

Amgueddfa Cymru - National Museum Wales

Nodyn diogelu Cover note	Bwrdd yr Ymddiriedolwyr Board of Trustees
Dyddiad y cyfarfod / Date of meeting 13 March 2014	Rhif agenda / Agenda number 7
Teitl y papur / Paper title Director General's Report to the Board Q3 April – December 2014	Awdur / Author David Anderson
Dyddiad / Date 5 March 2013	Cyfrinachol? / Private and confidential? <i>Û yn ôl y galw / as appropriate</i> Ie / Yes Na / No Û
Disgrifiad byr / Brief description <p>The Q3 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.</p>	
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 / as appropriate</i>
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

March 13th 2014

Director General's Report to the Board Q3 April - December 2013

Please find attached my Q3 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 excellent progress and are generally to target with the number of formal education visits and the number of people at targeted advocacy events, slightly below target. The qualitative reports demonstrate that the performance has been very good but it is important to note that there has been slippage on some objectives (10 delayed within year and 11 transferred to 2014/15) owing to the Change Programme and changes in personnel. These slippages are concentrated in vision map objective 1 - world class museums and vision map objective 4 – collections hence the colour coding green/yellow and green/orange for these objectives.

December was another good month for visitor figures as we welcomed 71,158 visitors across the sites, 5,158 more than the target set for the month. The total number of visitors for the year so far is 1,320,322 which is just above target by 0.63%. 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, these remain down on target (-6.42%). Formal education visits to St Fagans are down by over 3000 compared to this time last year owing to the closure of the Celtic Village and the galleries. We continue to monitor the situation in relation to national trends in declining formal education visits.

The number of people at targeted advocacy events remains below target because the focus for the Policy and Advocacy role has been 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 nine months to 31 December 2013 shows overall income, expenditure and carried forward reserves in line with approved budgets. There is a significant overspend on Change Programme VRS and pension strain costs, which will be met by a combination of savings clawed back in 2013-14 and projected change programme savings in 2014-15. There are significant under-spends on operating costs but these are mainly ring-fenced for specific projects or purposes. 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 Q3 (April – December) 2013-2014

Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out- turn	Annual Target (Quarterly target)	Out-turn to end of Q3	Qualitative Report (April – December 2013)	Progress against target/ milestone
World-class museum spaces (The People of Wales)	Number of visits*	1,745,315	1,600,000 (1,312,100)	1,320,322	Cumulatively, we have attracted just over 1.32m visitors which is above target for the organisation. Good progress continues to be made on the St Fagans re-development with the design team finalising the full and final basebuild for tender purposes, with a slight delay in timing. The Content and Interpretation team continue to provide information to the exhibition designers for RIBA Stage E. The pottery conversion has been completed and is now in use as a cafe.	Green/ yellow
International reputation (The People of Wales)	Number of venues to which loans made across the world*	312	310	295 (92 in Wales)	The new International Strategy is now being implemented. Preparations are progressing well for the Society for the Preservation of Natural History Collections international meeting at National Museum Cardiff in June 2014. Catalogue text for 'Landscapes' art tour to the USA completed. Work continuing towards Artes Mundi VI in 2014-15 with initial steering group meeting held.	Green
	Number of international collaborations	93	100	234		
Priority audiences (Presenting Wales)	Number of events targeted at priority audiences	770	700	545	Volunteering take-up at St Fagans has doubled and draft programmes have been drawn up to include Big Pit and National Slate Museum. Implementation of charging for value-added school programmes continues to be 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. Amgueddfa Cymru has secured a 3-year	Green

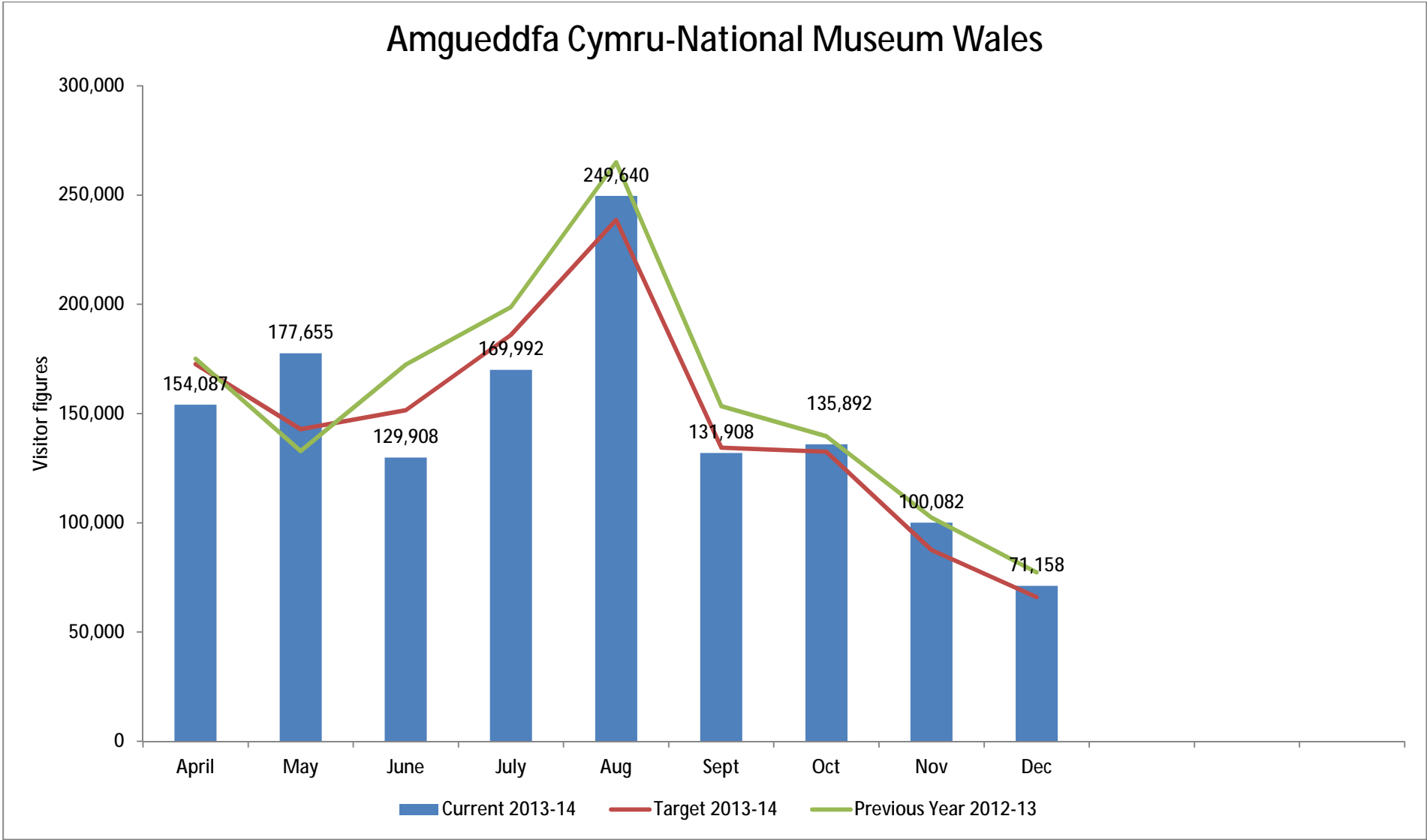
Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out- turn	Annual Target (Quarterly target)	Out-turn to end of Q3	Qualitative Report (April – December 2013)	Progress against target/ milestone
					OPAL project appointment (£135,500) to host a community scientist to undertake field surveys in South Wales with the aim of engaging more people in natural history and to provide opportunities for engagement and education in deprived areas.	
Collections and research (Presenting Wales)	Number of research projects	230	228	235	Reviews of collections, research and conservation postponed to 2014/15. Timetable framework in place and to be developed now that the Director of Collections & Research is in post. The JISC-funded GB Type fossils digitisation project website was completed on time with the website now live.	Green/ orange
	% Collections computerised to inventory standard	49.8%	50.5%	50.7%		
Communicating collections (Presenting Wales)	Number of formal education visits*	218,077	220,000 (170,000)	159,423	The formal learning figures for the period remain under target while the figures for informal learning are well above target. Work continues to keep the formal figure under regular review. Exhibition 'Nature's Chant' has been agreed with the Three Gorges Museum, Chongqing and programmed to open in Feb 2016. Planning for the Richard Wilson exhibition with Yale Center for British Art in 2014 are advancing well. The review of the Exhibitions Strategy is underway. The 5 year public programme has been produced for the centenary of WW1 and discussions with potential partners/funders are ongoing. The Archaeopteryx exhibition opened in Newport Museum in December.	Green
	Number of informal education visits*	273,734	215,000 (161,250)	225,102		
Partnerships (Improving performance)	Number of active partnership projects	25	25	Reported Annually	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. We are working with the Federation on delivering workshops relating to visitor studies and in	Green

Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out- turn	Annual Target (Quarterly target)	Out-turn to end of Q3	Qualitative Report (April – December 2013)	Progress against target/ milestone
					preparing for the MA conference in Cardiff in 2014. Black History month community event was celebrated at National Waterfront Museum in October 2013. Guide to family learning at National Museum Cardiff has been completed. 'Picturing Castles' exhibition opened at Oriel y Parc in November 2013. A full meeting of the Llechi Cymru/Wales Slate partnership was held at Llechwedd in December, facilitated by National Slate Museum.	
Talent, skills and competencies (Improving performance)	Percentage of staff in receipt of Training and Development Number of volunteering opportunities	25.3% 26	25% 30 (23)	41.8% 16	The percentage of staff in receipt of training and development this quarter has increased to over 40% due to positive initiatives supporting staff through the Change Programme. Work continues on the Heritage and Horticultural Skills Sharing (HHSS) programme with further placements starting in partner gardens across Wales in September and HHSS trainers working towards accreditation.	Green
New Media (Improving performance)	Number of website visits*	1,895,877	1,700,000 (1,275,000)	1,439,562	A Digital Media Strategy has been drafted. Work as a lead partner on Peoples Collection Wales has continued with revised learning strategy aims and objectives now in place. The digitisation programme for the Esmee Fairbairn Foundation-funded Natural Images historic project is progressing well. The fourth in the series of research seminars linked to this project was attended by over 150 people.	Green
Advocating for sustainability (Financial success)	Number of people at targeted advocacy events	880	1000 (750)	708	Launch of the fundraising campaign for the project held on 10 October was very successful and the total for the Gift Circle including pledges stands at £62,130. Successful advocacy workshops have been held with the Federation of Museums and Galleries and in	Green

Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out- turn	Annual Target (Quarterly target)	Out-turn to end of Q3	Qualitative Report (April – December 2013)	Progress against target/ milestone
					relation to the new national marketing strategy for museums across Wales.	
Development and use of resources (Financial success)	Profit returned from Enterprises	£457,281	£425,326 (£425,459)	£532,160	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 the successful launch event in October.	Green
	Funding generated by Development Department	£1,277,021	£1,500,000	£1,542,835		
	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 – December 2013

Museum	2013 Actual	2013 Target	2012	2000	Variance from Target		Increase/Decrease on 2012		Increase/Decrease on 2000	
					No.	%	No.	%	No.	%
National Museum Cardiff	333,902	296,000	354,959	163,456	37,902	12.8	-21,057	-5.9	170,446	104.3
St Fagans: National History Museum	454,832	497,000	510,601	266,969	-42,168	-8.5	-55,769	-10.9	187,863	70.4
National Roman Legion Museum	52,312	54,000	58,598	50,361	-1,688	-3.1	-6,286	-10.7	1,951	3.9
National Wool Museum	30,663	22,100	29,346	8,236	8,563	38.7	1,317	4.5	22,427	272.3
National Slate Museum	127,603	121,500	120,732	46,786	6,103	5.0	6,871	5.7	80,817	172.7
Big Pit: National Coal Museum	124,618	127,500	128,475	67,475	-2,882	-2.3	-3,857	-3.0	57,143	84.7
National Waterfront Museum	196,392	194,000	214,136		2,392	1.2	-17,744	-8.3		
Total	1,320,322	1,312,100	1,416,847	603,283	8,222	0.63	-96,525	-6.81	520,647	86.3

Visits to Amgueddfa Cymru Website April – December 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**

REVENUE FINANCIAL POSITION

31 December 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	22,826	17,593	17,593	0	0%	16,301	1,292	8%
People's Collection Grant	395	395	296	296	0	0%	189	107	0%
Trading Subsidiary Profit	402	402	0	0	0	0%	0	0	0%
Trading Subsidiary Recharges	162	162	122	119	(3)	-2%	119	0	0%
Contribution from CCS	546	546	410	394	(16)	-4%	394	0	0%
Departmental Income	456	894	316	537	221	70%	559	(22)	-4%
Specimen/Private Funds Transfer	99	99	27	27	0	0%	41	(14)	0%
Income from charging facilitated visits	30	30	15	14	(1)	0%	0	14	0%
Total Core Income	24,526	25,354	18,778	18,980	202	1%	17,603	1,377	
Core Expenditure									
Staff Costs	19,228	19,373	14,409	14,263	146	1%	14,425	162	1%
Operating Costs	6,545	7,004	4,794	3,939	855	18%	4,007	68	2%
Transfer to CMP	0	0	0	0	0	0%	0	0	0%
Loan repayments Carbon Trust	44	44	44	43	1	2%	43	0	-
Cash b/f earmarked- transfer from reserve/ contingency	(1,295)	(1,295)	(971)	(971)	0	0%	(989)	(18)	2%
Transfer - approved contingency commitments	0	0	0	0	0	0%	(286)	(286)	-
Total Core Expenditure	24,522	25,126	18,276	17,274	1,002	5%	17,200	(74)	
Net Core Expenditure	4	228	503	1,707	1,204		403	1,304	
Non-Core Expenditure									
Net SNHM Redevelopment income/expenditure	180	54	41	44	(4)	-9%	316	272	-
VRS and strain costs	1,100	1,490	1,490	1,950	(460)	-31%	93	(1,857)	-
Total Non-Core Expenditure	1,280	1,544	1,531	1,994	(464)		409	(1,585)	
Transfer from reserve/contingency to Non-Core	(1,280)	(1,280)	(1,531)	(1,994)	(464)	30%	(409)	1,585	-
Net Income/(Expenditure) in year	4	(36)	503	1,707	1,204	240%	403	1,304	

Core Income

Revenue Grant in Aid of £17,593k has been drawn down as at the end of December.

Income has been accrued in line with budget for the People's Collection Wales grant (£296k). The contribution from CCS (£394k) towards the running costs of the National Waterfront Museum (NWMS) for the first 9 months of the year has been invoiced. Trading subsidiary recharges of £119k have been received, in line with budget.

Actual year to date departmental self-generated income was £537k, exceeding the year to date budget by £221k. Grants received include:

- £57k from the Colwinston Trust for various events and exhibitions
- £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
- £30k for Archaeology & Numismatics from the British Museum for portable antiquities
- £25k from Stiftung Kunstmuseum Stuttgart
- £20k from the British Ecological Society for BioSyB
- £14k from Arts Council of Wales for Peter Blake exhibition
- £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
- £5k for Archaeology & Numismatics from the Council for British Archaeology
- £3k for Geology Department from the Brecknock Museum.

Other income includes £14k rates rebate for the St Fagans site, £43k utilities recharges to Elinor and other tenants, £68k rental and events income (mainly at St Fagans), £9k scrap sales at Big Pit and £140k sundry income, for example royalties, curatorial consultancy and advice, loan fees, and 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.

Charging for facilitated school visits started in October; a total of £14k income has now been invoiced against a target for the year of £30k.

The Specimen/Private Funds transfer annual budget represents transfers of £54k from the Specimen Grant towards Historic Buildings Unit staff costs, £27k of which was received in September, and £45k from Private Funds to cover Development department operating costs, which will be transferred at the year end.

Core Expenditure

The staff costs budget and profile has been revised for changes to expected Change Programme savings, with a net reduction of £8k in savings for 2013/14. Actual staff costs for the first 9 months of the year were £14.263m against the revised budget of £14.409m. The under-spend is £146k, out of which £23k is at NWMS and is ring-fenced. The departmental under-spends making up the remaining £123k are being reviewed and a provisional claw-back to the contingency reserve of £100k has been identified. Forecast Change Programme savings on staff costs have been achieved overall in line with the budget profile so far this year.

The operating costs year-to-date actual spend was £3.939m against a budget of £4.794m, an under-spend of £855k. The under-spend is mainly made up of ring-fenced under-spends - £201k at NWMS, £307k for People's Collection Wales and £164k for externally funded projects for BioSyB, Geology, Archaeology and Learning. The remainder of the under-spend is due to £61k for IT and £105k for Buildings resulting from some changes to works timetables – these budgets are anticipated to be fully spent at the year end.

Both 6-monthly loan repayments to the Carbon Trust has been made as planned.

The average time taken for payment of invoices in the 9 months to 31 December 2013 was 9.5 calendar days, which includes 95.88% of invoices settled within 30 days, above the Welsh Government target of 95%.

Non-Core Expenditure

£54k is planned to be transferred to the SNHM redevelopment project during 2013-14 (£180k planned per the project Business Plan less agreed Change Programme savings of £126k). Revenue costs incurred against this project were £44k to the end of December.

The annual budget for VRS costs is £1,490k, which includes £690k funded by the Welsh Government. Year to date expenditure is £1,950k, which includes £1,121k pension strain costs incurred due to VRS or early retirements resulting from the Change Programme. The year to date expenditure is £460k over budget, which will be met by a combination of savings clawed back in 2013-14 and projected change programme savings in 2014-15.

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 December 2013 is broadly in line with budget, with the year to date over-spend on Change Programme costs being covered by additional departmental income and savings on core costs. Change Programme savings have so far been realised as planned. As at 31 December 2013, 20 posts have gone out of the 24 posts due to be lost under the Change Programme by the end of 2013/14, consisting of 5 fixed term contracts not renewed, 11 staff leaving under VRS, 3 taking early retirement, and 1 normal retirement.

The Museum's Procurement Strategy, updated to reflect the Welsh Government's Statement on Procurement Policy, will be launched in February 2014. A key objective will be a drive to raise the profile and understanding of procurement across the Museum. Procurement procedures were updated in June 2013 with additional involvement in the tender process of the Director of Finance and Director-General.

Following the outsourcing of the payroll function in April 2013, and adaptation to the Museum's booking system to enable a more stream-lined sales invoicing system for charging for facilitated visits, the implementation of the new expenses system is also underway with pilots beginning in January 2014 and a target completion date for full roll out across the Museum of summer 2014.

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

	Annual Budget £'000	Year to Date Actual £'000	Budget Remaining £'000
Income			
Specimen Grant in Aid	538	0	538
Contributions	0	138	(138)
Total Income	538	138	400
Expenditure			
Departments	332	234	98
Special Purchases	125	158	(33)
HBU	118	33	85
Transfer to SNHM Redevelopment	500	19	481
Total Expenditure	1,075	444	631
Net Income/(Expenditure) in year	(537)	(306)	(231)
Cash b/f	683	683	0
Cash c/f	146	377	(231)

Income

There had been no draw down of Grant in Aid as at 31 December 2013 as the cash brought forward from the previous year had been funding expenditure. The full £538k has been drawn down in January 2014.

Contributions received include £133k from the Derek Williams Trust and £5k from the Brandenburg Gate Foundation.

Expenditure

Expenditure for the first 9 months of the year by the Departments is £234k, including £24k on treasure - 'Presteigne Hoard' by Archaeology & Numismatics.

Special purchases include four art works – 'Riding in Water' by Peter Doig for £96k, '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; and £22k on Welsh gold by the Geology Department.

£19k has been spent to date on the SNHM redevelopment project, by the Historical Buildings Unit. Any under-spend on the project in 2013/14 will be carried forward for project funding in future years.

Amgueddfa Cymru – National Museum Wales
CAPITAL FINANCIAL POSITION
31 December 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	1,223	632
Transfer from Revenue	135	85	50
Transfer from Private Funds/Development	10	0	10
HLF funding for SNHM Redevelopment	0	455	(455)
Total Income	2,600	1,763	837
Expenditure			
Capital Maintenance Programme	250	224	26
Commitments c/f from 2012/13	19	19	0
SNHM Redevelopment funded by Grant in Aid	1,855	529	1,326
SNHM Redevelopment funded by Reserves	210	0	210
SNHM Redevelopment funded by HLF	0	455	(455)
Asbestos Works	85	32	53
Data Storage	50	0	50
Residual Projects	0	0	0
Big Pit CCTV	7	0	7
Total Expenditure	2,476	1,259	1,217
Net Income/(Expenditure) in year	124	504	(380)
Cash b/f	666	666	0
Cash c/f	790	1,170	(380)

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. £1.223m 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 total £6.98m project funding agreed with the Welsh Government).

£85k has been transferred from the revenue contingency reserve for asbestos works, and a transfer of £50k towards data storage will also be made. £10k will be transferred from Private Funds for Big Pit CCTV works.

Expenditure

Year-to-date expenditure on the agreed Capital Maintenance Programme is £224k, including £71k on refurbishment of electrical installations at St Fagans, £73k on minor works across all sites, £39k on the IT network, and £29k on electrical testing and other health and safety works. The Programme is proceeding to plan and the full £250k will be spent by the end of the year

A total of £984k 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 £455k 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.