2 (April – September) 2013-2014

Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out- turn	Annual Target (Quarterly target)	Out-turn to end of Q2	Qualitative Report (April – September 2013)	Progress against target/ milestone
World-class museum spaces (The People of Wales)	Number of visits*	1,745,315	1,600,000 (1,026,000)	1,013,190	Cumulatively, we have attracted just over a million visitors which is marginally below the target for the organisation by -1.25%. Again, there are variations by site with NMC, Wool, Slate and the Waterfront all exceeding their year to date targets. Very good progress continues to be made on the St Fagans re-development. The Design Team are progressing through RIBA stages F/G towards invitations to tender. Control mechanisms in place to ensure optimal use of funding. The Pottery conversion has been completed and handed over to Elior.	Green/ yellow
International reputation (The People of Wales)	Number of venues to which loans made across the world* Number of international collaborations	312 93	310 100	284 (91 in Wales) 233	Successful external consultation event on International Strategy hosted. Exhibition at Chongqing was extremely successful and a follow-up exhibition from Chongqing is now confirmed for 2015. Catalogue text for 'Landscapes' art tour to the USA completed. Work continuing towards Artes Mundi VI in 2014-15. Cross-departmental group preparing for hosting of the International Meeting of the Society for the Preservation of Natural History Collections in June 2014.	Green
Priority audiences (Presenting Wales)	Number of events targeted at priority audiences	770	700	381	New volunteer co-ordinator in post. Implementation of charging for value-added school programmes applied successfully at all relevant museum sites. Fees for schools where more than 20% of pupils are eligible for free school meals are being waived. A new language	Green

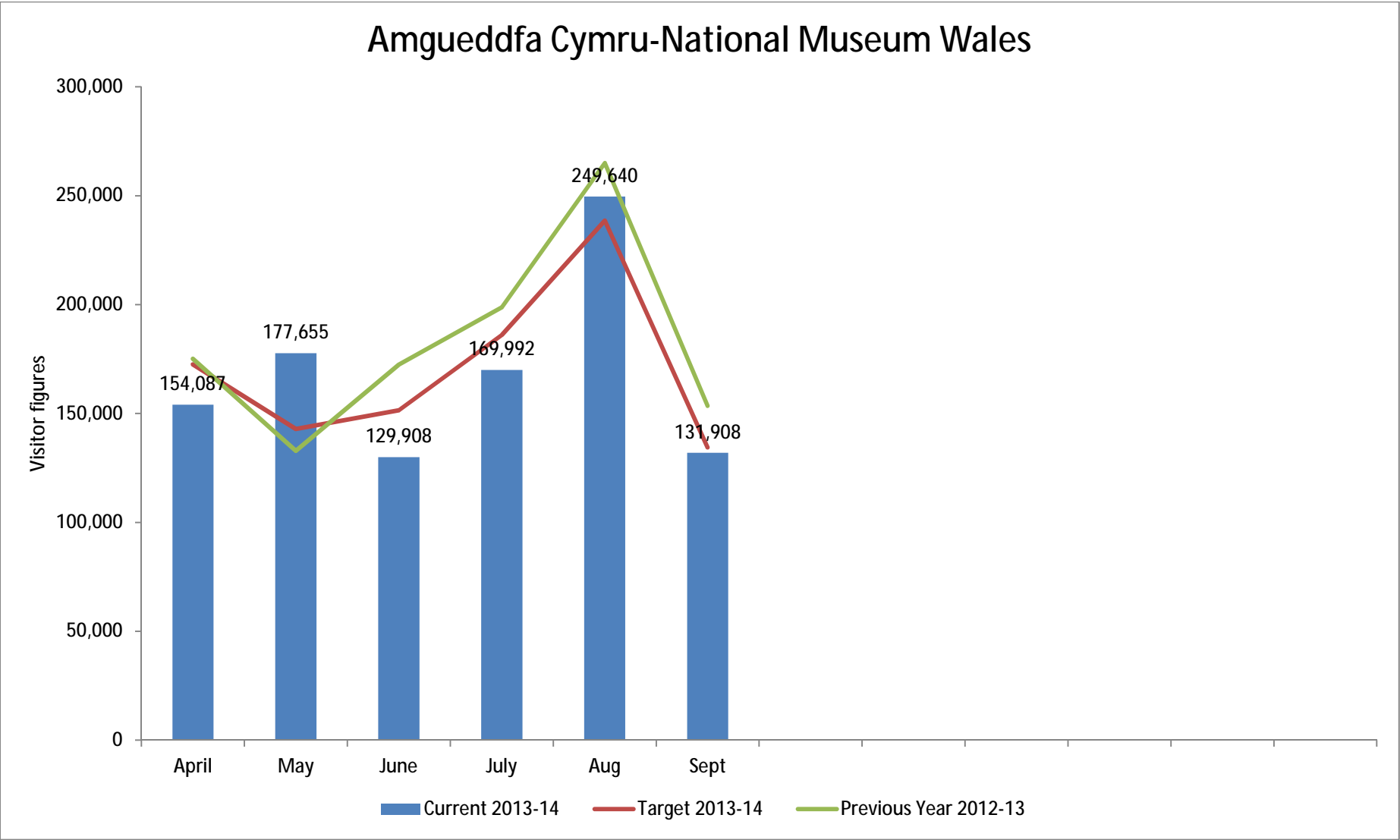
Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out- turn	Annual Target (Quarterly target)	Out-turn to end of Q2	Qualitative Report (April – September 2013)	Progress against target/ milestone
					play resource for families has been successfully trialled at Big Pit with Flying Start Groups.	
Collections and research (Presenting Wales)	Number of research projects	230	228	235	Reviews of collections, research and conservation all to follow the Change Programme in 2013. The JISC-funded GB Type fossils digitisation project website was officially launched at the Natural History Museum in August. A combined doctoral award Ph.D. studentship has been obtained in collaboration with Aberystwyth University to work on the archive of Ivor Davies. MOU has been completed in relation to the Brymbo Fossil Forest site. Discussions are continuing with the Museum of Japanese History for a major exhibition at National Museum Cardiff in 2016 and planning for the Richard Wilson exhibitions with Yale Center for British Art in 2014 is now well advanced. £50,000 has been received from the Science and Technologies Facilities Council for the continuation of the Down2Earth meteorite project.	Green
	% Collections computerised to inventory standard	49.8%	50.5%	50.5%		
Communicating collections (Presenting Wales)	Number of formal education visits*	218,077	220,000 (115,000)	107,783	The formal learning figures for the period are still under target while the figures for informal learning are well above target. Work continues to keep the formal figure under regular review. The review of the Exhibitions Strategy is underway. A draft 5 year public programme has been produced for the centenary of WW1 and discussions with potential partners/funders are ongoing. Post-Project Appraisal of the National Museum of Art has been completed and findings reviewed by the St Fagans team. The Archaeopteryx exhibition has been on display throughout the summer at Pontypool Museum. As part of Big Pit's 30 th birthday celebrations, Minister John	Green/ yellow
	Number of informal education visits*	273,734	215,000 (107,500)	170,770		

Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out- turn	Annual Target (Quarterly target)	Out-turn to end of Q2	Qualitative Report (April – September 2013)	Progress against target/ milestone
					Griffiths launched the new Coal Face display on 23 rd September.	
Partnerships (Improving performance)	Number of active partnership projects	25	25	Reported Annually	Amgueddfa Cymru's Museums Strategy action plan has been updated. We continue to work with partners as part of the new Sharing Treasures Scheme and continue to support the bid for World Heritage Status for the slate areas in North Wales. The Mold Cape was displayed at National Museum Cardiff from 2 July to 4 August and then at Wrexham until 14 September. Entries to the National Wool Museum's Annual Colleges Competitions have been judged and winners announced.	Green
Talent, skills and competencies (Improving performance)	Percentage of staff in receipt of Training and Development	25.3%	25%	25.48%	The percentage of staff in receipt of training and development this quarter has increased due to initiatives supporting staff through the Change Programme. Work continues on the Heritage and Horticultural Skills Sharing (HHSS) programme with a further 14 placements starting in partner gardens across Wales in September.	Green
	Number of volunteering opportunities	26	30	13		
New Media (Improving performance)	Number of website visits*	1,895,877	1,700,000 (850,000)	955,010	Work as a lead partner on Peoples Collection Wales has continued. AC contributed to a Ministerial event on 26 September in Merthyr Tydfil to demonstrate how communities tell their stories using digital heritage supported by Peoples Collection Wales. A draft Digital Strategy has been prepared. The digitisation programme for the Esmee Fairbairn Foundation-funded Natural Images historic project is progressing	Green

Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out- turn	Annual Target (Quarterly target)	Out-turn to end of Q2	Qualitative Report (April – September 2013)	Progress against target/ milestone
					well. The fourth in the series of research seminars linked to this project is currently being promoted.	
Advocating for sustainability (Financial success)	Number of people at targeted advocacy events	880	1000 (500)	386	The Museum's Urdd Eisteddfod stand created opportunities for engagement with 5426 visitors and in addition the Museum had a presence in the Science Pavilion which received 15,000 participants. Visitors included our Minister, John Griffiths. At the Hay Festival, the Museum launched its first children's book in a charged-for session on dinosaurs led by the author and the Minister launched the latest edition of Big Pit's Glo publication.	Green
Development and use of resources (Financial success)	Profit returned from Enterprises	£457,281	£425,326 (£406,781)	£486,675	The Museum's budget plans are in place. Work continues on completing the installation of the Museum Printer Network. The Development Department have worked closely with Trustees and Development Board members on implementing the St Fagans Fundraising Campaign with the focus on a launch event in October.	Green
	Funding generated by Development Department	£1,277,021	£1,500,000	£274,767		
	Research Income	£116,861	£170,000	Reported Annually		

*Welsh Government Dashboard Indicators **Colour coding:** **Green** – key objective on/achieved to target; **Yellow** – key objective delayed/below target but deliverable within year; **Orange** – key objective not achieved/below target but deliverable within next year; **Red** – key objective undeliverable

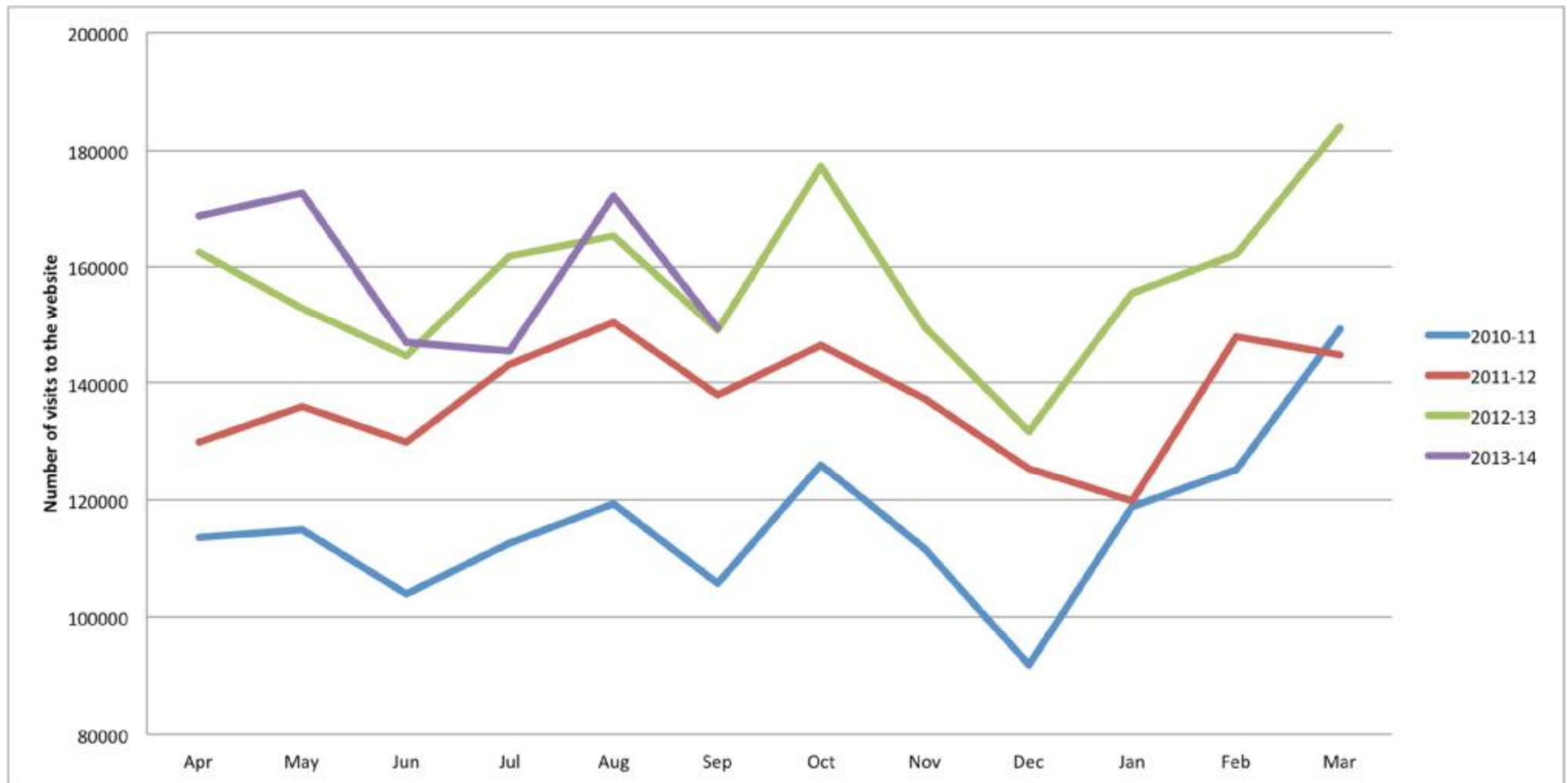
Visits to Amgueddfa Cymru sites 2013-2014



Cumulative Visitor Figures April – September 2013

	2013	2013	2012	2000		
Museum	Actual	Target	Full year total	Full year total	Variance from Target	
					No.	%
National Museum Cardiff	229,803	204,000	477,399	226,876	25,803	12.6
St Fagans: National History Museum	375,755	419,000	600,735	321,810	-43,245	-10.3
National Roman Legion Museum	39,555	41,000	71,992	58,997	-1,445	-3.5
National Wool Museum	23,222	17,500	34,309	9,036	5,722	32.7
National Slate Museum	105,847	102,500	137,591	53,890	3,347	3.3
Big Pit: National Coal Museum	97,872	101,500	151,837	75,284	-3,628	-3.6
National Waterfront Museum	141,136	140,000	271,452	0	1,136	0.8
Total	1,013,190	1,025,500	1,745,315	745,893	-12,310	-1.20%

Visits to Amgueddfa Cymru Website April – September 2013



Definition of Key Performance Indicators

Key Performance Indicator	Definition
Number of visits*	Total number of visits to the museums of Amgueddfa Cymru. This indicator includes the number of formal education visits and the informal on-site visits to Amgueddfa Cymru museums
Number of venues to which loans made across the world*	Total number of venues to which loans made at start of year + new venues to which loans made during year
Number of international collaborations	Number of international collaborations at the start of the year plus the number of international collaborations built during the year, an international collaboration being defined as any relationship between AC and an organisation outside the UK where there is mutual benefit to both partners. Does not include loans as these are collected separately.
Number of research projects	Number of research projects underway at the start of the year + number of new research projects started in year
% Documentation projects on target	Percentage of the projects focussed at documenting specific elements of the collection that are on target i.e. going to deliver the stated number of items documented
Number of visits by priority audiences	Average percentage of total visits by each priority audience obtained visitor profiling survey
Number of events targeted at priority audiences	Number of events across all museums targeted at the priority audiences of families, young people (16-24 year olds) and tourists
Number of formal education visits*	Number of visits to one of our museums, as part of the delivery of, or arranged to complement and support the learning objectives of a recognised formal curriculum, usually by teachers and students from schools, colleges or universities. This figure also includes visits by teachers pursuing CPD opportunities and those undertaking work experience or placement opportunities, arranged as a formal curriculum supporting experience. All visits are counted daily, rather than per workshop or placement
Number of informal education visits*	<p>= Number of 'added-value' learning visits + Number of participants in off-site learning activities</p> <p>Number of 'added-value' learning visits is defined as the number of visits to one of our museums, where there is an additional learning offer, over and above the core learning offer available at all Museum sites to the general public i.e. visits to special programmed events open to all or visits by specific and hard-to reach audiences, usually by prior arrangement, for facilitated sessions.</p> <p>Number of participants in off-site learning activities is defined as the number of participants in learning opportunities (based on our museums, collections or work), not at one of our museums but facilitated or</p>

Key Performance Indicator	Definition
	organised by a member of museum staff. Summation of actual counts of participants in off-site programmes
Number of active partnership projects	Number of key corporate partnership relationships at the start of the year plus the number of partnership relationships built during the year
Percentage of staff in receipt of Training and Development	Number of staff in receipt of training and development during the quarter expressed as a percentage of the total number of staff
Number of volunteering opportunities	Number of volunteering vacancies offered by Amgueddfa Cymru during the quarter
Number of website visits*	The number of website visits calculated using 'AWStats' and 'Google Analytics', together with analytical narrative on hits, downloads and dwell time
Number of people at targeted advocacy events	Number of attendees at targeted advocacy events, expressed in relation to the number of invitees and the number of events, supported by a narrative on the purpose of events
Profit returned from Enterprises	The net profit (having taking into account costs) raised through Enterprises within the financial year
Funding generated by Development Department	Income raised through fundraising within the financial year
Research Income	Research income generated as a result of partnerships

***Welsh Government dashboard indicators**

Amgueddfa Cymru – National Museum Wales
REVENUE FINANCIAL POSITION
31 August 2013

	Original	Revised	Year to Date				Previous Year to Date		
	Budget £'000	Budget £'000	Budget £'000	Actual £'000	Budget Variance £'000	%age	Actual £'000	Variance £'000	%age
Core Income									
Revenue Grant in Aid	22,436	22,436	9,610	9,610	0	0%	8,406	1,204	14%
People's Collection Grant	395	395	165	165	0	0%	165	0	0%
Trading Subsidiary Profit	402	402	0	0	0	0%	0	0	0%
Trading Subsidiary Recharges	162	162	68	66	(2)	-2%	66	0	0%
Contribution from CCS	546	546	228	228	1	0%	212	16	8%
Departmental Income	456	558	238	318	80	34%	252	66	26%
Specimen/Private Funds Transfer	99	99	0	0	0	0%	0	0	0%
Income from charging facilitated visits	30	30	0	0	0	0%	0	0	0%
Total Core Income	24,526	24,628	10,308	10,387	79	1%	9,101	1,286	
Core Expenditure									
Staff Costs	19,228	19,231	7,923	7,855	68	1%	7,946	91	1%
Operating Costs	6,545	6,646	2,478	2,173	305	12%	2,180	7	0%
Transfer to CMP	0	0	0	0	0	0%	0	0	0%
Loan repayments Carbon Trust	44	44	22	22	0	0%	22	0	-
Cash b/f earmarked- transfer from reserve/ contingency	(1,295)	(1,295)	(540)	(540)	0	0%	(989)	(449)	45%
Transfer - approved contingency commitments	0	0	0	0	0	0%	(286)	(286)	-
Total Core Expenditure	24,522	24,626	9,883	9,510	373	4%	8,873	(637)	
Net Core Expenditure	4	2	424	877	452		228	649	
Non-Core Expenditure									
Net SNHM Redevelopment income/expenditure	180	180	75	31	44	59%	99	68	-
VRS and strain costs	1,100	1,100	461	866	(405)	-88%	93	(773)	-
Total Non-Core Expenditure	1,280	1,280	536	897	(361)		192	(705)	
Transfer from reserve/contingency to Non-Core	(1,280)	(1,280)	(536)	(897)	(361)	67%	(192)	705	-
Net Income/(Expenditure) in year	4	2	424	877	452	107%	228	649	

Core Income

Revenue Grant in Aid of £9,610k has been drawn down as at the end of August.

Income has been accrued in line with budget for the People's Collection Wales grant (£165k) and the contribution from CCS (£228k) towards the running costs of the National Waterfront Museum (NWMS). Trading subsidiary recharges of £66k have been received, in line with budget.

Actual year to date departmental self-generated income was £318k, exceeding the year to date budget by £80k. Grants received include:

- £50k from Paul Hamlyn representing the full year funding for their project at St Fagans
- £34k from the Wye & Usk Foundation for BioSyB for stream-life research
- £25k from the Colwinston Trust for various events and exhibitions
- £26k for Archaeology & Numismatics from the British Museum for portable antiquities
- £13k in total from CyMAL and various Archaeological organisations for a review of archaeological archives in Wales
- £6k for BioSyB Department from the Jazan University in Saudi Arabia
- £6k for Art Department from the Derek Williams Trust
- £3k for Geology Department from the Brecknock Museum.

Other income includes £14k rates rebate for the St Fagans site, £18k utilities recharges to Elinor, £47k rental and events income (mainly at St Fagans), and £76k sundry income, for example royalties, advice, agricultural receipts.

Additional departmental income beyond that expected when the original budgets were set has been notified and added to the revised annual budget, with a similar adjustment to the operating costs and staffing costs annual budgets. There is no impact on the overall annual budget position.

The Specimen/Private Funds transfer annual budget represents transfers of £54k from the Specimen Grant to contribute towards Historic Buildings Unit staff costs, and £45k from Private Funds to cover Development department operating costs. These transfers will take place later in the year.

Core Expenditure

Actual staff costs for the first 5 months of the year were £7.855m against the budget of £7.923m giving a small underspend of £68k. £40k of this underspend is at NWMS and is ring-fenced. Forecast Change Programme savings on staff costs have been achieved in line with the budget profile so far this year.

The operating costs year-to-date actual spend was £2.173m against a budget of £2.478m, an under-spend of £305k. This includes an underspend of £107k at NWMS which is ring-fenced. It should be noted that the operating costs budgets for some departments have not yet been fully profiled for the year as a result of the Change Programme and are therefore currently profiled evenly across the year.

The first 6-monthly loan repayment to the Carbon Trust has been made as planned.

The average time taken for payment of invoices in the 5 months to August 2013 was 8.47 calendar days, which includes 96.1% of invoices settled within 30 days.

Non-Core Expenditure

£180k is planned to be transferred to the SNHM redevelopment project during 2013-14. Revenue costs incurred against this project were £31k to the end of August.

The annual budget for VRS costs is £1,100k, which includes £300k funded by the Welsh Government. Year to date expenditure is £866k, which includes £537k pension strain costs incurred due to VRS or early retirements resulting from the Change Programme. The year to date expenditure is £405k over budget, which will be met by a further £390k funding from the Welsh Government which has recently been confirmed.

Non-core expenditure in 2013-14 is being funded from the Museum's reserves (including the £300k Welsh Government funding received in March 2013), in line with the Museum's previously agreed plans.

Conclusion

The Museum's revenue position at 31 August 2013 is broadly in line with budget. Change Programme savings have so far been realised as planned. As at 31 August, out of 24 posts including fixed term contracts due to be lost under the Change Programme by the end of 2013/14, 5 fixed term contracts had ended and not been renewed, 5 staff had left under VRS and 2 had taken early retirement, with another 4 committed to leaving under VRS by 31 October and 1 normal retirement confirmed for 30 November 2013.

Further work is being undertaken with departments on completing the operating costs budget profile. The staff costs budget profile will be reviewed in September/October and any changes in projected Change Programme savings will be incorporated. The new Change Programme Structure will be almost fully reflected in the 2014-15 budgets.

Draft 10 year budget projections, incorporating expected GIA cuts and plans for additional savings, are being developed with the Senior Management Team, and Heads of Departments.

The Museum's Procurement Strategy is currently being updated to reflect new public policy initiatives. The Strategy will be launched before the end of 2013-14, following the Welsh Government's publication of a Statement on Procurement Policy in December 2012. A key element of the Strategy will be a drive to raise the profile of procurement across Museum. The Museum's procurement procedures were updated in June 2013 with additional involvement in the tender process of the Director of Finance, and for contracts over £50k, the Director-General.

Following the outsourcing of the payroll function in April 2013, the Museum's booking system has been adapted to enable a more stream-lined sales invoicing system for charging for facilitated visits which has now started, and the implementation of the new expenses system has begun in September 2013.

Amgueddfa Cymru – National Museum Wales
SPECIMEN FINANCIAL POSITION
31 August 2013

	Annual Budget £'000	Year to Date Actual £'000	Budget Remaining £'000
Income			
Specimen Grant in Aid	538	0	538
Contributions	0	42	(42)
Total Income	538	42	496
Expenditure			
Departments	332	112	220
Special Purchases	125	62	63
HBU	118	12	106
Transfer to SNHM Redevelopment	500	15	485
Total Expenditure	1,075	201	874
Net Income/(Expenditure) in year	(537)	(159)	(378)
Cash b/f	683	683	0
Cash c/f	146	524	(378)

Income

There has been no draw down of Grant in Aid to date as the cash brought forward from the previous year has been funding expenditure. The full £538k will be drawn down during the year.

Contributions received include £37k from the Derek Williams Trust and £5k from the Brandenburg Gate Foundation to the Art Department.

Expenditure

Expenditure for the first 4 months of the year by the Departments is £112k, including £24k on treasure - 'Presteigne Hoard' by Archaeology & Numismatics, £22k on Welsh gold by the Geology Department £11k on a dumper truck by HBU, £6k on racking by Social & Cultural History Department.

Special purchases include 'River (Three Cliffs)' by Richard Billingham for £8k, 'Flow Through Circle' bronze sculpture by Dilys Jackson for £2k, and 'Displacement' by Tania Bruguera for £30k.

£15k has been spent to date on the SNHM redevelopment project.

Amgueddfa Cymru – National Museum Wales
CAPITAL FINANCIAL POSITION
31 August 2013

	Annual Budget £'000	Year to Date Actual £'000	Budget Remaining £'000
Income			
Capital Grant in Aid	600	0	600
SNHM Redevelopment Grant in Aid	1,855	638	1,217
Transfer from Revenue	135	0	135
Transfer from Private Funds/Development	10	0	10
HLF funding for SNHM Redevelopment	0	318	(318)
Total Income	2,600	956	1,644
Expenditure			
Capital Maintenance Programme	250	46	204
Commitments c/f from 2012/13	19	19	0
SNHM Redevelopment funded by Grant in Aid	1,855	368	1,487
SNHM Redevelopment funded by Reserves	350	0	350
SNHM Redevelopment funded by HLF	0	318	(318)
Asbestos Works	85	0	85
Data Storage	50	0	50
Residual Projects	0	0	0
Big Pit CCTV	10	0	10
Total Expenditure	2,619	751	1,868
Net Income/(Expenditure) in year	(19)	205	(224)
Cash b/f	666	666	0
Cash c/f	647	871	(224)

Income

There has been no draw down of capital GIA to date as the cash brought forward from the previous year has been funding expenditure. The full £600k will be drawn down in the year. £638k GIA has been drawn down for the SNHM Redevelopment project, out of a planned £1.855m (reduced from the original £2.480m for the year following a re-profiling of the £6.98m SNHM Redevelopment GIA agreed with the Welsh Government).

£135k will be transferred from the revenue budget regarding approved contingency commitments of £85k for asbestos works, and a contribution of £50k towards data storage. £10k will be transferred from Private Funds for CCTV works at Big Pit.

Expenditure

Year-to-date expenditure on the agreed Capital Maintenance Programme is £46k, including £30k on data storage solutions. The Capital Maintenance Programme is proceeding to plan and the full £250k will be spent by the end of the year

A total of £686k has been spent on the SNHM Redevelopment project, including £212k on Collections Centre transfers and storage facilities, with most of the remaining expenditure being on professional fees for architects, exhibition design and project management. HLF funding of approximately £318k will apply to this expenditure, and this has been accrued as income. The anticipated carried forward balance at the end of 2013/14 is allocated to the SNHM Redevelopment project.