

Vision Update

PREPARED FOR BOARD OF TRUSTEES

April 2010

Purpose

To update the Board and staff on progress and achievements in line with the Vision Map (below) during December 2009, January, February and March 2010 and the key tasks and targets for April, May and June 2010.



1. Developing our world – class museum spaces

St Fagans: National History Museum Redevelopment Project

Appropriately enough on St David's Day the Heritage Lottery Fund (HLF) announced that the bid for funding for the re-development of St Fagans had received a Round I pass. This will allow the Museum to move to the second stage of the HLF application process. We have up to two years to submit more detailed plans and apply for the £8.7m HLF support that we are seeking for the £20.75m project. The announcement was made at a ceremony at St Fagans attended by Alun Ffred Jones, Minister for Culture, Heritage & the Welsh Language, Dan Clayton-Jones, Chairman of the HLF Committee for Wales and the President. The event received excellent publicity and the Minister made an extremely encouraging statement of support. In addition to the Round I pass, HLF also offered the Museum a development grant of up to £450,000 towards the total eligible development work required to prepare the Round II submission. This represents approximately 50% of the estimated development costs of £903,650. A first round pass means that the project has met HLF's published criteria for funding and has the potential to deliver high-quality benefits and value for Lottery money. However, a first round pass does not guarantee funding.

Open-Air Archaeology at St Fagans

The St Fagans Project offers the chance to enhance significantly Amgueddfa Cymru's exploration of Wales's early history through the incorporation of archaeology into the grounds of the site. This development would sit within a well-established European tradition of archaeological open-air museums and parks. A paper outlining a model for the deployment of open-air archaeology at St Fagans, based around reconstructed buildings (collections / displays), associated activities (events / public programmes), and practical experiments undertaken in front of the public (research / performance) has been prepared and this will feed into the major project development. It brings the museum's archaeological provision in line with the character of its new home: St Fagans National History Museum.

Physical Developments at Sites

At National Museum Cardiff, work on the Clore Learning Space (formerly Science Education Space) and the Clore Discovery Centre (Glanelly Gallery) is proceeding according to plan.

Colleagues from the Historic Buildings Unit have completed the re-plastering and repair of the living room ceiling in the 1861 house at National Slate Museum, using a traditional hair-and-plaster mix. The house re-opened to the public on time in January and the project is a good example of cross-organisational co-operation.

At National Waterfront Museum Swansea, the first phase in the creation of a new temporary exhibition area (The Red Wall Gallery) was achieved with improved lighting, casing and panelling.

Tasks and targets for April, May and June

- Big Pit to produce detailed plans and obtain a budget cost for the installation of a Permanent Emergency Winder.
- Big Pit to begin implementation of the plans to further develop the Coity Tip Trail.
- Progress sandwich eating area at National Slate Museum subject to planning etc.
- Complete water feature for the Roman Garden at National Roman Legion Museum.
- Develop Masterplan for the Garden at National Roman Legion Museum by end of May.
- Continue Phase 1 roofing works in Upper West Wing project, National Museum Cardiff.
- St Fagans National History Museum redevelopment project - construction project manager to be appointed; selection and appointment of design team being progressed; Masterplan approved by Steering group; consultation feedback sought from Cardiff City Council and CADW; planning & listed building consent strategy agreed and submission of application being progressed.
- Develop detailed plans for the re-structuring of the Frontiers Gallery at National Waterfront Museum Swansea.
- Plan the development of a portion of the Museum Garden at National Waterfront Museum Swansea as a learning space.
- Working machinery at National Wool Museum to be filmed in order that footage may be played in the gallery at times when no crafts persons are available.
- Open the "Castle Buttery" tea rooms at St Fagans.

2. Delivering an International Reputation

The Artes Mundi official opening on 9 March was attended by 350 guests and dignitaries at National Museum Cardiff, many from overseas, and a video news release was filmed and distributed to overseas tourism markets via Visit Wales & Visit Britain. Six facilitators were recruited and trained to deliver the Artes Mundi learning programme at National Museum Cardiff. Complex themes within the exhibition were broken down to form accessible and engaging workshops for younger visitors to the exhibition. Tours were developed to encourage debate and dialogue with older visitors, while the interactive developed by confused.com has proved popular with visitors of all ages.

Staff at Big Pit contributed to the 'Welsh in America' touring exhibition produced by the First Ministers Office in the USA.

The World Harmony Run stopped at National Roman Legion Museum on Sunday 14 March. Twenty runners from a number of different countries including Guatemala and Canada were greeted by the Mayor of Newport and given a guided tour of the Museum Gallery and Cadw ancient monuments before continuing on their run in support of World peace.

National Waterfront Museum Swansea coordinated and facilitated a full day workshop for 21 Global Xchange Volunteers from Zambia and the UK.

Three quilts from St Fagans are currently on loan to the Victoria and Albert Museum, London (20 March – 4 July 2010). The quilts feature in the V&A's major spring exhibition *Quilts 1700 – 2010*. Pre-ticket sales for the exhibition have exceeded 10,000 – a record for the V&A. Reviews published in *The Guardian* and *The Observer* have made several references to the exhibits on loan from St Fagans.

National Slate Museum is twinned with the Slate Valley Museum, Granville, NY. The Green Mountain College in Poultney, nearby, is proud of the links between its host communities and the slate quarrying communities of north-west Wales. On 12 March 2010, the Museum was delighted to welcome Green Mountain College's choir to National Slate Museum, as part of a more extensive tour of the area.

Tasks and targets for April, May and June

- National Slate Museum to take part in regional discussions which may lead to the creation of a "North Wales Route" within the European Route of Industrial Heritage framework.
- National Slate Museum to take part in "One Year On" proposals to celebrate the 2009 participation by Wales as the featured nation at the Smithsonian Folklife Festival.
- Deliver the extensive Artes Mundi exhibition learning programme to help engage visitors of all ages with the themes, while also encouraging debate and dialogue.
- Arrange study programme at National Museum Cardiff and Big Pit for 12 young learners from Eastern Europe.
- Deliver International Year of Biodiversity Stakeholder Event, May 2010, National Museum Cardiff with Heritage Minister and Environment Minister.
- Continue to support Leeds Art Gallery with their forthcoming exhibition *Inlaid Patchwork in Europe from 1500 to the Present* (27 August – 31 October 2010). This is a travelling exhibition which includes a patchwork tablecloth from St Fagans.

3. Delivering contemporary and relevant collections and research

Big Pit carried out a condition audit of the railway rolling stock moved to the site following redevelopment. Also, the fully restored Waddle Fan and Engine has now been delivered to the Collections Centre Nantgarw. Re-erection of same on the site of an original waddle fan forms part of the development plan for Big Pit.

National Slate Museum technician staff have been trained to use Amgueddfa Cymru's set of portable grit blasting equipment. Consequently, a number of railway wagons in the collection have been thoroughly stripped, cleaned and repainted during the course of the winter.

The Museum has recently acquired a collection of 30 plant fossils from the Permian of China. They are remains of the characteristic Cathaysian group of plants known as the gigantopterids, which were virtually unrepresented in our collections. They were acquired through Sarah King, a CASE PhD student jointly between the Museum and the University of Birmingham.

The Phyllis Knight-Jones collection on Polychaetes has been fully documented, revealing the extent of the research undertaken by this Swansea-based academic.

Acquisitions

Purchases include a photograph, *Three Generations of Welsh Miners*, 1950, by the American photographer W. Eugene Smith (1918-1978), and the the 5 channel high definition video installation, *The Attraction of Onlookers: Aberfan – An Anatomy of a Welsh Village* by Shimon Attie (b. 1957) for \$72,500, with a 50% grant from the Derek Williams Trust.

A large fossil arachnid, *Maiocerus celticus*, from the Lancashire coalfield was purchased to complement the type specimen from the Rhondda already held by the Museum.

Access and use of the meteorite collection has increased in recent years and recently acquired specimens serve to fill gaps in the current holding to allow representation of the compositional range of meteorites.

Contemporary objects accessioned or in the process of being accessioned include panels of graffiti art, a Race for Life medal, Ashes cufflinks, Urdd material, Spillers T-shirt, a mug, a bread-maker, a CD player, and assorted ephemera and catalogues.

Care of historic buildings and material collections

A selection of machines, vehicles and agricultural equipment have been moved back from National Museum Wales Collections Centre Nantgarw into the refurbished Large Object Store (formerly Atcost), in conjunction with a review and rationalisation of the collections. The emptying of vehicles from the Tannery Shed in the woods has continued. The store is to be demolished to make space for the possible re-erection of buildings.

The J. Andrews collection of six horse-drawn vehicles is now on display in the refurbished gallery in the Main Building, St Fagans. The collection was donated by the John Andrews Charitable Trust, who also paid the costs of the refurbishment.

Curators have provided specialist advice to the production team of the BBC's forthcoming *A Snowdonia Farm*, and continued to source objects and research material for the forthcoming childhood exhibition in Oriel 1.

Tasks and targets for April, May and June

- National Waterfront Museum Swansea to continue discussions with potential publishers of a biographical study of Sir William Reardon Smith.
- National Wool Museum to accept 'the Wales Collection', an important textile collection from the textile designer Ann Sutton, to accession this collection and put on display to coincide with the Warp and Weft exhibition.
- The acquisition of a contemporary quilt designed by Cefyn Burgess for the St Fagans collection to be progressed.
- A new Community Dresser display will be on show in Oriel 1 in May, curated by a group of young people from Tonyrefail. The objects will be complemented by photographs and Oral History recordings.
- Objects and ephemera relating to events such as the election will be collected, as well as experimentation with collecting plastic bags, junk mail, food packaging and other disposable objects.
- Work will continue towards collecting contemporary objects for exhibitions and events, including Childhood in December 2010, working with communities for the Bling exhibition in 2011, and an exhibition on the history of animation in Wales in 2012.
- Initiate programme of Book of the Month displays in new case located adjacent to Origins Gallery.
- Create an Archives Management Policy to provide a framework for improving the management of the Museum's collection related archives.

4. Engaging with defined priority audiences

The Learning Department continued to promote the Cultural Olympiad /Stories of the World project both within Amgueddfa Cymru and with external partners. A business plan for the project was submitted.

At **St Fagans**, 200 students attended bespoke study days targeted at Architecture & Design and PGCE Primary Teaching courses. 180 'A' Level and University music students and lecturers attended a four day conference organised in partnership with Bangor University.

As part of its commitment to professional development, the museum hosted 38 teachers on training days held to explore themes and skills within Key Stage 2 and the GSCE Travel and Tourism curricula. The evaluation received was excellent with everyone noting an increase in their skills, knowledge and understanding.

At the **National Roman Legion Museum**, Cinetig Film feedback day took place, with a total of 30 children from 3 different schools spending the day at the Museum, taking a tour of the site,

viewing films for inspiration and working in small focus groups looking at what it means to be Welsh and what it meant to be Roman.

The Roman Soldier week was a huge success, with a total of 628 children taking part. The children were recruited and had tasks to complete before finally leaving money in the burial fund and receiving a certificate.

The **National Wool Museum** has worked with a volunteer to develop family activities for the Art cart and held a very successful Rural Skills Day, attracting over 500 visitors.

At the **National Waterfront Museum**, students from a SEN (Special Educational Needs) school, Ysgol Bryn Glas, spent the day learning about the work of gallery assistants and technicians at the National Waterfront Museum. The success of this day resulted in the creation of a programme of similar sessions throughout the year for students to meet all the museum staff. They will then work with an artist to create images of the staff and their roles. These will be shown as an art exhibition around Christmas time. Their interpretations of the staff jobs will help explain to the general public what museum staff do.

The Museum, hosted two days for home learner **families**, on the themes of *Read all about it* – relating to printing and *Can i gyda ni* relating to nursery rhymes, inspired by objects in the museum.

Twelve young homeless people had a tour and workshop on the theme of 'Our identity'. The group are interested in setting up a project/event at the museum looking at homelessness and how it affects young people. A group of young men from the Swansea Drug Project had a tour around the galleries following an initial meeting and discussion about being involved in an art/heritage project in the future.

'What's On' flyer distribution has increased from 35,000 to 149,000 every four months for only 25% more cost, by changing the format and print run to fewer full 7 site brochures and more bespoke smaller 'What's On' leaflets for each museum. 'What's On' distribution should now drive higher take up of events as it is targeted very locally with the specific audiences in mind.

Sumo – an agency specialising in museums and cultural attractions – has been appointed to deliver new design work across all marketing communications.

Tasks and targets for April, May and June

- Develop the Community Consultation Plan

- Create inter-generational project and Treasures that Travel display with elderly residents of Penpergwm House and local schoolchildren, based on natural history specimens from the Outreach Collection.
- Produce adult Welsh learner resource for Big Pit in partnership with Coleg Gwent Welsh for Adults team. Dependent on DCELLS (Department for Children, Education, Lifelong Learning and Skills) funding.
- Work with local communities as part of Fflach project to engage groups and individuals through heritage and arts projects to feed into National Eisteddfod Ebbw Vale in 2010.
- Create a multi-media project for Welsh learners at the National Wool Museum in collaboration with Menter Gorllewin Sir Gar and Ysgol Emlyn and promote use of Gwau Geiriau adult learning resource.
- Draft ADAPs for Slate, Big Pit and Wool to be presented to Performance Review Committee in May 2010.
- Produce new family friendly illustrated FREE map and top ten guide leaflet for St Fagans including suggested routes around the site (due end April). They will be displayed in bespoke donation box structures at key points around the site with suggested donation of £1.
- Produce new family friendly illustrated FREE map and guide for National Museum Cardiff (Due end April).
- Produce new promotional site leaflets for all sites printed in double the normal volume as the copy and format have been reduced enabling further reach for the whole season (due mid-April) and feature cross promotional messages for the other site.
- From April, email sign up capability will feature prominently on main web page encouraging some of the 2500 daily hits to sign up for regular eflyers and hopefully rapidly build the mailing database. This should enable reduction of dependence on expensive print over time.
- Work with young people through the curation of the Community Dresser, including artists and musicians from Tonyrefail and graffiti artists from Cardiff, will continue to engage with defined priority audiences.

5. Communicating our collections

A special exhibition to mark the UK's first large scale oil refinery was on display at the **National Waterfront Museum** from 31 Oct-21 Feb. It explored the history of the Skewen-based site featuring how oil was produced, transported as well as its impact on village and social life.

On Sunday 28 February, the National Waterfront Museum came alive to mark St David's Day with a mix of dancing, music and activities designed to keep the whole family entertained. Those attending enjoyed spring time arts and crafts and a traditional Welsh Twmpath accompanied by band Pluck and Squeeze (as featured on Gavin & Stacey's memorable version of Islands in the Stream).

In March, the National Waterfront Museum was short listed in the national Rough Guide to Accessible Britain Awards as one of the top accessible attractions in the UK in the Best Free Venue category.

The **National Wool Museum** has developed successful new events over the last months aimed at a variety of new audiences with targeted promotion that has seen the Museum working in partnership with the community as well as with the BBC and Menter Gorllewin Sir Gâr. Highlights

included Celebrating Christmas, a carol singing event held in December featuring local talents, which was a 'sell out'.

At the **National Roman Legion Museum**, a community event was held on March 17 to celebrate the acquisition of the Llanvaches Coin Hoard in the form of a new display of spectacular Roman coins, found between Caerleon and Caerwent.

Despite Blaenafon being buried under tons of snow and ice for much of the period, Mother Christmas managed to make her annual visit to **Big Pit**, much to the delight of local schoolchildren.

This year the **St. Fagans** Christmas event attracted 9457 visitors, the largest number for over ten years. A number of new initiatives were introduced which included craft stalls showing at the Vale Restaurant. Digby Trout reported: *'The exhibitors placed in the Vale restaurant this year has been a great success. With something to draw visitors up the ramp, our takings over the counter in the Vale have increased by over 51%.'* The event was very successful and provided a good financial return for the Museum.

On February 7 a sell-out concert by Llyr Williams was given as part of the series of successful Cardiff Coffee Concerts at **National Museum Cardiff**.

The *BBC Breathing Places* project resulted in a plethora of activities around our museums. At **St Fagans**, 621 visitors participated in a series of events, including the Tree O'Clock activity which saw visitors planting 91 trees as part of the BBC's attempt to set a new Guinness world record for planting the most trees in an hour. The trees planted re-created the historical children's tree maze. Other activities included Tree Weekend, Sustainable Christmas and creative storytelling activities. A new interpretive sign was designed for the Breathing Places space outside the Tŷ Gwyrdd. National Museum Cardiff also held Tree O'clock tree planting activities, together with bird week and a fish week. At the **Roman Legion Museum**, two olive trees and a cypress tree were planted for Tree O'Clock, while a Bug Hunt, Bug Art, and a Beetle Drive were also arranged. **The National Wool Museum** worked with Cymdeithas Edward Llwyd to create a 5 mile historical and nature walk. 'Wedi 3' came to the Museum to film parts of the Village Trail.

Learning Projects

At **National Museum Cardiff**, a learning resource for teachers was created for the East Wing Historic Art Galleries and placed online for downloading by users. Fun days during the Saturdays leading up to Christmas welcomed families to the museum and invited them to take part in a range of themed activities. National Science and Engineering week was celebrated with activity

programmes bringing to life our collections whilst also promoting the International year of Biodiversity 2010.

As part of an Arts Council funded initiative, the Burial Chambers creativity project involving two schools at Tinkinswood and at Bryn Celli Ddu, produced a DVD of responses which will be shown in Origins, Oriel Ynys Mon and at the National Museum Ireland.

At St Fagans, work on constructing Moel y Gaer began in the Celtic Village. New interpretive signage for St Teilo's Church and a new sustainability trail for families have been published supported by the Friends of Amgueddfa Cymru. Students studying 'A' Level Drama produced a series of short plays for visitors at Oakdale, the Castle and the Cockpit as part of their practical assignment.

The **Roman Legion Museum's** 'Saturnalia: a glimpse of Christmases past' event took place on December 12. The 675 visitors were able to travel back in time through World War II, Victorian and Tudor periods, then through the Roman inspired Garden to visit characters as they celebrated Saturnalia. Along the way similarities in how we celebrate festivals were highlighted.

At **Big Pit**, work has been progressing with World Heritage Site Ranger on more content for the Heritage and Heather trail and biodiversity events to coincide with the Royal Society exhibition

Displays and Exhibitions

The **St Fagans** 'Italian Memories in Wales' exhibition (January 30 – May 3) was launched, with over 300 people attending talks and events.

A Rembrandt study day was held at National Museum Cardiff on 4th March to coincide with the special loan of the *Portrait of Catrina Hooghsaet* from Penrhyn Castle and our Rembrandt in Focus display. A focus group was held in the morning for visiting specialists and in the afternoon three external speakers presented to a 'full house' in the Oriel Suite.

The department of Biodiversity & Systematic Biology and the department of Geology held a joint Natural History Open Day on Saturday 13 March. The event included collection displays in the main hall and several tours behind-the-scenes to collection areas of both departments. The event was well attended and staff responsible for the displays were able to explain the nature of the collections and research to the public. Tours were well attended and visitor comments indicated that they found them interesting and now know more about the nature and purpose of natural history collections of the Museum. The Open Day was the first of a series of four such days as part of the programme of activities towards International year of Biodiversity 2010.

Tasks and targets for April, May and June

- Bit Pit to begin collecting testimony from the Mining Communities of north Wales for the 2011 issue of GLO magazine.
- Big Pit to provide the content for a computerised database of photographic images based on the John Cornwell collection of mining images
- Research and present photographic exhibition for Ystafell Padarn, National Slate Museum.
- Install 'Cabinet of Mysteries' and Enchanted Heritage exhibition at National Roman Legion Museum in May.
- New film on the Welsh Music Industry to be installed in the Day's Work Gallery at National Waterfront Museum Swansea by the end of April.
- Facilitate degree shows in National Waterfront Museum Swansea by students of Swansea Metropolitan University in digital media and industrial design (June).
- National Wool Museum to produce a family trail based on work installed by Julia Griffiths Jones.
- Blog and archive the process of constructing Moel y Gaer Roundhouse, to complete build by July and officially open during the National Archaeology Festival.

6. Expanding community, strategic and financial partnerships

Amgueddfa Cymru became a member of Participation Cymru's Advisory Panel. This provides the Museum with an opportunity to support the development of participative engagement with communities across Wales, to promote our own approach to ownership through governance structures, and to advocate for our cross-sector activities. Amgueddfa Cymru is also helping Participation Cymru to develop a set of National Engagement Standards for Wales.

Amgueddfa Cymru was one of twelve museums and galleries across Great Britain invited to take part in a research project called 'Engagement at the heart of museum and gallery activities'. Run on behalf of the Paul Hamlyn Foundation the project considered whether, within the Foundation's arts programme, there may be scope to help promote the development of the museums and galleries sector in the UK.

Big Pit collaborated in the re-launch of the Management Plan for the Blaenafon World Heritage Site.

On December 18, the first meeting was held at National Slate Museum of a Slate Heritage Partnership, which brings together, for the first time, all those with an interest in this subject. Museums, heritage railways, academic staff, quarry owners, Gwynedd County Council and Visit Wales were amongst those who took part, and Alun Ffred Jones also attended in his capacity as local AM. Across all sites and locations in Gwynedd, the slate heritage sector currently attracts over 1 million users or participants annually. The Partnership has set itself an initial target of discovering what sources of funding may be available to promote and develop awareness of this sector.

The National Heritage Training Group (NHTG) Bursary Placements Award Ceremony was held on 17th March with the Minister for Heritage, Alun Ffred AM attending at St Fagans. The NHTG set up the bursary scheme to fund placements, giving qualified tradesmen the opportunity to gain work experience on historic buildings in traditional skills. A number of placements in Traditional Painting & Decorating and Traditional Carpentry were rewarded at the ceremony.

National Museum Cardiff continued its partnership working with Cardiff University's Chinese Students and local Chinese community to deliver a vibrant Chinese New Year Family Fun Day on 13 February.

RSPB Cymru delivered a very well received series of 'Threatened Species' tours at National Museum Cardiff over February half-term.

At the National Waterfront Museum, a visit by Princess Anne involved collaboration with official organisers to ensure that a wide cross-section of people from politicians, local councillors and officers, and from groups involved in partnership work with the museum throughout the year, were represented in the official line-up. The event also welcomed classes from Danygraig school (the school which has visited the museum most often in the last year), and young children who attend the *Canu gyda babi* sessions, who enjoyed living history sessions and singing.

As part of the Wrexham Science Festival, museum staff delivered 18 workshops at six schools for 531 pupils. Years 3 and 4 took part in the 'Energy for the future' workshop while years 5 and 6 attended the 'Meteorites' workshop.

St Fagans' talks and workshops for adult learners included activities with Ely and Caerau Communities First ESOL (English as a Second or Other Language) group.

At National Museum Cardiff, a science project working with five Families Learning Together groups from five different Cardiff schools, introduced galleries and collections to first time visitors to the museum and contributed to improving basic skills. Three were ESOL (English for speakers of other languages) groups who developed language and communication skills through museum objects.

The Beacons for Wales-funded Future Animals project, working with a group of 30 14-19 year olds was celebrated with a launch day of activities and an exhibition at National Museum Cardiff. The display was the result of a collaborative project with the Archaeology department of Cardiff University, including work with the University's Artist in Residence, Paul Evans. The Future Animals project was devised to develop the skills of 7 post graduate students and 2 lecturers from

the disciplines of Archaeology and Biosciences, introducing them to the Museum's experience in public engagement and evaluating how the students' confidence improved during the course of the project. The Beacons for Public Engagement initiative is a Higher Education partnership between the universities of Glamorgan and Cardiff, with the Museum, BBC and Techniquet.

The Department of Energy and Climate Change funded web-based taxonomic tool on British Bivalves has been launched. The website includes around 360 species and is the first guide to British Bivalves published in nearly 50 years. This is the second e-taxonomy tool to be released and marks the Museum's intention to develop similar tools. Funding is currently being sought for projects relating to deep-sea organisms, European marine bristleworms, British slugs and bi-valves of the Western Indian Ocean.

Tasks and targets for April, May and June

- Receive the outcomes of the Paul Hamlyn Foundation Study and prepare a response.
- National Slate Museum to contribute to the work of the industrial heritage sector partnership – this will include contributing overviews of regional thematic opportunities.
- National Slate Museum to organise and facilitate further meetings as required of the Llanberis Partnership, with the desired aim of achieving a successful bid for Convergence funds.
- Deliver a series of 10 hour long sessions at National Roman Legion Museum in partnership with the Children's University.
- National Waterfront Museum Swansea to plan and research an exhibition on the Welsh Copper industry with University of Swansea's Dept of History as part of an AHRC-funded project.
- National Waterfront Museum Swansea to work with University of Glamorgan as a partner in a Knowledge Transfer project on access to Digital Heritage.
- In May, National Waterfront Museum Swansea to host the Swansea launch of the Adult Learner's Week in partnership with all the adult education providers in the County.
- National Wool Museum to host the Coleg Sir Gar Graduate Fashion Show in June 2010.
- Planning of 'Warp and the Weft' exhibition at the National Wool Museum for September 2010.
- Provide a Case study of work and resources produced with Ely Communities First for other ESOL tutors to access on the website.
- Progress 'Keepsakes' exhibition and programmed events in partnership with Women's Arts Association and Cardiff and Barry Communities First areas.
- Host the Swansea launch of the Adult Learner's Week in partnership with all the adult education providers.
- Develop the Peregrine project at National Museum Cardiff in partnership with RSPB Cymru and Cardiff City Council.
- Display work arising from Start (Art) project with Communities First schools in Cardiff.

7. Supporting and developing our staff

Learning department staff from National Roman Legion Museum, National Slate Museum, and National Waterfront Museum visited Windsor Castle to receive the Sandford Award for excellence in Heritage education from Prince Edward.

Following confirmation of Big Pit's Investors In People (IIP) status in October, a draft action plan for taking Big Pit to the next level of IIP has been produced.

All staff at National Slate Museum took part in a series of workshop sessions led by professional actors. Aimed at helping us to deliver information more clearly, increasing our confidence in our relationships with the public, and assisting us to develop techniques to deal with challenging situations, these were well-received by all involved.

An internal training day for the Learning Department at St Fagans was organised focusing on the redevelopment of the museum. Sessions included an overview of CADW's Pan Wales interpretation strategy and proposals for Experimental Archaeology.

Tasks and targets for April, May and June

- Monitor development of a new National Apprenticeship Scheme for colliery mechanics and electricians and try to source funding for the employment costs of the two planned apprentices at Big Pit.
- National Slate Museum to continue to facilitate staff benchmarking visits to appropriate locations, with structured outcomes and feedback.
- Revisit National Slate Museum's IIP accreditation and requirements with an assessor, April 2010.
- At National Waterfront Museum Swansea continue preparing for a re-assessment of IIP status in April 2011.
- Staff at National Waterfront Museum Swansea to work with HR Dept on trialling the competency framework for Amgueddfa Cymru.
- The National Wool Museum to develop educational resources and sessions for schools in response the Sandford Award report.
- Develop and deliver training on working with Communities First areas for museum staff and our peers in other organisations.
- Apply for Learning Outside the Classroom awards.
- Deliver skills sharing opportunities for the Learning department and curatorial staff on the St. Fagans redevelopment process. Organise a new series of 'Cyfle i Drafod' sessions to develop communication with front of house staff at St. Fagans.

8. Virtual and new media solutions

Amgueddfa Cymru has an increasing profile on a number of social networking websites. There have been Twitter accounts set up for all museums following a training day, with the Museum Facebook fan pages continuing to gain followers and over 30 Flickr galleries containing over 900 images currently averaging around 300-400 views per day. As part of National Roman Legion Museum's Twitter page launch, the public were invited to vote on the image of Quintus, the character who will be the face of the Twitter page. The winner was launched on the 22 March and his first 80 followers will become 'Quintus' Legion'.

A new information screen has been introduced in the Main Hall of National Museum Cardiff to download key messages, special promotions and What's On Today information direct from the website as well displaying a site floorplan to aid visitors with orientation.

Projects for the Learning dimension of the People's Collection included National Waterfront Museum 'living history' films of a census taker in 1851 Swansea, and a woman describing living conditions in 1851 Swansea. An image pack on homes during the Tudor period was produced in partnership by the Royal Commission on Ancient and Historic Monuments and Learning team at St Fagans.

National Museum Cardiff hosted a People's Collection trail building training session for external partners, attended by 40 people. Two training courses for teachers were arranged with the South Glamorgan Record Office to assist teachers in producing digital stories for the People's Collection.

In addition to the continued increase in articles and galleries on Rhagor, a new design has been launched utilising a new visual language. There has also been a major evaluation of Rhagor's audiences, with a paper submission to the Museums and the Web international conference. In addition to the collaborative work undertaken for the BBC Wales - A History of the World programmes, the People's Collection Wales website will contain a significant amount of material drawn from Rhagor. There is also a substantial bank of new material suitable for publishing onto Rhagor as a result of the new content generated by this project.

Content is also being submitted straight into the People's Collection Wales website from our CMS. There are a number of stories in place for the Beta launch, which are incorporating geo-tagging. We are also developing a large number of learning resources and trails for the website.

On the **Amgueddfa Cymru website**, the online shop has been further developed to incorporate book sales. The visitor figure information is now more dynamic and incorporates graphs for each museum. There is now clearer information online about gallery closures and opening times.

A number of events have been **filmed** and edited for the web or archiving, including the Alfred Wallace series and the Artes Mundi launch.

Tasks and targets for April, May and June

- Increased functionality of the Intranet including more internal forms and processes sent electronically, e.g. room bookings.
- Develop broadcasting features for the Sharing Learning Forum.
- Developing new ways to access Rhagor content including the use of mobile technology.

- Develop more articles, image galleries and interactives focussing on items not available to the public (up to 2012).

Amgueddfa Cymru website

- Improvements to Art Online.
- Complete development on mobile Rhagor site.
- Improved newsletters, integrated with our CMS (June).
- Updated corporate pages.
- Improved What's On layout.
- Overhaul learning section of the website to bring it in line with the revamped home pages.
- Develop more video and audio content on the website.

People's Collection Wales

- Submit trails to website.
- Increase amount of content available.
- Deliver Stakeholder Launch at National Museum Cardiff and subsequent Marketing Campaign.

ICT

- Complete the installation of the Wide Area Network.
- Upgrade Video Conferencing Facilities.
- Finalise the Hardware and Software Audit.

9. Advocating for public, political and financial sustainability

In March, Amgueddfa Cymru completed the round of fringe meetings at political party conferences by attending the Welsh Labour Conference in Llandudno and the Welsh Conservative Conference at Llandudno. Information was provided about Amgueddfa Cymru and the Museum's presence generated a great deal of interest.

National Museum Cardiff delivered a successful conference on the Scientific Heritage of Wales: The Way Forward on 18 March. The conference was well attended and stimulated interesting debate.

Planning is well advanced for a Learning department-led presence at the Urdd Eisteddfod, Llannerchaeron, May 31 – June 5 2010, and the National Eisteddfod, Ebbw Vale, July 31 – August 7 2010. At the Urdd, the stand will promote the National Wool Museum and will be themed around using a painting from the Art collection (hopefully William Dyce's Welsh *Landscape with Two Women Knitting*) as a mechanism for interpreting the history of the Wool industry and perceptions of Welsh identity and culture in thought-provoking ways.

Amgueddfa Cymru continues to apply for external funding through grant applications. We have been successful through the Strategic Environmental Assessment Programme with a grant of £12,500 to study the Sand-mason Worm.

National Museum Cardiff hosted the Welcome Reception for The Institute of Conservation's (Icon's) inaugural conference that was held at Cardiff University March 24 – 26 2010. The conference, which explored the twin themes of a sustainable future for conservation and evidence-based decision making, was attended by 350 UK and international delegates.

New Trustees

Four Museum Trustees retired from the Board following the completion of their terms of office. The President thanked Colin Jones, Brian Willott, Rhiannon Wyn Hughes and Huw Williams for the dedicated, unpaid service they had given to the Museum at a dinner held in their honour. The Museum also welcomed four new Trustees to the Board - Anthony Atkins, Keshav Singhal, David Vokes and Victoria Provis. The Museum looks forward to benefiting from their extensive experience and commitment to developing Amgueddfa Cymru's strategic priorities in the coming years.

Patrons

The Christmas event was attended by eighty five Patrons, guests, Trustees, Development Board members and some Corporate supporters and attracted two new memberships. Guests paid £25 per head. A "behind the scenes" event, hosted by Richard Bevins and Geology staff was held on 17 March and was attended by over 50 Patrons and guests.

For the financial year 2009-2010 the scheme gained a total of six new memberships; three lapsed memberships were revived (one with a generous gift) and a single member upgraded to Joint membership. All membership renewals have been received for the financial year 2009 – 2010. The Spring 2010 Newsletter *Nawdd*, containing full details of the Events Calendar for May – December 2010 was mailed during the last week of March.

Tasks and targets for April, May and June

- National Wool Museum to represent Amgueddfa Cymru at Wonderwool Wales in April 2010, a two-day event at the Royal Welsh Showground.
- National Wool Museum to represent Amgueddfa Cymru at the Urdd Eisteddfod, Llanerchaeron.

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

Management Accounts

The Board will find attached at Annex A the Financial Position Report to the end of February 2010. All grants from the Welsh Assembly Government were drawn down by the end of the financial year

and all revenue under-spends have been taken to the contingency reserve for carry over into 2010/11, within the increased Assembly limits. Comments on the significance of this increased carry over are contained within the budget note in the annex.

A number of very significant invoices were received during March relating to capital works on the Upper West Wing and the Clore Learning Spaces, resulting in capital expenditure being in line with budget. Regarding our private funds investments, it is pleasing to note the continued growth in their value on the back of recovery in the equity markets, with the value of the investments having risen over the year by £435k to £1.9m.

Enterprises

Whilst the poor winter weather during December, January and February had an impact on visitor numbers and therefore commercial income, the accounts for the 11 months to the end of February 2010 still showed an overall positive picture, with solid increases across a number of the Enterprise areas including: retail, car parking, corporate hire and filming.

Christmas trading in the Museum shops was down 6% year on year although this was compensated for by an additional £12.3K turnover from Lauren Child merchandise. A total of 18 orders for the online shop were processed before Christmas and a further 7 since, resulting in £270 of income. 56% of the orders received were dispatched to addresses within a 40 mile radius of Cardiff.

As a result of a meeting with Nerys Howell, a member of the Enterprises Board, Digby Trout Restaurants (DTR), our franchised caterer at National Museum Cardiff, St Fagans and National Waterfront Museum, is developing new menus that will better reflect the identity and location of each of the sites together with the provenance of ingredients and dishes. In conjunction with the staff at St Fagans, DTR also ran a very successful wedding fair at the site on the 28th February. Over 600 people visited the fair and four wedding bookings were secured on the day.

The 2010/11 trading company budget was discussed and approved by the Enterprises Board at its February meeting. The budgeted profit for distribution figure is £501K, a decrease on the current year's figure, which reflects a reduction in income from the sale of exhibitions. However, on a like for like basis, the trading company is budgeting to generate an extra profit of £16.2K for the Museum.

Other developments

The Development Board met in March 2010 to discuss the way forward with the Making History at St Fagans project.

Sustainability

An interest-free loan of £250,000 has been secured for the provision of a combined heat and power unit at **National Museum Cardiff**; this will reduce our carbon footprint and save the museum money over a 6-year period

Tasks and targets April, May and June

- Refresh and expand the on-line shop.
- Café Supervisors from Big Pit, National Slate Museum and the National Wool Museum to attend a menu development day with an outside catering consultant.
- Digby Trout Restaurants to present their new menus for St Fagans, National Waterfront Museum and National Museum Cardiff.
- The first Contemporary Makers display at NMC shop to be in place by the end of April.
- The next meeting of the Development Board will be held in May 2010, more frequently than usual to allow the Board to help the Fundraising and Development Department to agree a strategy for securing pledges to support the HLF II application.
- Appoint contractors to build and install the combined heat and power unit at National Museum Cardiff.

11. Recommendations

It is recommended that this Report is noted.

Michael Houlihan

Director General

April 2010

Annex A FINANCIAL POSITION REPORT AS AT 28 FEBRUARY 2010

1. REVENUE BUDGET

Cash Current Budget £' 000		Note	Accrued Actual to 28-Feb £' 000	Cash Actual to 28-Feb £' 000	Cash Budget to 28-Feb £' 000	Cash Variance 28-Feb £' 000
	Income					
1,284	Cash B/Fwd	1	1,284	1,226	1,226	0
23,758	Assembly Grant in Aid	2	20,007	20,007	20,665	(658)
130	Other Assembly Grant	3	30	30	0	30
585	Trading Subsidiary Contribution	4	148	145	148	(3)
530	Dept Self Generated Income	5	635	604	491	113
492	Contribution from CCS	6	448	472	472	0
56	Specimen/Private Funds Transfer	7	47	43	43	0
26,835	Total Income		22,599	22,527	23,045	(518)
	Expenditure					
(19,032)	Salary Costs	8	(16,975)	(16,975)	(17,453)	478
(1,360)	Redundancy Costs	9	(912)	(912)	(912)	0
(5,679)	Operating Costs	10	(4,167)	(4,296)	(4,680)	384
(247)	Transfer to CMP	11	(74)	(74)	0	(74)
(450)	C/fwd Provision	12	0	0	0	0
(67)	Contingency	13	0	0	0	0
(26,835)	Total Expenditure		(22,128)	(22,257)	(23,045)	788
0	Net Income/(Expenditure)		471	270	0	270

Note 1 : Cash B/Fwd - There was an original cash carryforward of £1,233,000 revised to £1,284,000 due to an increase in final profit from the Trading Subsidiary. This carryforward includes the transfer of the Trading Subsidiary gift aided profit from 2008-09 of £420,000 (actioned in December with £75,000 due for transfer to the Capital Masterplan in connection with US Tour monies) but awaits the cash transfer of private funds income of £59,000 (most of which relates to Entrust funding).

Note 2 : Assembly Grant in Aid – The figure of £23.758m is per the Remit Letter from the Assembly plus additional one off funding of £690,000 to help fund the second round of voluntary redundancies and associated pension fund strain costs. This grant is drawn down monthly in line with anticipated expenditure. An amount of £20.007m was drawn down to the end of February. The balance was all drawn down in early March

Note 3 : Other Assembly Grant – The Museum is receiving further funding of £130,000 as a contribution towards work it is doing on the Peoples Collection project. An amount of £30,000 has been received to the end of February. A final claim for the balance was submitted in early March.

Note 4 : Trading Subsidiary contribution - We have budgeted for a contribution from NMGW Enterprises Ltd of £585,000 (which consists of £162,000 overhead recharges and £423,000 profit). The profit element has been increased by £61,000 in line with forecast profits reported to the Enterprise Board. The profit element will not be realised until the end of the financial year (i.e. when cash may be transferred to the Museum, although there is scope to make interim transfers). There have been recharges amounting to £145,000 to the end of February.

Note 5 : Dept Self Generated income - The total departmental self generated income target has increased from £312,000 to £530,000 due to the profiling of additional in year income/grant e.g BioSyB, HR (but for which there will be additional matched expenditure). Actual income to 28 February was £604,000 against a budget of £491,000. There are no major variances that need reporting other than that there is a need for depts to reprofile their income budgets to reflect better their income projections (together with the profiling of a matching expenditure budget).

Note 6 : Contribution from CCS - The £492,000 contribution from the City and County of Swansea is specific to the running costs of the Waterfront museum. Contribution received to 28 February, was £472,000. The amount to be received from the balance remaining is dependent on the calculation of the inflation uplift to be agreed with CCS but is likely to be £489,000.

Note 7 : Specimen/ Private Funds Transfer – This is made up of a £51,000 transfers from SPG (to cover part of the Historic Buildings Unit staff costs) of which £43,000 was transferred to the end of February and a £5,000 transfer from Private Funds to cover donations to NMWS which will be made during the year when appropriate. Originally this transfer figure from Private Funds was £50,000 but it was agreed in January/February that £45,000 of the operating costs of the Development dept would be met from revenue and a contingency provision has been made accordingly.

Note 8 : Staff costs - Actual staff costs were £16,975,000 against a year to date budget of £17,453,000 giving an underspend on the face of the accounts to date of £478,000 (an

amount of £179,000 has already been clawed back to contingency for the period April to September). There are no major variances that need reporting. The extent to which underspent budgets can be clawed back to contingency and reallocated per Museum priorities is being investigated but is currently estimated at £372,000.

Note 9 : Redundancy costs – This is the cost of both the first and second round of voluntary severance of £1.035m (a further £56,000 is being met by the Trading Subsidiary) and a contribution towards pension fund strain costs contribution of £325,000. There was expenditure of £912,000 at the end of February.

Note 10 : Operating costs - Actual operating costs, to 28 February, were £4,296,000 against a budget profile of £4,680,000. Major variances have been investigated and are in the main due to timing differences between the budget profile and actuals. However there are also some underspends which have either been offered up to contingency or a request has been made to carryforward the spend to next year.

Note 11 : Transfer to CMP – This is the transfer of income from the US Tour monies coming via the Trading Subsidiary profit from 2008/09 (£74,000) and 2009/10 (£115,000) and a transfer from the contingency budget of £51,000.

Note 12 : C/Fwd Provision – This is an amount of £450,000 which has been set aside as one off monies to carryforward into 2010/11 to help with the adverse budget position projected in future years. Authority has been given by the Assembly to carryforward monies in excess of the 2% limit (up to 6%) into next year to aid this plan.

Note 13 : Contingency - The carryforward/contingency account is actively managed and enables funding to be redistributed across the Museum. Actual and anticipated movement in and out of the contingency account currently leaves an anticipated surplus balance of £566,000 (which includes the additional forecast profit from Enterprises of £61,000).

2. SPECIMEN BUDGET

Cash Current Budget £' 000		Note	Accrued Actual to 28-Feb £' 000	Cash Actual to 28-Feb £' 000
	Income			
818	Cash B/Fwd	1	818	818
1,075	Assembly Grant in Aid	2	622	622
<u>890</u>	Other contributions	3	<u>890</u>	<u>890</u>
<u>2,783</u>	Total Income		<u>2,330</u>	<u>2,330</u>
	Expenditure			
(842)	Department	4	(545)	(507)
(1,771)	Special Purchases	5	(1,611)	(1,621)
<u>(170)</u>	Unallocated	6	<u>0</u>	<u>0</u>
<u>(2,783)</u>	Total Expenditure		<u>(2,156)</u>	<u>(2,128)</u>
<u>0</u>	Net Income/(Expenditure)		<u>174</u>	<u>202</u>

Note 1 : Cash B/Fwd - There was a cash carryforward of £797,000 plus deferred income of £21,000.

Note 2 : Assembly Grant in Aid – The figure of £1.075m is per the Remit Letter from the Assembly. This grant is drawn down monthly in line with anticipated expenditure. An amount of £622,000 was drawn down to the end of February. The balance was all drawn down in early March.

Note 3 : Other contributions – The figure of £890,000 is in year contributions from the Derek Williams Trust and the Art Fund towards specimen acquisitions.

Note 4 : Department budgets - Departmental spend as at 28 February was £507,000 against a total budget allocation of £842,000.

Note 5 : Special Purchases budget - Special Purchases spend was £1.621m against a budget allocation of £1.771m. This includes unspent Centenary Fund Partnership cumulative funds of £60,000.

Major items of spend out of departmental and special purchase budgets during April to February include:

Dept	Description	Cost (£)
A&N	Sully Coin Hoard	55,000
NWMS	Mining Collection	10,000
Art	'Heavenly Welcome' by Thomas Woolner	10,000
Art	'Carving No5' by Barry Flanagan	40,000
Art	Stoneware by Eleizabeth Fritsch	28,000
Art	'Crazy Gondolier' by Alan Davies	81,000
Art	Portraits of Sir and Lady Williams Wyn by HD Hamilton	19,000
Art	'Angel and People' by Mali Morris	9,600
Art	'In the Tradition of Smiling Angels' by Claire Curneen	5,400
Art	'Still Life with Poron' by Pablo Picasso	1,435,000

Note 6 : Unallocated – There is a currently a contingency of £170,000.

3. CAPITAL MASTERPLAN BUDGET

Cash Current Budget £' 000		Note	Accrued Actual to 28-Feb £' 000	Cash Actual to 28-Feb £' 000
	Income			
(52)	Cash B/Fwd	1	(52)	(52)
30	Transfer from Revenue	2		
925	Assembly Grant in Aid	3	918	918
1,050	Other Assembly Grant	4	294	294
37	Transfers from Private Funds	5	37	0
<u>223</u>	Other (eg Development fundraising)	6	<u>222</u>	<u>91</u>
<u>2,213</u>	Total Income		<u>1,419</u>	<u>1,251</u>
	Expenditure	7		
(612)	Main Programme & EMW		(331)	(331)
(1,220)	NMC Upper West Wing		(598)	(598)
(2)	NMC East Wing & Centre Block		(2)	(2)
(2)	NMC Science Zone		(2)	(2)
(212)	NMC Learning Spaces		(32)	(32)
(13)	Residual Projects		(13)	(13)
<u>(2,061)</u>	Total Expenditure		<u>(978)</u>	<u>(978)</u>
<u>152</u>	Net Income/(Expenditure)		<u>441</u>	<u>273</u>

The above table represents a snap shot of the overall Capital Master Plan budget for this year. In practice the nature of the capital budget is such that there is a planned 3 year rolling budget (which is kept under constant revision depending on priorities).

Note 1 : Cash B/Fwd - There was a deficit cash carryforward of £52,000.

Note 2 : Transfer from Revenue – These projects are being funded from Revenue contingency but the projects are being managed as part of the capital budget and amount to £30,000. The transfer will be made during the year when appropriate.

Note 3 : Assembly Grant in Aid – The figure of £925,000 is per the Remit Letter from the Assembly. This grant is drawn down monthly in line with anticipated expenditure. An amount of £918,000 has been drawn down to the end of February. The balance was all drawn down in early March.

Note 4 : Other Assembly Grant – The Museum has received additional funding from the Assembly to help finance the NMC Upper West Wing project and Energy Invest to Save project of £1m and £250,000 respectively which will be drawn down over two financial years. This is the second year with £650,000 due for draw down. An amount of £294,000 has been drawn down relating to spend to the end of December. The Museum has also recently received additional grant funding of £400,000 for SNHM Infrastructure Works. The balance was all drawn down in early March.

Note 5 : Transfer from Private Funds – This is the approved allocation from private funds to finance the capital masterplan. These transfers will be made during the year when appropriate.

Note 6 : Other income – In the main this is income received via the fundraising efforts of the Development dept (some of this income was received last year and will be transferred when the expenditure has been incurred). It also includes income from the US Tour monies.

Note 7 : Expenditure - Planned expenditure this year equates to £2.1m (in line with current project planning) of which £978,000 was spent as at 28 February. Whilst low compared to budget, payments amounting to £1m are due in March, half of which will relate to work on the UWW.

4. PRIVATE FUNDS

Cash Current Budget £' 000		Note	Accrued Actual to 28-Feb £' 000	Cash Actual to 28-Feb £' 000
2,199	Opening Balance		2,199	2,199
960	Total Income	1	850	850
(351)	Total Expenditure/Transfers	2	(320)	(70)
*	Investment Revaluation	3	435	435
<u>609</u>	In Year Movement		<u>965</u>	<u>1,215</u>
<u>2,808</u>	Closing Balance	4	<u>3,164</u>	<u>3,414</u>

Note 1 : Income – This mainly includes the budget target income for the Development dept of £870,000 (excluding donation boxes) of which £672,000 was received at 28 February. The coin box donations budget target is £60,000, with £74,000 actually received at 28 February (£63,000 in February 09).

Note 2 : Expenditure/Transfers – The original planned cash transfer from private funds of £1.1m has been revised down to £351,000. This is due to the original planned transfer to match capital masterplan expenditure being deferred until the next financial to help manage the capital cash carryover position. As at 28 February there was expenditure/transfers of £70,000.

Note 3 : Investment revaluation - The value of investments (valued at the end of February by Barclays Wealth) shows an increase from 1 April 09 of £435,000 (an increase of £44,000 from the end of January).

Note 4 : Balances - Total fund balances are £3.4m, consisting of £1.9m in investments and £1.5m in cash. The funds can be split between Specific (£1,362,000), Departmental (£1,518,000), General (£344,000) and Development Holding Account (£190,000).