

Vision Update

PREPARED FOR BOARD OF TRUSTEES

December 2010

Purpose

To update the Board and staff on progress and achievements in line with the Vision Map during September, October and November and the key tasks and targets for December, January, February and March.



1. Developing our world – class museum spaces

Making History at St Fagans

The external Design Team has now been appointed, subject to various checks and approvals. The team consists of architects for the refurbishment of the Main Building and the pavilion; a landscape architect; exhibition designers; mechanical & electrical engineers and

structural engineers. Once the team is fully on board there will be an intensive round of workshops to fully develop the briefs.

The Content Team has completed its work and the thematic storylines have been signed off for further development by various sub-groups. Their work will now be overseen by the Interpretation Group.

The first Review Meeting with the Heritage Lottery Fund was held on the 18th October and this provided helpful feedback on the work to date and the way forward.

National Museum Art

On 28 September 2010, the eve of the Ryder Cup, a PR event was held to mark the re-opening of Cathays Park Centre Block art galleries which the Heritage Minister attended. It also celebrated the success of the Turner to Cezanne US Tour. Visit Wales brought delegations of journalists and key tourism operators to this event and also during the course of the week.

The content has been finalised for the opening installation in all the Upper West Wing galleries in July 2011.

National Museum of Natural History

Detailed plans have been developed for the Natural History galleries which will be completed in time for the re-opening of the West Wing. This will complete the first phase of the re-definition of the ground floor at National Museum Cardiff as the National Museum of Natural History. New signage for the Main Hall is being prepared.

Other developments

The construction of an additional sandwich eating area at National Slate Museum was commenced in late October.

Big Pit completed the first phase of the project delivering £40k worth of improvements to the Coity Tip trail.

At Big Pit, a range of electrical and mechanical improvements to the safety of the mine shaft made by our engineering staff, are being used by the HSE as an example of best practice with all other mine owners in the UK.

At the National Wool Museum, work has begun on filming the working historic textile machinery in order to improve interpretation and enhance the visitor experience of the machinery and the process when no craftspersons are available to provide demonstrations.

At National Waterfront Museum Swansea, the Red Wall Gallery temporary exhibition space has been completed, along with a re-structured Energy Gallery.

As part of the creation of a water feature at the National Roman Legion Museum, the ivory tragic mask from the collection was scanned by the Newport Ship Project and transformed into a digital 3D model. This model will be used to create a full size centrepiece for the Water Feature.

The Castle Buttery opened to the public at St Fagans for the half-term week in October.

Tasks and targets for January, February and March

- Upper West Wing - Place remaining fit-out orders for cases, seating and a/v equipment, complete texts for the Derek Williams Collection display by the end of January, complete texts for opening installation by the end of March and work on digital content
- Prepare, re-carpet, clean and refurbish the front Natural History gallery for re-opening in June
- At National Waterfront Museum Swansea, re-structure the Frontiers Gallery to allow the display of more collections and provide a small temporary exhibition space
- At National Waterfront Museum Swansea, finalise the lay-out and design of an area of the museum garden to explain the flora of post-industrial landscapes

2. Delivering an International Reputation

Dazu Exhibition

Work on preparations for the Dazu exhibition *Steep Hillside: Ancient Rock Carvings from Dazu, China* (January and April 2011) is progressing well. The 3-D design, text, shipping, installation, and programme have all been finalised and the exhibition opens on 26 January 2011. Marketing, Press & PR Plans are being developed in conjunction with WAG International Relations, Visit Wales and the British Council to promote the exhibition as a 'must see' exhibition for new and existing visitors, support the Welsh Assembly

Government's twinning arrangements with Chongqing province, through a variety of commercial, trade and cultural links and build media, public and stakeholder recognition for Amgueddfa Cymru in Wales/UK as being a key partner in WAG international initiatives.

The international conference *Nations of the Sea - Maritime Connections in the Archaeology of Wales and Qatar*, organised by University of Wales Trinity St David and supported by South Hook LNG Terminal Company Ltd, took place at National Museum Cardiff on 25 – 26 September. The attendees included the Head of LNG and the Iraqi cultural attaché, who were given a tour of *Origins*. Also attending was Dr Sultan Muhesen, Senior Advisor, Director of Archaeology and Heritage, Qatar. He toured the facilities of the Department of Archaeology & Numismatics and discussed the plans for the new National Museum of Archaeology in Qatar, and how Amgueddfa Cymru – National Museum Wales could assist in this development.

Plans for a touring exhibition in the USA in 2013/14 of landscape painting *Arcadia and Industry* are being developed with the American Federation of Arts.

St Fagans was visited by Her Majesty Queen Masenate Seeiso of Lesotho and HRH Prince Seeiso, the High Commissioner on 7 October.

Tasks and targets for January, February and March

- Develop contract for *Arcadia and Industry* and submit to Board of Trustees. Finalise contents and seek foreign loan approval (March 2011)
- National Slate Museum to continue to develop the relationship with the new director at Slate Valley Museum', Granville, USA
- National Slate Museum to research historic slate export links between Wales and New Zealand

3. Delivering contemporary and relevant collections and research

Acquisitions

A number of acquisitions have been made including two chariot 'toggles' one exquisitely decorated in the La Tène Art style from Pen yr Allt, Felin-Fach, Powys and a second which was found at Langstone, Newport in the close vicinity of the Langstone vessel hoard and

tankard. An Early Bronze Age decorated flanged axe from Barn House Farm, Llanbradach, Caerphilly was also acquired through private purchase.

Merthyr Blues 1955, by Heinz Koppel (1919-1980) was given by the estate of Rabbi Michael Goulston. A 28-piece dinner service, 1934, designed by Graham Sutherland and made by A J Wilkinson Ltd, was presented to the Museum by The Friends of the Graham Sutherland Collection in October 2010.

The Derek Williams Trust have supported our acquisition of *Tree*, 2005, a 16mm transfer DVD, by Lida Abdul (b.1973) which was the winner of the Artes Mundi 3 prize; five paintings by Brendan Stuart Burns (b.1963), made in 2009 during his residency at Oriel y Parc; *Hill of Hurdles*, 2010, a nocturnal landscape in oil and enamel on aluminium, by Clare Woods (this acquisition was also supported by the Contemporary Art Society of Great Britain); and *Venice, Evening*, 1995, a 16-part mixed media print by Howard Hodgkin (this acquisition was also supported by the Nerys Johnson Contemporary Art Fund).

The Social & Cultural History and Historical Buildings Unit staff visited the Clogmaker's Workshop at Ysgeifiog, Solva, Pembrokeshire, to carry out a preliminary assessment of the structure and its contents prior to its removal to St Fagans.

Monmouthshire County Council has been informed that we would like to accept Raglan Station for the national collection.

Collections Databases

During November, the Museum officially launched the new CoRE Species website. This website consists of a searchable catalogue of the British specimens of species of conservation concern to be found in the collections of the Museum. The database will be extended in future to contain data on rare species that are not currently included in any of the legislative lists.

Research highlights

An analysis of zircons in Stonehenge rhyolitic bluestones has linked them to a hitherto unidentified source in north Pembrokeshire and this research has been accepted for publication in an international journal.

A research student (selected jointly by Bangor University and the National Slate Museum and funded under the KESS scheme) has commenced work on a research doctorate on the

subject *My father was a Quarryman: Portraying and Interpreting the Quarrying Districts and the Slate Industry in the Post-Industrial Period*, and will, as part of this, provide National Slate Museum with material for a major forthcoming exhibition.

The National Roman Legion Museum supported an archaeological excavation by Cardiff University and the University of London at Caerleon which uncovered a large number of iron armour plates which are currently being conserved at the National Museum Cardiff.

Tasks and targets for January, February and March

- Prepare further papers for peer-reviewed journals, including entomology, marine taxonomy, vascular and lower plants
- Complete a review of Collection Management Procedures
- Begin compilation of an Asbestos Register for the Collections
- Develop a programme of conservation work on the Roman Armour from Caerleon (in conjunction with Cadw and Cardiff University) and initiate pilot examination of selected lumps
- Complete photography of oil paintings with the Public Catalogue Foundation
- Continue the relocation of aspects of the Applied Art collection to the Nantgarw Collection Centre
- Establish feasibility of proposals from Cardiff University to deliver electronic access to journals via testing
- Initiate a review of our standard procedures for loan and establish guidelines for the use of couriers
- Contents of the Clog Makers workshop to be collected and the building dismantled and moved to St Fagans. Process to be filmed. Building to be consolidated and repaired prior to re-erection. Planning permissions to be sought and all necessary reports prepared
- Preliminary preparation work (drafting of specification for external recording of building and preparation of plans) for Raglan Station will commence
- At Big Pit produce the first draft for GLO: North Wales to be launched at the National Eisteddfod in Wrexham 2011
- National Waterfront Museum Swansea to work with staff of Swansea University on research for the 2011 exhibition on the global impact of the Welsh copper industry
- National Waterfront Museum Swansea to research the new display on contemporary and modern industry within the re-designed Frontiers gallery

4. Engaging with defined priority audiences

Audience Development Action Plan meetings have taken place at National Waterfront Museum, National Roman Legion Museum, National Slate Museum, National Museum Cardiff, St Fagans: National History Museum and National Wool Museum. The meetings have been multi-disciplinary with representatives from different functions as well as the site keepers. Details of actions for developing each priority audience group were discussed and each site will be finalising these actions in the next quarter.

Black History Month events took place at National Waterfront Museum which included hosting a course on *The Struggle for Black Rights 1600-2009* led by Abu Bahr from Cardiff University. A Black History Fun Day took place on 23 October.

A Young Person's Guide to the National Roman Legion Museum is underway, with two groups of 15 year olds from Bassaleg and Croesyceiliog comprehensive schools who are contributing to the text and the overall look of the project.

Amgueddfa Cymru is working with Carmarthenshire Pupil Referral Unit, Oriel Myrddin and Julia Griffiths Jones, to deliver a series of workshops based on the Warp and Weft exhibition both at Oriel Myrddin and the National Wool Museum.

Results of an intergenerational project, involving school children working with the residents of an older people's home, were featured in the display area of the Main Hall at National Museum Cardiff. Many of the participants attended the celebration event at the museum to see their work on display.

At the National Wool Museum, fortnightly Welsh Classes have begun. The initiative has drawn new people to the museum as well as attracting a small income.

Tasks and targets for January, February and March

- Each museum will be finalising its audience development plan.
- Big Pit, to host a series of events throughout the winter to appeal to and attract local audiences including a 'Love Food' event featuring the best of local and Welsh produce

- The 'Young Person's Guide to the National Roman Legion Museum' will be launched in the New Year. It has been created by 14 – 18 year olds to appeal to their peers
- Organise a GEM training day at the National Slate Museum on the theme of 'Museums and Young People'
- Develop a programme of events as part of Lesbian, Bisexual, Gay and Transgender History week for Spring 2011
- Start recruitment phase for the Museum's 'Just Bling' project for young people

5. Communicating our collections

Big Pit beat off stiff competition to win the award for Sense of Place at the 2010 National Tourism Awards for Wales.

Also, Big Pit hosted a performance of *Call Mr Robeson* for the public, linking the civil rights movement to the struggle of the Welsh miners, gaining significant media coverage. As part of this event, the actor Tayo Aluko brought schools workshops to the museum. Entitled 'I Got a Home in Barack', the workshops explored diversity issues and traced civil rights through to the election of America's first black president.

To link to the BBC Snowdonia 1890 programme, Big Pit's living history character, 'Maggie Morgan' talked about life in the South Wales Valleys in the 1890s.

The Autumn Lecture series, featured subjects such as Miners and Tunnellers of WWI and Mining Medals. The museum also hosted a series of Christmas storytelling workshops targeted at local schools and staged biodiversity 'Landscape Detectives' family learning events with the local authority 'Forgotten Landscapes' partnership.

At the **National Slate Museum**, a number of activities were put on to coincide with the broadcasting of Snowdonia 1890. Activities included:

- A chance to meet the quarry foreman from the programme
- Victorian decoupage craft making
- a specially-produced 1890s newspaper to read all the news of the day
- Staff in 1890s costume
- The Dr Who Tardis
- Slate splitting and dressing
- A terrace of slate worker's houses to see what home life was really like
- UNA - the quarry engine - in steam

The activities day also coincided with an open day at the nearby Quarry Hospital which staff had helped to put together. Lots of press activity ensued from the activities. The museum was featured on the credits on one of the Snowdonia 1890 programmes and on the BBC website as well as the museum's own website and Facebook pages. Promotions by the BBC were held in Caernarfon the weekend before Snowdonia 1890 was broadcast, and the museum's events were included in this.

The local photographer Vivienne Rickman-Poole was based at the museum for the Helfa Gelf art trail, explaining her style of old-fashioned photography. She offered children the opportunity to use her antique cameras and some photos taken by these were uploaded to the Museum's Facebook page. She also ran a workshop for Criw Celf Gwynedd Youth Group at the Museum.

The launch of the Photography exhibition by Eryri photo group and Caernarfon Camera club took place on the 4th November.

Interpretation blackboards with a narrative specifically aimed at younger visitors have been introduced on a trial basis, featuring Sion, a quarry worker aged 13, who briefly comments on the Caban and the 'Rock to Roof' exhibition. Visitor response is being monitored and further boards may be introduced.

On Sunday 17 October 2010 – over a million visitors since it opened - the **National Waterfront Museum** officially celebrated its fifth birthday. The National Waterfront Museum has positioned itself as a catalyst for a new era of museums with its interactive, hands-on technology and has become renowned for its imaginative events and exhibitions, innovative collections as well as award-winning education programmes. To mark the fifth anniversary, the Museum hosted a special event for visitors on Sunday 17 October. Highlights included *Titan the Robot* – a guest of the opening celebrations in 2005, musical performances from West Glamorgan Youth Orchestra, arts and crafts and balloon wizardry.

John Cale's internationally acclaimed exhibition *Dyddiau Du/Dark Days* arrived at the National Waterfront Museum on Friday 8 October following its debut at the Venice Biennale of Art 2009 - the world's pre-eminent showcase for contemporary art. The five-screen installation explores Cale's Welsh heritage - including footage of Garnant, Ammanford - the sunrise is filmed at the house where he was born - and the nearby Black Mountain.

After its debut showing in Venice, this work was exhibited at the MONA FOMA festival in Australia early in 2010 and a live version at the Theatre der Welt Festival in Essen Germany.

Curated by Laura Thomas and with a sister exhibition in Oriel Myrddin, Carmarthen, the Warp and Weft exhibition is a good example how the **National Wool Museum** has been working alongside other institutions locally. The launch of the exhibition in September also coincided with a Symposium which saw textile experts from around the UK gather at the Museum. The event was sold out and there was excellent feedback from the day. The Exhibition itself, held in the Long Yard, shows the work of designers who are working with mills - including Melin Teifi - to transfer handcrafted designs into a more commercial product.

The Harvest Food Festival held on 2 October was a great success with more stalls than in 2009, its inaugural year, and over 650 visitors. The popular annual Craft Fair, run in partnership with Menter Gorllewin Sir Gar and Ceredigion, was held on November 27. There were 26 stalls selling all sorts of crafts, and all were local businesses from Carmarthenshire, Pembrokeshire and Ceredigion.

The South West Wales Colleges Competition on the theme of 'Hiraeth' attracted over 50 entries from West Wales School of the Arts BA Fashion and BA Contemporary Textiles students and Swansea Metropolitan University BA Textiles students. Entries were judged by Meg Anthony, Gallery Manager, Oriel Myrddin Gallery and Jen Jones of the Jen Jones Welsh Quilt Centre. The work was created as a result of visits by the students to the Museum and in response to collections.

At National Roman Legion Museum, Romans in Residence was set at the end of the Empire this year and resulted in increased visitor figures. The *Secrets of the Roman Garden* sessions proved popular, with children taking part in a Bug Hunt and making scrolls, whilst also learning about the food and herbs being grown and used by the Romans. The Grammaticus (classroom) was developed to host the 'Did you know' boards, as well as providing room to develop further in the future.

The Celtic and Arthurian quests at National Roman Legion Museum both provided engaging activities for families highlighting different areas of the collections.

The Samhain event on the 30 October attracted 265 visitors who were thrilled at an evening of activities and entertainment.

Tickets for the Ghost Tours at **St Fagans** at the end of October sold out by the Tuesday preceding the event. 720 visitors attended and the expenditure for the tours was recouped with a profit of some 20 – 25%. 180 tickets were sold through the Museum online shop.

An exhibition *Plentyndod / Childhood* opened in Oriel 1 in December with celebratory activities for families. A trail booklet, with support from donations, and workshops provided activities for families.

A new nature viewing area was installed in the woodlands at St Fagans with support from volunteers in November.

Dewi Pws Morris, the National Children's Poet celebrated the official opening of Moel y Gaer roundhouse with pupils from Ysgol Rhos Helyg, Flintshire and Ysgol y Berllan Deg, Cardiff in November.

At **National Museum Cardiff**, a teacher's conference, held in partnership with the Association for Science Education on 16 October 2010, was attended by 66 teachers and teacher trainees. The morning sessions comprised of workshops delivered by local scientists and environmentalists. The afternoon session featured a debate on alternative energies featuring ex-MEP Eluned Morgan, amongst others. The museum also worked with the STEM Ambassadors scheme on this project.

An art learning resource for the new centre block art galleries has been produced and is available for teachers and other group leaders to download from the museum's web site.

A range of workshop ideas and activities have been developed which can be offered as part of a birthday party package. Museum assistants have been trained to deliver these workshops during weekends.

A new outreach collection display was created in the main hall using Natural History specimens and focusing on the exploration of nature in the local environment. The display features local wildlife, bird homes and feely boxes. Thousands of Spring Bulbs and resources were delivered to schools across Wales to launch the 5th year of the Spring Bulbs for Schools investigation.

Dynamic Structures: Painted Vessels by Elizabeth Fritsch, a major retrospective exhibition of the Welsh ceramicist Elizabeth Fritsch opened on 2 October, and continues with a programme of activities and events to 2 January 2011.

The group of voluntary guides have been trained to give a second 'highlights' tour of the Impressionist and Modern Galleries.

Fish – the ones that didn't get away was installed in the Main Hall (5 October – 5 December) and looks at the many unusual and wonderful fish found around the coast and in rivers and lakes of Wales, that have been donated to the museum and are now part of the spirit-preserved collections. The display includes the Atlantic Tripletail, normally found in the Caribbean. The Museum's specimen was caught in the Bristol Channel and represents the first record of this species in UK waters.

As part of the Amgueddfa Cymru programme for International Year of Biodiversity, the exhibition *Biodiversity - who cares?*, written by BioSyB and supported with specimens from the natural history collections, was displayed at the National Slate Museum, Llanberis, in September and the Waterfront Museum Swansea in October and November. The display was accompanied by a programme of activities and events run by the site officers. A section of the exhibition will complete the tour at the Roman Legion Museum, Caerleon.

On 27 October, BioSyB and Geology Departments jointly conducted a fourth Natural History Open Day as part of the ongoing programme for the 2010 International Year of Biodiversity. Eighteen display stands demonstrated aspects of the collections in the Main Hall and behind-the-scenes tours to collections and laboratory areas were well attended with good feedback received.

Tasks and targets for January, February and March

- Prepare objects for display in the temporary Exhibition *Making History 1500-1700* at St Fagans: National History Museum.
- Prepare 2011 *Changing Landscape* exhibition for Oriel y Parc
- Complete text for new Companion guide to the Art Collection (publication summer 2011)
- Prepare and deliver monthly lunchtime talks to the public on natural history topics
- Plan a programme of Natural History Open Days for 2011
- Production of a new Gallery Guide for schools at National Roman Legion Museum by February to support formal education visits
- Produce two nature films at St Fagans for the website; test and install a new bird feeder cam and upgrade feeding stations; prepare text for new nature interpretation panels and devices

- Develop National Science & Engineering Week activities (March 2011) for schools and families, including science learning activity booklet and Explorer Kits for pupils to explore science in the galleries and collections at National Museum Cardiff
- Install and open Dazu Rock Carving, Royal Society Heroes and Countess of Powis exhibitions
- Plan for the return of objects from Sharjah Museum following the completion of the Flight exhibition

6. Expanding community, strategic and financial partnerships

At St Fagans, the *Ar Gof a Chadw / Keepsakes* community curated displays, in partnership with Community First and Women's Arts Association, opened in September and over 60 participants and their families attended the opening. A short article appeared in the Communities First Information Bulletin for November celebrating this work. Big Pit was represented at the local Communities First partnership AGM in November, whilst Amgueddfa Cymru was represented at the national conference in Llandudno.

Year 2 of the Start project at National Museum Cardiff working with schools serving Communities First areas in Cardiff, has started, with funding from the Princes Trust for Children and the Arts. Artists have been recruited and a teacher training day took place in October.

The Black Voluntary Sector Network Wales project – a film to promote National Museum Cardiff amongst BME young people - was launched.

In partnership with Natur Gwynedd, the National Slate Museum organised a Bat Walk to see the bats that roost in the Museum buildings, and a Fungal Foray in the surrounding woodland. Working with Flintshire Community Wildlife on music from natural materials project, the Museum ran a slate music workshop where children experimented with the instrumental potential of slate and then made slate wind chimes.

As part of *Sharing Treasures*, the exhibition *The Wye Valley Tour and its Artists* closed at Chepstow Museum in September. The show was a great success with 13,610 visitors, an increase of over 60% from the same period the previous year. Further meetings have been

held with the consultant undertaking a review of the whole scheme on behalf of CyMAL. A draft report is due in December 2010.

A changeover of works at Oriel y Parc as part of the *The Changing Landscape* theme took place in November 2010. Loans will include '*Tenby Harbour*' by Lucien Freud. Mimi Joung has been appointed as artist in residence for three months from September 2010. The residency is a partnership between Amgueddfa Cymru, Safle and Pembrokeshire Coast National Park Authority. Members of the Oriel y Parc Committee visited National Museum Cardiff in October. They met with the President of Amgueddfa Cymru and members of staff who are contributing to the exhibition programme at Oriel y Parc. The Committee members were also shown galleries, conservation studios and workshops.

A Memorandum of Understanding agreement between Amgueddfa Cymru and Wrexham Museum was signed in November.

Organised with Menter Iaith and Twf, *Welsh Fun Time for Tots*, a brand new event for this year at the **National Waterfront Museum**, has been designed to promote the benefits of bilingualism and the advantages of learning to speak Welsh from an early age. The morning included a mix of Welsh singing, crafts, face painting, a visit from Superted and a rhyme-time session with S4C presenter of *Stwnsh*, Eleri Griffiths.

Tasks and targets for January, February and March

- National Slate Museum to continue to work with the 'Cadw/Convergence Partnership'. It is expected that, during this period, the result will be known of a tender submitted to Cadw by the Partnership for the first key theme, namely *Castles and Princes*
- National Slate Museum to facilitate further meetings of the Slate Heritage Partnership. A key matter for consideration will be how best to utilise and deploy data available via the economic impact assessment report, in order to maximise the leverage of the Partnership
- At Big Pit the Management Plan for the Blaenafon World Heritage Site will be re-launched in collaboration with partner organisations
- Big Pit to work closely with the Blaenafon partnership to re-establish a strategic and cohesive Marketing strategy

- The National Wool Museum, together with Enterprises, to create a brief for a competition to be run for colleges in South Wales to develop a range of items to be sold through the museum shops, inspired by the National Wool Museum and its collections
- National Waterfront Museum Swansea to hold a Trade fair with EGNi (Experiences Generating New Innovation) based at Coleg Morgannwg for college students to showcase their virtual businesses
- National Waterfront Museum Swansea to work with City & County of Swansea to host a training course for Green Badge guides in the Swansea Bay area
- Work on plans to achieve a start of trainees as part of the Heritage Horticultural Skills Scheme in February/March 2011 at St Fagans
- Continue to explore options for the future of *ArtShare* when the current funding ceases in April 2011
- Work will continue on the new exhibition at Oriel y Parc due to open in April 2011. *The Landscape Underwater* will include objects from across the collections of Amgueddfa Cymru.

7. Supporting and developing our staff

Human Resources have begun the training programme developed for Enterprises staff, and have also launched a programme of NVQ qualifications for front of house staff.

At Big Pit, the Succession Plan for key mining staff has been updated and new recommendations made for its implementation, including how to fund the setting up of an Apprenticeship Scheme.

The National Roman Legion Museum and Amgueddfa Cymru's Volunteer Coordinator launched a volunteer programme at the Roman Garden which has seen volunteer garden helpers carrying out a range of seasonal chores.

An in-house training day was organised in October on the HLF Activities Plan template for Learning staff at St Fagans.

Fifteen staff members from National Museum Cardiff attended a half day course at Cardiff University about Chinese Commercial Culture, in preparation for the Dazu exhibition and an increase in visitors from China to the Museum.

In response to an approach from Learning and Communications, BBC Cymru is offering a free media training course exclusively for Amgueddfa Cymru staff.

Tasks and targets January, February and March

- HR department to continue to develop NVQ training for front of house staff
- HR department to monitor the training provided for Enterprises staff
- HR department to review the work to date on the competency framework
- HR department to offer additional work placements for disabled students
- HR department to begin to research the 2011 Staff Survey
- At Big Pit work with colleagues in HR to further develop the details of the proposed apprenticeship scheme.
- The National Roman Legion Museum will be undergoing its Investors in People review in February.
- Arrange training on Family Learning and WAG's anti poverty agenda

8. Virtual and new media solutions

New Media

To create an impact at the International Year of Biodiversity event at the Senedd on 9 November, the Museum and the Countryside Council for Wales produced a video which included interviews with members of the general public, illustrating the fact although people associate biodiversity with nature, its importance is underestimated.

Staff have continued the updating of Rhagor content, with article frequency increasing from 2 to 3 per month. A steady stream of content has been delivered to the People's Collection to ensure new articles are published to secure return visits.

Big Pit worked with New Media colleagues to begin implementing a plan for increasing the use of new technology on site. The plan includes the development of existing kiosks on site to provide a range of useful visitor information, and make online resources, such as Children of the Revolution, GLO, and Geiriau Glo readily-available to visitors.

Peoples Collection Wales

Following the successful launch at the Eisteddfod, Amgueddfa Cymru, the National Library of Wales and the Royal Commission on Ancient and Historical Monuments Wales, have now agreed on proposals for taking the project forward as a federated partnership from April 2011. The detail of these proposals are currently being considered by CyMAL and the Heritage Minister.

IT

The Museum's new Wide Area Network continues to perform satisfactorily. Information from the majority of sites is now being backed up across the wide area network to Cathays Park to provide considerable additional assurance of data integrity. This will be extended to the last site, National Waterfront Museum, when issues relating to image storage at that site are resolved. Planning continues for a new Image Management System with broad agreement on the image acquisition process.

Tasks and targets for January, February and March

- Rhagor – work on Francis Place digital sketchbooks. Continue development of mobile optimised web application for articles and galleries
- Start on historical buildings content for People's Collection Wales
- Develop systems and pages for Industry Art Online to complement current Art Online offering
- Science portal exhibit digital media: create infrastructure for delivery of content, film and edit video features and develop interactive media

9. Advocate for public, political and financial sustainability

Amgueddfa Cymru's latest discussion paper, *Inspiring Wales*, was launched at the Senedd on the 18 October. It has been well received by many of our partners, and has been posted to relevant stakeholders.

The President, Director General, Director of Communications and Director of Learning, Programmes and Development from the Museum recently appeared before the Communities and Culture committee of the National Assembly for Wales who were investigating the accessibility of arts and cultural activities in Wales. The Committee responded favourably to the evidence, which highlighted our commitment to ensuring that

everyone in Wales can access the national collections. The transcript has been published on the National Assembly for Wales website.

Following the announcement that the MLA is to cease to exist in 2012, Amgueddfa Cymru have provided CyMAL and the National Museum Directors Conference (NMDC) with briefings on its views on the functions of the MLA which are important to continue and these include accreditation, the Government Indemnity Scheme and the National Security Adviser, Acceptance in Lieu, Reviewing Committee on Export of Art, and the Portable Antiquities Scheme.

Amgueddfa Cymru participated in an event for Assembly Members in the Senedd on November 9th, sponsored by Jane Davidson AM. The event was hosted by the International Year of Biodiversity 2010 Communications group - a group led by Amgueddfa Cymru and consisting of all the stakeholder organisations involved in biodiversity and environmental activity in Wales. The main message of the event was to reinforce the importance of biodiversity to the economies and needs of human society, with the underlying message being the role and relevance of the natural science departments.

The Director General attended and addressed the Federation of Museums and Galleries in Wales's AGM at the National Slate Museum on the 22 November. Amgueddfa Cymru ran advocacy sessions for the Federation's members on the same afternoon as part of our commitment to the Welsh Assembly Government's Museums Strategy.

During an event at the Pierhead Building, museum staff received certificates from CILT Cymru (the National Centre for Information on Language Teaching). Big Pit, the National Waterfront Museum and National Museum Cardiff were recognised for their work as Business Language Champions for the development of museum-based initiatives to develop the modern foreign language skills of pupils attending local schools.

At the annual Communities First conference attended by approximately 500 people, Carl Sargent, Minister with responsibility for social inclusion, specifically welcomed the Museum's involvement from the platform. The museum's workshop at the conference was particularly popular with Communities First workers.

Fundraising and Development staff attended various networking events including the Directory of Social Change Fundraising Fair, Cardiff Women's Business Club and the Museum's Association Conference on making the most of your advocates: Friends, Patrons, Volunteers. The National Slate Museum received £1,500 funding from Gwynedd Council Arts Fund to work with schoolchildren and Tim Pugh, slate artist, in the production of an artwork inspired by the Environment Agency's monitoring of the Torgoch in Llyn Padarn. Funding was also received from the Royal Academy of Engineering to run Teacher Placements on delivering Primary Science at the slate Museum.

A range of fundraising-related submissions have been made including an expression of interest to the Sainsbury Family Trusts with information on the St Fagans Redevelopment project, a funding applications to the Foyle Foundation to fund the West Wing Art Learning Space, an application to the Aurelius Trust for a project based at the National Roman Legion Museum and a number of applications for a range of smaller projects.

The bid for European funding to work with Open-Air Archaeology museums across Europe on developing shared expertise was successful. Successful in-kind sponsorship was received from First Great Western to provide first-class rail tickets to journalists from London to visit National Museum Cardiff and also from IKEA Wales to help refurbish the reading room in Ty Gwyrdd, St Fagans.

Tasks and targets for January, February and March

- Submit funding bid for the Keep Cardiff Moving Grant and Art learning space at National Museum Cardiff
- Patrons cultivation event due March 2010
- Identify timeline for submitting applications for Making History at St Fagans project to Trusts, Foundations and Corporates and prepare solicitation plans for individual gifts towards Making History at St Fagans
- Create individual giving leaflets for St Fagans
- Tours to be arranged of the West Wing redevelopment for key Trusts and individuals

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

Management Accounts to 31 October 2010

Attached as Appendix A is the Financial Position report, containing the summary Management Accounts, for the period ending 31 October.

Revenue Income and Expenditure continues in line with expectations, with significant provisions being retained, as planned, for carryover into the next financial year to manage the reduction in future grant in aid recently announced. The section on Specimen Purchase notes the major acquisitions in the year to date. Capital expenditure is in line with the budget reflecting progress on the redevelopment of the Upper West Wing at National Museum Cardiff.

Budgets 2011/12 – 2012/13

The Assembly announced its budgets for the next three years on the 17 of November and whilst a separate paper on the Board agenda highlights the implications for our operating budgets and cash positions, the key headlines emerging from the budget announcement are as follows:-

- Revenue grant-in-aid to decrease by 4.28% over three years, meaning that the Museum will receive circa £1m less in 2013/14 than it received in 2010/11.
- Capital grant-in-aid is to be cut immediately by 35.1% to £600k per annum from the current £925k per annum.
- Specimen Acquisition grant is to be cut immediately by 50% to £538k per annum from the current £1,075k per annum.
- Other Capital grants in respect of the St. Fagans development have been awarded amounting to £2m in 2011/12 and a further £1m in both 2012/13 and 2013/14. Furthermore an extra £1m towards St. Fagans project has been allocated for the current year (2010/11).

Pensions

A separate paper on the Board agenda provides an update on the claims by the Pension Scheme Trustees against the previous administrators, Mercers and the previous solicitors, Eversheds.

The consultation period with the Pension Scheme membership in respect of the options for changes to the Scheme in the light of the last Actuarial Valuation, has been completed. Excellent explanatory documents with worked examples were provided by the administrators, BBS Consultants, and this was complimented by a series of roadshows covering all sites.

The membership was provided with a choice from three options in respect of adjustments to benefits and voting closed in respect of these options on 22 October. Out of a total active membership of 591, 273 (46.2%) voted despite comprehensive briefing and a series of reminders of the deadline being issued..

The results of the ballot showed as follows:-

- 179 votes for an increase in contribution
- 18 votes to amend the rate of accruals to 1/100th as opposed to the current 1/80th
- 76 votes to change the Scheme from a Final Salary Scheme to a Career Average Scheme

In light of the above ballot result, the Pension Scheme Trustees, at their meeting on the 12 November agreed to enact changes to the Scheme, previously agreed by the Museum Board, whereby with effect from 1 April 2011, there will be an increase in members contributions of 3% (spread over three years), an adjustment to the normal retirement age from 60 to 65 and increased options for commutation of Pensions into a cash lump sum upon retirement.

Also, further to these changes, the Actuarial Valuation outstanding since 1 April 2009 was agreed and subsequently issued to the Pension Regulator.

Audit Reports

The Audit Committee met on the 18 November and considered a clean Management Letter and Additional Assurance Report from the Wales Audit Office in respect of their audit on the accounts for the year ending 31 March 2010.

The Committee also considered Internal Audit Reports on Business Continuity Planning, Freedom of Information and Data Protection, Key Financial Controls, the On-line Shop, Cash Floats, PAYE Health Check and a Site Compliance visit to the National Slate Museum. A few recommendations were made in respect of these reports, though none of which were major, and progress against actions in respect of those recommendations will be monitored and reported to the Audit Committee.

Management Statement and Financial Memorandum (MS/FM)

A second draft of the proposed Framework Document, to replace the current Management Statement and Financial Memorandum was received from the Assembly in October. A number of the outstanding issues were resolved within this second draft though a number remain outstanding. Where there are concerns in common, the Finance Directors of all the AGSBs will be submitting a joint response to this second draft in order to promote a united front.

The Board should be reminded that the new Framework Document can be tailored by sponsor divisions to meet individual circumstances, however, it is unclear as to how much authority sponsor divisions have to make such changes. Discussions on increasing delegated limits will follow and it is anticipated and targeted that the document should be complete by the end of the current financial year.

In parallel to, but not related to, the new Framework Document arrangements, the Assembly is holding a series of workshops on 'Effective Sponsorship Arrangements.' This will be run through December 2010 to early February 2011 and are being delivered by a third party appointed by the Assembly. The Director of Operations and the Director of Finance from the Museum will be attending one of the earliest workshops with a view to assessing the benefit for wider representation at the subsequent workshops.

Enterprises

Retail trading, as anticipated, has continued to be difficult as the year has progressed and at the half year, turnover and profit had fallen by 4% year on year. Despite the fall in retail turnover some shops have performed well, notably Big Pit. Venue hire bookings have been difficult to secure and this has had a knock on effect to turnover rent generated by our

contract caterer. However profit from car parking, in-house catering (notably at the National Waterfront Museum and the National Wool Museum), letting and filming have been more buoyant and helped hold overall profits up at the end of September. Income has remained patchy during October and into November although half term shop and café sales were generally good.

The Enterprises team supported by Trading Company Board have continued to implement a number of new initiatives and set out strategic plans for the future. Alterations to the National Museum Cardiff shop have been undertaken to improve visitor access and will have been completed by the end of November. Work to combine the shop and reception desk at the National Waterfront Museum to reduce staffing costs is now at the final design stage, with the alterations scheduled for the New Year. The updated on-line shop launched in August has seen increased sales of merchandise, art on demand prints and sales of tickets for museum events such as the St Fagans ghost tours.

The food fair held at St Fagans proved very successful and attracted 10,000 visitors over the weekend. Feedback from stallholders and visitors has been good and despite the event running at a small loss plans are in place to run the fair again in 2011. The Castle Buttery opened to the public during October half term week and saw turnover just below £2K for the week. Finally, an extensive programme of training and development began for Enterprises staff; the first sessions gave staff an overview of the business and the plans and priorities for the future. Staff were given the opportunity to feed ideas into the strategic three year plan which was updated in October following a review by the Board and input from the Enterprises team.

Tasks and targets for January, February and March

- Revisit and amend budget plans for 2011/12 to 2013/14 in the light of the Assembly's budget announcement
- Commence preparatory work on the year-end statutory accounts and consult with Wales Audit Office in respect of their audit strategy
- Continue to progress the new MS and FM in conjunction with the Museum's sponsor division
- Implement price rises due to V.A.T rate change
- Complete changes to National Waterfront shop

- Complete alterations to National Slate Museum café counter and Big Pit canteen kitchen and counter

11. Recommendations

It is recommended that this Report is noted.

David Anderson, Director General

December 2010

APPENDIX A
FINANCIAL POSITION REPORT
AS AT 31 OCTOBER 2010

1. REVENUE BUDGET

Cash Current Budget £' 000		Note	Accrued Actual to 31-Oct £' 000	Cash Actual to 31-Oct £' 000	Cash Budget to 31-Oct £' 000	Cash Variance 31-Oct £' 000
	Income					
2,078	Cash B/Fwd	1	2,078	1,555	1,555	0
23,364	Assembly Grant in Aid	2	12,188	12,188	11,643	545
315	Other Grant	3	0	0	0	0
501	Trading Subsidiary Contribution	4	94	93	94	(1)
459	Dept Self Generated Income	5	330	335	255	80
499	Contribution from CCS	6	285	367	367	0
85	Specimen/Private Funds Transfer	7	47	25	25	0
27,301	Total Income		15,022	14,563	13,939	624
	Expenditure					
(18,897)	Salary Costs	8	(10,378)	(10,378)	(10,665)	287
(343)	Redundancy Costs	9	(390)	(390)	(343)	(47)
(5,999)	Operating Costs	10	(2,563)	(2,637)	(2,931)	294
(225)	Transfer to CMP	11	(13)	0	0	0
(1,837)	Provisions	12	0	0	0	0
0	Contingency	13	0	0	0	0
(27,301)	Total Expenditure		(13,344)	(13,405)	(13,939)	534
0	Net Income/(Expenditure)		1,678	1,158	0	1,158

Note 1 : Cash B/Fwd - There was an original cash carryforward of £2.025m revised to £2.078m due to an increase in final profit from the Trading Subsidiary for 2009/10. This carryforward awaits the cash transfer of the Trading Subsidiary gift aided profit from 2009-10 of £476,000 (with £132,000 due for transfer to the Capital Masterplan in connection with US Tour monies) and private funds income transfer of £47,000 (which relates to Entrust funding).

Note 2 : Assembly Grant in Aid – The figure of £23.364m is a reduction of £74,000 from the original figure in the Remit Letter from the Assembly and is per the in year general budget cuts imposed across all the Assembly budgets for 2010/11. This grant is drawn down

monthly in line with anticipated expenditure. An amount of £12.188m was drawn down to the end of October.

Note 3 : Other Grant – The Museum is receiving further funding of £90,000 from the Assembly as a contribution towards work it is doing on the Peoples Collection project. It also includes an amount of £225,000 awarded by HLF (a total of £450,000 which will be profiled across two financial years) to develop the bid to HLF for the SNHM redevelopment project. This money will be match funded by the Museum and an allocation has been made from the contingency to this effect. No claim for these monies has been made to the end of October.

Note 4 : Trading Subsidiary contribution - We have budgeted for a contribution from NMGW Enterprises Ltd of £501,000 (which consists of £162,000 overhead recharges and £339,000 profit). 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). Recharges amounting to £93,000 have been made to the end of October.

Note 5 : Dept Self Generated income - The current total departmental self generated income target is £459,000. Actual income to 31 October was £335,000 against a target of £255,000. There are no major variances that need reporting other than income being received ahead of forecast.

Note 6 : Contribution from CCS - The £499,000 contribution from the City and County of Swansea is specific to the running costs of the Waterfront museum (being £488,000 agreed funding from 2009/10 plus an estimated inflation increase of £11,000 to be confirmed with CCS). Contribution received to 31 October, was £367,000.

Note 7 : Specimen/ Private Funds Transfer – Net transfers from SPG of £35,000 (to cover the cost of the Historic Buildings Unit staff costs of £53,000 less a reimbursement to SPG from the sale of Flight of £18,000) and Private Funds of £50,000 (to cover the cost of the Development dept operating costs and donations to NMWS) will be made during the year when appropriate. An amount of £25,000 has been transferred to the end of October relating to HBU staff costs.

Note 8 : Staff costs - Actual staff costs were £10.378m against a year to date budget of £10.665m giving an underspend on the face of the accounts to date of £287,000. 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 £192,000. Clawback to contingency is actioned periodically (an amount of £108,000 has been clawed back to the end of June).

Note 9 : Redundancy costs – This is the remainder of the cost of the second round of voluntary severance which has fallen into the 2010/11 financial year. There was expenditure of £93,000, with staff having left by the end of April. It also includes some costs of the third round of voluntary severance which is currently under way. This will cost £418,000 this financial year and is being funded from the in year salary savings it generates (£168,000) and from contingency (£250,000). The full budget transfers reflecting this have yet to be made and hence it currently shows as an overspend.

Note 10 : Operating costs - Actual operating costs, to 31 October, were £2.637m against a budget profile of £2.931m. Major variances have been investigated and are in the main due to timing differences between the budget profile and actuals.

Note 11 : Transfer to CMP – This is the transfer of income from the US Tour monies coming via the Trading Subsidiary profit from 2009/10 (£1,000) and 2010/11 (£58,000) plus a revenue carryforward and contingency transfer of £35,000.

Note 12 : Provisions – The current carry forward provision is £1.837m. It includes an earmarked provision of £89,000 for potential energy price increases due in 2010/11 and a salary underpin increase provision of £15,000. Both these smaller sums are likely to be allocated during the year. The balance of £1.663m (being £1.733m less a pending transfer allocation of £70,000 agreed at Staff Executive on 26 October) has been set aside, primarily as one off monies to carryforward into 2011/12, to help with the adverse budget position projected next year and beyond and a mechanism has been agreed with the Assembly to accommodate this.

Note 13 : Contingency - The carryforward/contingency account is actively managed and enables funding to be redistributed across the Museum. As at 31 October an amount of £593,000 has already been allocated from contingency (with a further £70,000 pending transfer) leaving a balance of £Nil (though significant provisions are retained for carryover to meet future budget deficits). Major items of expenditure allocated from contingency include SNHM project development HLF match funding of £160,000, a contribution towards phase 3 voluntary severance of £250,000 and offset for the GIA reduction of £74,000.

2. SPECIMEN BUDGET

Cash Current Budget £' 000		Note	Accrued Actual to 31-Oct £' 000	Cash Actual to 31-Oct £' 000
	Income			
479	Cash B/Fwd	1	479	479
1,075	Assembly Grant in Aid	2	650	650
<u>644</u>	Other contributions	3	<u>626</u>	<u>412</u>
<u>2,198</u>	Total Income		<u>1,755</u>	<u>1,541</u>
	Expenditure			
(728)	Department	4	(410)	(432)
(934)	Special Purchases	5	(717)	(717)
<u>(536)</u>	Unallocated	6	<u>0</u>	<u>0</u>
<u>(2,198)</u>	Total Expenditure		<u>(1,127)</u>	<u>(1,149)</u>
<u>0</u>	Net Income/(Expenditure)		<u>628</u>	<u>392</u>

Note 1 : Cash B/Fwd - There was a cash carryforward of £479,000.

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 £650,000 was drawn down to the end of October.

Note 3 : Other contributions - This includes £626,000 of in year contributions from the Art Fund, the National Heritage Memorial Fund, the Derek Williams Trust and private donations and bequests towards specimen acquisitions. It also includes a transfer from Revenue of £18,000 for the sale of Flight exhibition.

Note 4 : Department budgets - Departmental spend as at 31 October was £432,000 against a total budget allocation of £728,000.

Note 5 : Special Purchases budget - Special Purchases spend was £717,000 against a budget allocation of £934,000. 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 October include:

Dept	Description	Cost (£)
Art	'Welsh Landscape' by William Dyce	557,000
A&N	Langstone Vessels	21,000
Art	'Caerphilly Castle' by Hendrik Danckerts	8,750
Art	'Palazzo Loredan' by Francesco Guardi	85,000
Art	'The Visitors' prints by Keith Arnatt	52,440
Art	'Tree' by Lida Abdul	22,610

Note 6 : Unallocated – There is a currently a contingency of £536,000.

3. CAPITAL MASTERPLAN BUDGET

Cash Current Budget £' 000		Note	Accrued Actual to 31-Oct £' 000	Cash Actual to 31-Oct £' 000
	Income			
(73)	Cash B/Fwd	1	(73)	(73)
35	Transfer from Revenue	2	13	0
925	Assembly Grant in Aid	3	925	925
1,000	Other Assembly Grant	4	500	500
260	Carbon Trust Loan	5	0	0
400	Transfers from Private Funds	6	114	114
<u>1,051</u>	Other (eg Development fundraising)	7	<u>364</u>	<u>364</u>
<u>3,598</u>	Total Income		<u>1,843</u>	<u>1,830</u>
	Expenditure	8		
(619)	Maintenance Programme		(163)	(165)
(2,459)	NMC Upper West Wing		(1,947)	(1,926)
(250)	SNHM Infrastructure Works		(42)	(41)
(82)	NMC East Wing & Centre Block		(59)	(36)
(96)	NMC Science Zone		0	0
(169)	NMC Learning Spaces		(147)	(148)
(51)	Residual Projects		0	0
<u>(3,726)</u>	Total Expenditure		<u>(2,358)</u>	<u>(2,316)</u>
<u>(128)</u>	Net Income/(Expenditure)		<u>(515)</u>	<u>(486)</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 2 year rolling budget (which is kept under constant revision depending on priorities).

Note 1 : Cash B/Fwd - There was a deficit cash carryforward of £73,000.

Note 2 : Transfer from Revenue – A transfer of £35,000 from Revenue carryforward and contingency allocations for the Castle Tea Rooms, Learning Spaces and East Wing projects managed through the capital programme.

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. The full amount of £925,000 has been drawn down to the end of October.

Note 4 : Other Assembly Grant – The Museum has received additional funding from the Assembly of £1m for SNHM Infrastructure Works of which £500,000 has been drawn down to the end of October.

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

Note 6 : Transfer from Private Funds – This is the approved allocation from private funds to finance the capital masterplan. An amount of £478,000 has been transferred to the end of October.

Note 7 : 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 8 : Expenditure - Planned expenditure this year equates to £3.726m (in line with current project planning) of which £2.316m was spent as at 31 October.

4. PRIVATE FUNDS

Cash Current Budget £' 000		Note	Accrued Actual to 31-Oct £' 000	Cash Actual to 31-Oct £' 000
3,654	Opening Balance		3,654	3,654
1,049	Total Income	1	328	323
(2,716)	Total Expenditure/Transfers	2	(630)	(559)
*	Investment Revaluation	3	39	39
<u>(1,667)</u>	In Year Movement		<u>(263)</u>	<u>(197)</u>
1,987	Closing Balance	4	3,391	3,457

Note 1 : Income – This mainly includes the budget target income for the Development dept of £924,000 (excluding donation boxes) of which £225,000 was received at 31 October. The coin box donations budget target is £80,000, with £62,000 banked at 31 October (£60,000 in October 09).

Note 2 : Expenditure/Transfers – This is the planned expenditure from private funds amounting to £2.716m. The majority of this spend is for the Capital Master Plan. As at 31 October there was expenditure/transfers of £559,000.

Note 3 : Investment revaluation - The value of investments (valued at the end of October by Barclays Wealth) shows an increase from 1 April 2010 of £39,000 (an increase of £31,000 from the end of September). An amount of £40,000 was also transferred from cash to investments in April (being the investment income received in 2009/10).

Note 4 : Balances - Total fund balances are £3.457m, consisting of £2.055m in investments and £1.402m in cash. Cash amounting to £1.3m was until recently invested in a fixed term deposit account to maximise interest, however this has now come to an end, and further investment is being assessed in light of potential cash transfers required to cover capital masterplan expenditure this year. The funds can be split between Specific (£1.357m), Departmental (£1.521m), General (£444,000) and Development Holding Account (£135,000).

Mark Rainey

Head of Finance

24 November 2010