

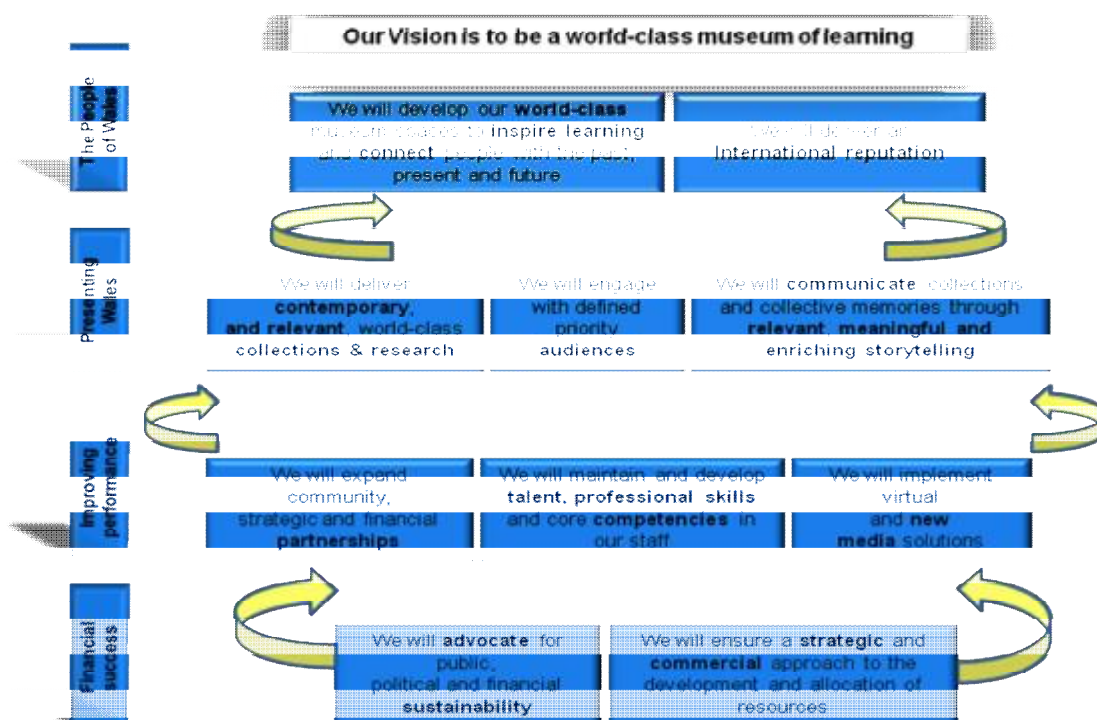
Agendum

Vision Update FOR BOARD OF TRUSTEES December 2011

national
museum
wales
amgueddfa
cymru

Purpose

To update the Board and staff on progress and achievements in October, November and December and the key tasks and targets for January, February and March.



1. Developing our world – class museum spaces

Making History at St Fagans

The Activity Plan, which is the key Heritage Lottery Fund (HLF) requirement, has been completed. Well over a hundred groups and organisations have been consulted as part of this process.

In terms of the buildings, the Royal Institute of British Architects (RIBA) Stage C Reports have been signed off by the Project Commissioning Group. This means that overall form and layouts are now agreed. The design team have now moved on to RIBA Stage D which is the level of detail required by the HLF and for planning applications to be made.

Developments at Sites

The construction of the Haverfordwest merchant's house was completed and the occasion was celebrated with a 'topping-out' ceremony which was filmed as part of a documentary programme for BBC. Topping-out is the traditional act of placing a branch on top of the chimney – the highest part of the building.

Infrastructure work on site at St Fagans was particularly intense during September and October. Towards the beginning of November sections of the site that had been closed off were able to re-open. Various services are currently in the process of being connected and brought into operation. The contractors aim to have the greater part of the work completed for the beginning of December. The Department of Archaeology & Numismatics undertook an archaeological watching brief at St Fagans as part of the infrastructure project. Little has been discovered in terms of archaeology around the areas excavated.

The Foyle Art Learning Space which opened in September at National Museum Cardiff has already enabled the museum to work with new user groups, such as an elderly dementia group who now meet regularly at the museum.

The number of Key Stage 4 and further and higher education students visiting the Art Galleries at National Museum Cardiff has doubled in 2011 since the opening of the whole of the first floor as the National Museum of Art in July.

Feedback from both teachers and families to the National Waterfront Museum's new learning space has been complimentary and enthusiastic. Recycling of materials meant that the new learning space was achieved on a budget of around £6,000. A new Family Activity Corner has also been set up in the Warehouse Gallery, to cater for families with toddlers and young children. The space was developed in conjunction with Holibods, an external company specialising in activities for young children who run the monthly Waterfront Nippers Sessions.

National Wool Museum staff have begun to recreate a Draper's Shop in the Wales and the World gallery. The new addition will strengthen the interpretation of the woollen industry in Wales and reinforces the importance of the trade in industry.

The National Roman Legion Museum has appointed architects and engineers as part of the feasibility study for re-developing the Museum. Staff have been road testing ideas for interpretation of a new gallery with the public. Also, a new Roman style toilet has been installed which gives the visitors a real 'roman latrine' experience. The installation includes an audio with a selection of phrases in Welsh, English and Latin.

Discreet safety guarding has been installed in the water turbine area at National Slate Museum. Purpose-built wooden palisade fencing has been erected around the skip and gas storage area. This has resulted in a neater ambience within the back yard – but has also provided us with a surface on which experimental art work can be placed. A graffiti artist has worked with children using aerosol paints to produce an attractive and unusual depiction of key images from the site.

At Big Pit, outline briefs have been prepared for two new permanent exhibitions, on energy and the environment, and on coalfield communities after coal.

Tasks and targets for January, February and March

- Completed HLF application to be submitted by February 2012
- Develop funding application for the Learning Centre at St Fagans
- Select, conserve and secure appropriate artefacts on the workbenches in the former splitting demonstration area and in the smithy at National Slate Museum, supplementing the guided talks programme undertaken in the area during Summer 2011
- National Roman Legion Museum to appoint Interpretation Consultants to help develop the interpretive themes and storylines for a possible redevelopment as part of the feasibility study
- At Big Pit, physical improvements to the Coity Tip trail will be undertaken during the Spring, in collaboration with the Forgotten Landscapes Partnership and volunteer groups
- The redisplay of the National Waterfront Museum Swansea Frontiers Gallery will be completed by February half term
- A new method of projecting words and images onto the exterior of National Waterfront Museum Swansea will be trialled

2. Delivering an International Reputation

David Anderson, Mark Richards, John Williams-Davies and Beth Thomas visited Stockholm as part of the benchmarking process for the re-development of St Fagans. They visited Skansen, Vasa and Historiska Museet. For part of the visit they were joined by Huw Lewis, Minister for Housing, Regeneration and Heritage who was also in Stockholm at that time.

In late October, David Anderson visited Chongqing in China as part of a delegation led by Carwyn Jones, the First Minister of Wales. Wales has close links with Chongqing, and as part of that special relationship, Amgueddfa Cymru has a Memorandum of Understanding with the Three Gorges Museum. Cultural links underpin the relationship, and a number of discussions were held about staff exchanges and future collaboration. Three members of staff from Amgueddfa Cymru also visited Chongqing in early November to discuss an exhibition from Wales in Chongqing which is likely to open in March 2013.

National Museum Cardiff hosted the October meeting of the Cardiff & Co Tourism Network Meeting and David Anderson was the guest speaker.

The Keeper of the National Slate Museum has attended two further meetings of the liaison group established by Gwynedd Council in order to develop a World Heritage Bid for the slate areas of north-west Wales. The group includes representatives from Cadw and the Royal Commission.

A travelling version of the World of Welsh Copper exhibition has been produced and will begin touring in December.

National Waterfront Museum Swansea hosted this year's award ceremony for the Dylan Thomas Literary Prize.

Tasks and targets for January, February and March

- Deliver Artes Mundi V exhibition in Upper West Wing galleries in 2012
- Co-ordination of a three-day international conference on mineral deposits, in January 2012, in collaboration with Cardiff University and under the auspices of the Geological Society of London
- Continued planning of a possible exhibition to Chongqing in 2013

3. Delivering contemporary and relevant collections and research

The Museum's collection of human remains has become a focus of research and interpretation. Alice Roberts, presenter of *Extreme Archaeology*, *The Incredible Human Journey*, and most recently *The Origins of Us*, has been studying the Viking-age skeletons from Llanbedrgoch (an excavation in which she took part) while 3D facial reconstruction has been undertaken of a Roman skull from the coffin on display at Caerleon.

Members of staff from Archaeology undertook a treasure fieldwork investigation of the site of a recent Late Bronze Age hoard discovery from Trellech United, Monmouthshire.

Nine internationally peer reviewed papers were published or accepted this quarter by the Department of Biodiversity & Systematic Biology.

Staff from the National Slate Museum are developing the 40th anniversary exhibition for 2012. This exhibition will, in generic form, tour other Amgueddfa Cymru sites. Draft versions of the final text and panel layouts are already in circulation. Staff members have started to conduct one-to-one recorded interviews with former staff members and others associated with the museum.

Steve Burrow's third book about Welsh archaeology, *Shadowland: Wales 3000 - 1500 BC* was published jointly by National Museum Wales and Oxbow Books in November. Contents include the story of the Stonehenge bluestones, the first metallurgy in Wales, and the construction of thousands of burial monuments.

Owain Rhys' book *Contemporary Collecting: theory and practice* was published in October. The book, which is based on his dissertation reflects on the development of contemporary collecting practice and considers how museums might face up to the challenges it poses.

Tim Rich, Biodiversity and Systematic Biology, published, with co-author Walter Scott, a research monograph on Northern British Hawkweeds (*Hieracium* section *Alpestris*) which is aimed at amateur and professional botanists in the UK and Europe. It is the second in the series of the six monographs planned.

Tasks and targets for January, February and March

- All Amgueddfa Cymru oil paintings on BBC 'Your Paintings' website by June 2012
- Seek external funding for two landscape paintings of Margam, British School, c.1700

- January 2012: begin project to catalogue the Japanese collections, led by Yoshihiro Miki, Visiting Professor at the National Museum of Japanese History and sponsored by the National Institute for the Humanities, Tokyo

4. Engaging with defined priority audiences

Work on the Museum's child poverty strategy has been progressing with the internal working group supported by three Trustees meeting three times during October and November. All Heads of Department have been asked to discuss the issue of addressing child poverty (participation poverty) with their teams and what they can contribute to this key issue. A special briefing note has been prepared to support them in this work and the feedback from these discussions is proving invaluable in developing our objectives for the future. This work will continue throughout the winter via further internal and external consultation, focus groups, seminars and a conference on the role of museums in addressing child poverty.

National Museum Cardiff hosted a visit by 80 primary school children from the Cerrigydrudion area of Conwy. The day included the screening of an animation, '*Ebol*', produced by Sean Harris, commissioned by Shirley Williams of Llandudno Museum, and involved school children in the making.

Teachers from seven schools taking part in the Museum's 'Start' project this year attended a planning day at National Museum Cardiff. The Start programme aims to engage with children and families who might not otherwise have contact with the arts and the museum. In November, visiting pupils from each of the schools, worked with artist Anne-Mie Mieles and the Art Learning Officer to respond to a selection of work in the modern and contemporary art galleries.

As part of *Just Bling?*, the Museum's arts initiative with young people living in Communities First areas across Wales, three projects have been completed, six are in progress and a further six are in the planning stage.

Members of the Learning team at St Fagans contributed to the development of the pilot for the Caerau and Ely Rediscovering Heritage Project organised by Cardiff University in collaboration with SHARE, Caerau Local History Project, Ely and Caerau Communities First, CADW, Glyn Derw School, Glamorgan Archives, Cardiff Council and The Cardiff Story.

The National Waterfront Museum ran a whole-school staff development day with Ynystawe Primary School based around the theme of the tea cup, to deliver cross-curricular learning and teaching.

National Waterfront Museum also hosted Black History events over the weekend of 15th & 16th October, with stalls, workshops, and music.

The 'Everywhere in Chains' exhibition was installed at Big Pit and 'Blorengue Wednesday' free cinema service showed 'Amazing Grace' on the William Wilberforce's anti-slave trade campaign. Dr David Wyatt of Cardiff University gave a lecture on 'A Fugitive Slave in Cardiff' as part of Big Pit's 'Autumn Lecture Series', whilst October Half Term activities enabled families to investigate the Triangular Trade.

At the National Wool Museum, sessions for very young children, including those arranged in collaboration with JIGSO Children's Centre have proved a huge success, with 29 families attending. Further, the first session of Learning Welsh through singing was held at the National Wool Museum in partnership with Swansea University.

Marketing and Audience Development Highlights

Families

All sites were busy with October half term events and Christmas preparations.

To promote the Natural History Galleries at National Museum Cardiff we repeated the 'Awesome Creatures' advertising campaign on Real Radio, in the South Wales Echo and Primary Times. National Museum Cardiff had one of the best October visitor figures ever with 41,661 visitors for the month.

A new more user-friendly A4 What's On highlights newsletter has been successfully introduced.

Tourists

Close relationships are being maintained with local tourism bodies in the area of each museum and familiarisation visits are being set up with Green and Blue Badge Guides. We carried out a review of the cruise market as a potential source of high spending customers for our museum shops.

Young People

An Art Fund marketing project involving a group of students has taken place as part of the Joseph Beuys exhibition at National Museum Cardiff. The Wool Museum is holding a display of work from textile degree students in the area.

The Communities First project at Blaenau Ffestiniog has begun with a series of film workshops for local teenagers facilitated by Gwion Llwyd (Galeri) and Scherry Jones (Antenna). The participants are encouraged to reflect on the past and present in their area, through the medium of film and digital storytelling.

The Big Pit Film Club, has proven to be very popular over the autumn and has given audiences an opportunity to view and discuss classic welsh films. This will continue with screenings of classic films such as 'How Green Was My Valley', as well as archive footage linking in with BBC campaigns such as 'Reel History of Britain' and 'History of Wales'

Big Pit has produced a series of 'Flash Cards' that will be used by Age Concern staff during their visits to residential homes. The cards are based on the handling collections that Big Pit staff have used in remembrance sessions with groups of elderly people during visits to homes in recent years.

Big Pit hosted a CBBC film crew filming a documentary series with 'Jedward' based around World Heritage.

At the National Waterfront Museum, local students from Neath Port Talbot College swapped their text books for historical objects as they prepared to *take over* the Museum.

The activities were organised as part of a UK-wide *Kids in Museums* initiative which gives children and young people the chance to shadow jobs, get involved in decision-making and offer their opinions on key issues. More than 20 Tourism and Leisure Studies students spent the day with the visitor services team, curators and gallery authors.

An application for funding organisational change regarding our work at St Fagans with volunteers has been submitted to the Paul Hamlyn Foundation. Work undertaken was informed by volunteer organisations both on a local and national basis. The focus is placed on working with non-traditional volunteers including unemployed young people and adults and the Black Voluntary Sector Network Wales.

Tasks and targets for January, February and March

- Deliver a day of learning activities to home educated children in the Clore Discovery centre
- All sites will have a full programme of family events for February half term
- For the first 6 weeks of the spring-term, the Learning Officers at Big Pit and the National Roman Legion Museum will collaborate on the delivery of enriched curriculum outreach sessions in the new Blaenavon Heritage School

5. Communicating our Collections

The momentum of the opening of the National Museum of Art at National Museum Cardiff was continued with a successful Joseph Beuys opening in October, targeting people of all ages. Representatives from the Art Fund and Artist Rooms were present. Staff are also currently working with students from Newport College on promoting the exhibition to a younger audience. They will lead on a PR stunt and flashmob outside Cardiff Student's Union and the Museum in December.

Other art exhibitions promoted were the David Jones watercolours exhibition, the two Elizabeth Fritsch acquisitions and the new Impressionist art work loans from Germany.

Press interest was generated in a story that was issued surrounding the *Starting from Scratch* (Palaeolithic paintings) exhibition.

Three evening lectures sponsored by the Art Fund were held at National Museum Cardiff on Thomas Jones, Claude Monet and Francis Bacon.

An exhibition stand on the Arctic Clam - the longest lived animal known which can survive for up to 400 years - was set up in the main hall of National Museum Cardiff during half-term. The stand was developed by the School of Ocean Sciences, Bangor University with some financial support from Amgueddfa Cymru. Facilitators engaged the public throughout the week explaining their research and the significance of their findings.

Learning staff attended Cardiff University's Eco Halloween fair to promote volunteer opportunities in new gallery spaces at National Museum Cardiff and outdoor learning opportunities at St Fagans.

A programme of professional development opportunities for teachers, focusing on archaeology, creativity and the new modern and contemporary art galleries at National

Museum Cardiff was delivered this term. Feedback was excellent, but numbers attending were lower than expected, reflecting the difficulty that many teachers now face in securing time out of schools.

At St Fagans, a Creu Hanes trail was produced for children (6-11 years) and their accompanying grown-ups to complement the Creu Hanes 1500-1700 Exhibition.

The 'Mad, Bad and Dangerous to know' programme ran throughout half term at the National Roman Legion Museum. This event included an opportunity to create a laurel wreath and an opportunity for visitors to get kitted out in the latest Roman fashions. Also, the Samhain event was 'enjoyed' by 281 visitors who were introduced to druidic sacrifice, a mad doctor and the River Styx, together with spooky science and scary Roman stories.

At National Slate Museum, two weeks of art workshops for Coleg Menai Foundation Art students were held during October, facilitated by five well-known artists and sculptors – and made possible through funding from the Welsh Arts Council. The art inspired by the workshops will be exhibited at the Museum from December to February.

An event was held in October to thank the Esmee Fairbairn Foundation for its generous birthday gift, which will fund the Natural Images project. Dawn Austwick, Chief Executive of the Esmee Fairbairn Foundation spoke at the event and was also given a tour of the new art and natural history galleries.

A press release was distributed at the end of November celebrating the success of free entry to national museums in Wales, ahead of the 10th anniversary celebration in London. The press release focused on the fact that free entry was introduced 8 months before most of the UK nationals.

Amgueddfa Cymru welcomed a member of the British Museum to National Museum Cardiff on a week's placement. Her role was events management and therefore she spent time with a number of staff at the museum relevant to her role. A member of the Communications Team then spent a week at the British Museum, working with their Communications Team.

Staff from Amgueddfa Cymru delivered a communications and social media workshop for members of the Federation of Museums and Art Galleries of Wales at the National Slate Museum.

The National Waterfront Museum celebrated reaching 1,500,000 visits just days before its sixth birthday.

World Cup fever took over the National Waterfront Museum in early November with a special rugby-themed event for the whole family including choral performances, art and craft activities for children plus a special appearance from World Cup rugby referee Nigel Owens. Preparations are well underway to promote the Christmas-themed events for the festive season.

Tasks and targets for January, February and March

- Develop a TV series 'the Exhibitionists' with the production company Cwmni Da for BBC Wales – producing a collection-based exhibition in Gallery 24 in June 2012

- Recruit a new group of volunteers to assist in interpreting the 'Insight' science galleries at National Museum Cardiff. Develop volunteer-led tours of the science galleries aimed at family audience
- Plan events and a family programme including an opportunity to celebrate staff involvement in the forthcoming BBC Wales Story of Wales series. Arrange a gallery display of historical replicas made for the series
- Develop a gallery trail for families to complement the Scott of the Antarctic exhibition, together with activities and events for National Science and Engineering week in March
- Create 'Tic Toc', an exhibition on the theme of time by National Waterfront Museum staff, aimed at young children and families
- Developing new sessions at the National Wool Museum on The Welsh Costume and Sustainable energy
- Big Pit will tell the story of Mines Rescue in February half-term using themed family friendly activities
- An exhibition of the work of John Piper will open at the National Museum Cardiff on 11 February

6. Expanding community, strategic and financial partnerships

The hoard of gold torcs from Llanwrthwl was brought back to Amgueddfa Cymru after a very successful loan to Rhayader Museum and Art Gallery. Their exhibition *A Glimmer in the Earth* was a result of the Sharing Treasures partnership, and included loans from Amgueddfa Cymru and the British Museum. Visitors to the Museum doubled in number and the loan period was extended as a result.

Community archaeologist Ffion Reynolds visited the stores to study finds from Tinkinswood burial chamber. Ffion is on a training placement with Cadw, sponsored by the Council for British Archaeology, and has been leading a group of volunteers in a project excavating at Tinkinswood and St Lythan's burial chambers.

The Museum's scientific partnership activity with the National Botanic Garden for Wales came to fruition with completion of a key paper on DNA barcoding of Welsh flora. The paper, jointly authored by Tim Rich, was submitted by Natasha de Vere (National Botanic Garden of Wales), to Proceedings National Academy of Sciences of the USA. Two more papers are planned.

Two JISC grant bids in relation to digitisation of collections, in partnership with the Open University (£115,000) and with the British Geological Survey, Oxford University and Cambridge University (£691,000), were successful. A further bid has been submitted to the Esmée Fairbairn Collections Fund in relation for the development of a 'Virtual Microscope' for gallery delivery of the Museum's collection of petrological thin sections.

Staff from Amgueddfa Cymru attended a meeting of the Brymbo Heritage Group at the former Brymbo Steelworks site to discuss the future of the Brymbo 'Fossil Forest' on 19 October and had a meeting with Hazel Hawarden, Wrexham County Council Culture & Heritage Manager to discuss collaborations.

Ross Mather, Curator of the South Wales Police Museum visited St Fagans to discuss a national strategy for collecting material relating to law and order in Wales.

The Spring Bulbs for Schools project teamed up with the Edina Trust who are funding the pots and bulbs and extending the range of the project to England & Scotland, as well as new areas of Wales. This year 2,800 pupils are taking part in the giant experiment.

A teacher-focused day on Antarctica took place at National Museum Cardiff in partnership with the Association for Science Education Cymru in October. A total of 65 teachers attended and feedback has been excellent.

The National Waterfront Museum ran school sessions exploring the theme of the Italian communities of industrial Wales, in relation to a theatre project and exhibition about the Arandora Star tragedy. Throughout the autumn term, approximately, 4,500 students attended the sessions in the new Waterfront Workshop space. The Partnership project with Theatre n'a n'Og, Swansea Museum and West Glamorgan Archives has proved so successful, that the team will re-engage next year with a new theme about Coal Mining disaster at Morfa.

Two Peg Loom workshops have been organized with Mid Teifi Arts Rugging Group. The National Wool Museum's annual Food Festival attracted 700 visitors. Staff worked with Menter Gorllewin Sir Gar and Ceredigion to organize a schools cookery competition for primary and secondary schools.

Cultural Tourism Partnership and Strategy – the draft headline Cultural Tourism Action Plan for 2011-14 has been approved by the partnership. Under the action 'Improving the cultural experience for visitors, it includes: *'Re-development of St Fagans into a National History Museum for Wales.'*

The revised Cyfoeth Cymru Gyfan - Sharing Treasures scheme was launched by CyMAL at Cyfarthfa Castle on 28 November which was attended by a number of Amgueddfa Cymru staff.

The Locws International project opened at the Waterfront Museum on 7th October. This is the final project in Celf Cymru Gyfan - ArtShare Wales scheme. A further funding application has been placed with the Esmée Fairbairn Foundation to continue the scheme.

At Oriel y Parc, a final changeover for Stories from the Sea took place in November. This new display includes works by Augustus John, Graham Sutherland and Gavin Turk, plus a Barbara Hepworth oil on loan from the Glynn Vivian Art Gallery.

The Llechi Cymru/Slate Wales partnership has met on three occasions during this period, and continues to review and agree details of the shared website portal which members wish to see developed. The Llanberis Partnership has met once during this period, with the Padarn Forum meeting twice.

The Learning officer at Big Pit continued working with the University of Wales Newport, the Forgotten Landscapes Project, the Blaenafon World Heritage Centre and a number of Gwent schools to give A level students the opportunity to gain credits at University level as part of their Welsh Baccalaureate qualification.

Mencap held the official opening of the 'Changing Places' unit at St Fagans on 16 November. The Lord Mayor of Cardiff, Delme Bowen, has chosen to include pictures of

the St Fagans on the official Mayorial Christmas card. A British Legion Remembrance Service was held at the Newbridge Memorial, St Fagans on Saturday 12 November.

The Museum Secretary accompanied the Museums Academy Joanneum as an adviser on behalf of the Visitor Studies Group and Amgueddfa Cymru on a four day excursion to museums and galleries in Glasgow and Edinburgh. The visit enabled delegates to learn about best practice in visitor studies and public engagement.

Tasks and targets for January, February and March

- Work with Cardiff Sustainable Education Network to deliver trainee teacher workshops on sustainable shopping
- Liaison will continue with Wrexham Museum on the new exhibition 'Medieval Minds' due to be installed in mid-January
- Work will continue with the American Federation of Arts on developing the proposed Landscapes touring exhibition for America which is scheduled to start in May 2015
- Amgueddfa Cymru will collaborate with CyMAL on implementing the revised Cyfoeth Cymru Gyfan - Sharing Treasures scheme

7. Supporting and developing our staff

Judith Ingram, Head of Policy & Planning, has established and become the Convenor of a cross-public sector network in Wales for planners, performance managers and policy makers. This innovation has been very positively received across the sector and three meetings of the network have taken place since its conception in June. Presentations/discussions at the network have focussed on outcomes-based accountability and stakeholder engagement. Elaine Cabuts, Museum Secretary, contributed to the last session with a presentation on Amgueddfa Cymru's public engagement and consultation programme.

National Museum Cardiff hosted a visit of the Visitors Studies Group Committee, of which the Elaine Cabuts, Museum Secretary is Deputy Chair.

National Slate Museum staff attended the Plas Tan-y-Bwlch course entitled 'Cynefin a Chymuned' (Community and Environment), focusing on how to interpret and present information on a particular area from all kinds of different perspectives - geological, sociological, historical and environmental.

Two training days for Learning staff at St Fagans were held to discuss Stages C and D designs for the redevelopment and Investors in People.

Staff members from Amgueddfa Cymru, as well as bursary apprentices and volunteers, worked for three days sharing knowledge and practice making, testing and using traditional-recipe paints. The work culminated in live mural painting at St Teilo's Church.

The Heritage Horticulture Skills Scheme, funded by the Heritage Lottery Fund's *Skills for the Future* grant programme, led by St Fagans, now has seven trainees at five sites across Wales, two being at St Fagans.

Human Resources staff evaluated the training planned for staff as a result of changes to equality legislation.

Tasks and targets for January, February and March

- Input to Insight Gallery volunteers is to be maximised to enhance their ability to communicate core messages
- Organise training day for learning staff at St Fagans for February focusing on the HLF application
- To date recruiting a new Mine Manager for Big Pit has been unsuccessful, but position will be re-advertised in January
- Work with CC Skills to provide the first tranche of employees on Creative Apprenticeships

8. Virtual and New Media solutions

Utilising the technology associated with Smart Phones, 3G and tablet devices, a brand new Hide & Tweet game has been developed at the National Waterfront Museum to help visitors with the orientation throughout the galleries. The game, administered on twitter, will include 14 questions and clues in a sequential format. Hard copies will be available for those who do not have access to the technology. This is a brand new initiative for the Museum and one which has been designed to meet its objectives of increasing the footfall of young people.

The Dresser project, which is being undertaken with Communities First St Illtids, began with a full days training at National Museum Cardiff on the Peoples Collection Wales, organised as a collaboration between museum staff and Culturenet Cymru.

The People's Collection Wales Management Board has agreed the Summary Highlights Forward Business Plan for 2012/13 and work is underway to develop 2012/13 action plans for each PCW Strand for submission to CyMAL by March 2012. Useful partnerships are continuing to be built with bodies such as BBC Wales, Eisteddfod Genedlaethol Cymru, the Heritage Lottery Fund, Visit Wales, CADW and the Ramblers and a template Memorandum of Understanding has been drafted and agreed to capture agreements between People's Collection Wales and partners during the course of the year.

Big Pit has produced a film of a colliery Blacksmith that will be able to be used as an on-site or web resource.

Key buildings have been defined as part of the New Media Strategy for the St Fagans redevelopment.

Tasks and targets for January, February and March

- Develop a blog to promote the Clore Discovery Centre's identification and enquiry service
- National Slate Museum to continue to experiment with, and facilitate access to, its three wi-fi hotspots
- Investigate creating a public viewing kiosk at National Waterfront Museum Swansea for the digitised images from the Industry Collection

- Support the development of a New Media Strategy as part of the HLF application for St Fagans

9. Advocate for public, political and financial sustainability

St Fagans was recognised as the UK's Favourite Tourist Attraction by the 'Which' consumer magazine.

At the Beacons for Public Engagement conference, Learning staff presented a 'master class' with artist, Helen Clifford, profiling the work of the Museum and developing the public engagement skills of those attending the session.

Following the increased presence in 2011 at National events (from two to four events in 2011) plans are in hand for an Amgueddfa Cymru presence at the Hay Festival, Urdd Eisteddfod, the Royal Welsh and the National Eisteddfod in 2012.

Big Pit was awarded a Business Language Champion award from CILT Cymru for the second year running, this time being highly commended in the Innovation category.

National Waterfront Museum accepted an award - Highly Commended - for outstanding commitment for work done in promoting European languages from Business Language Champions. The event took place at the Pierhead Building in Cardiff Bay.

The 3D designer gave a presentation to the Friends of Amgueddfa Cymru on 'Designing Exhibitions' as part of a highly successful Annual Friends day. Many staff worked hard to deliver this event which was commenced with a welcome from the President and a talk by Ken Brassil on the future for St Fagans.

A VIP tour of St Fagans was given by the President, the Director General and other staff members in October to a prospective major donor. Further invitations to other prospects will follow.

A small grant has been received from the Bodfach Trust towards the Spring Bulbs for Schools project, a small grant received from UK Antarctic Heritage Trust to support Scott: South for Science exhibition, two JISC partnership grants have been awarded to support work in the Geology department, a legacy of £200,000 has been received from the estate of Alan Thomas specifically for an Art acquisition and the fourth instalment of £25,000 has been received from Clore Duffield in support of the learning spaces at National Museum Cardiff.

A pledge has been received from Colwinston Trust in support of the John Piper exhibition taking place in 2012.

Tasks and targets for January, February and March

- National Slate Museum to plan, with others, an invitation for Huw Lewis AM to be briefed on the progress of Llechi Cymru/Slate Wales work ; and on the progress of the proposed World Heritage bid

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

Budgets 2012/13 – 2014/15

The Assembly recently announced draft budgets for the next three years, which included budgets for Amgueddfa Cymru. The indicative budgets are in line with those expected, and as previously announced in the remit letter.

The Draft Budgets for the museum are:

	2012-13	2013-14	2014-15
	£000's	£000's	£000's
Revenue GIA	25,541	24,041	24,040
Capital maintenance	600	600	600
Specimen Acquisition	538	538	538
St.Fagans Development	1,000	1,000	1,000

The main headlines from the draft budget are:

- Our revenue grant-in-aid will continue to decrease over next few years meaning that the Museum will receive circa £1m less in 2013-14 than it received in 2010-11.
- Capital grant-in-aid remains 35.1% lower than 2010-11 at £600k per annum, with no sign of an increase.
- Specimen Acquisition grant remains at £538k per annum, a cut of 50% from 2010-11 levels.
- Other Capital grants in respect of the St. Fagans development have been awarded amounting to £5m for the period 2010/11 to 2014-15 with further discussion taking place for possible additional funding for the project.

Management Accounts to 30 September 2011

The management accounts for the period up to 30 September are attached as an appendix. The accounts were reviewed and scrutinised at the Performance Review Committee Meeting on 17 November where the following key issues were highlighted.

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

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

Pensions and staffing

A separate paper to the Board provides an update on the claims by the Pension Scheme Trustees against the previous administrators, Mercers. It also provides an overview of the Governance review undertaken by the Pension Trustees, the changes which have already been implemented. It also sets out the future changes to the structure of meetings, together with proposed changes to support provided to the Chair and Trustees.

The report to the Board also provides further information of the overpayments made to pensioners and the consolidation and revisions to the pension deeds.

An offer has been put to the unions in relation to pay for 2011/2012 and this is currently subject to ballot.

The Director General is currently meeting with various staff and unions in relation to the future structure of the organisation.

Audit reports

The Audit Committee met on the 17 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 2011.

The Committee also considered Internal Audit Reports on Stocktake Procedures, Site compliance visit to National Roman Legion Museum, Governance and performance monitoring. 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.

External financial support towards 'John Piper: the Mountains of Wales' exhibition include £18,000 from the Colwinston Trust, £3,000 from the Paul Mellon Foundation and £2,000 from the Derek Williams Trust.

The second round Darwin grant application was submitted by Dr Ray Tangney. This application in the order of £300,000 is for a proposal to catalogue the lower plant flora of the Falkland Islands.

Over forty students took part in the National Wool Museum College Competition on the theme of 'Keepsakes'. There were two categories to the competition - an artistic, and a commercial response. The commercial response was judged by Phil Smith and Jo Collins and the winner will have their product in the Museum's shop.

The National Slate Museum have received funding towards traditional Christmas storytelling sessions from Literature Wales.

Enterprises

The half year accounts to September 2011 show an encouraging picture with turnover up 5% and controllable profit up 35% on last year and 9% up on budget. Positive performances from retail, catering, venue hire, letting and filming have all contributed to the overall performance.

Elior introduced a new assisted service menu in the Oriel restaurant at National Museum Cardiff during September and this has proven popular with visitors with turnover and spend per visitor increasing.

The retail business is seeing stronger margins this year as cost prices settle after the recent V.A.T. changes. Preparations are now well in place for Christmas trading with this year's cards and calendars selling through quickly. A new part-time member of staff has

been recruited with specific expertise in on-line retailing, since starting she has expanded the number of products available, introduced a next day delivery service and has begun to use social media to market the shop.

After a very busy summer with turnover up 62% year on year the venue hire team are planning and preparing for our two spring wedding fairs at National Waterfront Museum Swansea and St Fagans.

Seven weddings and receptions were held at St. Fagans Castle during September and October, two of these having marquee receptions. For the first time, the Castle Dining Room was used for wedding receptions and was extremely well received. A bespoke marquee package for weddings was available in November.

Research into low energy lighting and lamp and fixture efficiency is going on at the moment to further reduce energy usage and better light quality for our displays. These include better lighting controls, new fixtures which should provide energy savings of up to 90% in our art galleries.

New dimmers have been installed in the Evolution of Wales Galleries to improve the efficiency of the lamps and reduce maintenance and lamp failures.

Tasks and targets for January, February and March

- Prepare updated budget forecasts for 2012/13 onwards and review for further reductions in revenue expenditure required
- Prepare Financial projections for the Saint Fagans Heritage Lottery bid
- National Slate Museum to continue to work with Welsh Slate to maximise sponsorship opportunities in the site café and shop
- Enterprise to set and agree the 2012/2013 budget and update the Enterprise three year strategic plan
- Enterprise to tender catering contracts
- Enterprise to launch updated on-line services; print on demand and the commercial picture library

11. Recommendations

It is recommended that this Report is noted.

David Anderson, Director General

December 2011

FINANCIAL POSITION REPORT AS AT 30 SEPTEMBER 2011

1. REVENUE BUDGET

Cash Current Budget £' 000		Note	Accrued Actual to 30-Sep £' 000	Cash Actual to 30-Sep £' 000	Cash Budget to 30-Sep £' 000	Cash Variance 30-Sep £' 000
	Income					
3,379	Cash B/Fwd	1	3,040	3,040	3,040	0
22,937	Grant in Aid	2	9,674	9,674	8,813	861
845	Other Grant	3	405	90	0	90
576	Trading Subsidiary Contribution	4	80	80	81	(1)
377	Dept Self Generated Income	5	194	169	158	11
519	Contribution from CCS	6	249	249	249	0
103	Specimen/Private Funds Transfer	7	38	27	27	0
28,736	Total Income		13,680	13,329	12,368	961
	Expenditure					
(18,793)	Salary Costs	8	(9,051)	(9,051)	(9,185)	134
(6,808)	Operating Costs	9	(2,642)	(2,727)	(3,183)	456
(129)	Transfer to CMP	10	0	0	0	0
(383)	Provisions	11	0	0	0	0
(2,623)	Contingency	12	0	0	0	0
(28,736)	Total Expenditure		(11,693)	(11,778)	(12,368)	590
0	Net Income/(Expenditure)		1,987	1,551	0	1,551

Note 1 : Cash B/Fwd - There was a cash carryforward of £3.379m. This carryforward awaits the cash transfer of the Trading Subsidiary gift aided profit from 2010-11 (due for transfer by December).

Note 2 : Grant in Aid – The figure of £22.937m is per the Remit Letter from the Welsh Government. This grant is drawn down monthly in line with anticipated expenditure. An amount of £9.674m was drawn down to the end of September.

Note 3 : Other Grant – The Museum is receiving further funding of £395,000 from the Welsh Government as a contribution towards partnership work it is doing on the Peoples Collection project. It also includes an amount of £450,000 awarded by HLF to develop the bid to HLF for the SNHM redevelopment project (and is match funded by the Museum). An amount of £90,000 has been received to the end of September for the Peoples Collection Project. Other claims are in the process of being submitted/awaiting receipt.

Note 4 : Trading Subsidiary contribution - We have budgeted for a contribution from NMGW Enterprises Ltd of £576,000 (which consists of £162,000 overhead recharges and £414,000 profit). Recharges to the end of September amounted to £80,000.

Note 5 : Dept Self Generated income - The current total departmental self generated income target is £377,000. Actual income to 30 September was £169,000 against a target of £158,000. There are no major variances that need reporting other than income being received ahead of forecast albeit updated profiles are awaited from some depts.

Note 6 : Contribution from CCS – The £519,000 contribution from the City and County of Swansea is specific to the running costs of the Waterfront museum (being £508,000 agreed funding from 2010/11 plus an estimated inflation increase of £11,000 to be confirmed with CCS). Contribution received to 30 September, was £249,000.

Note 7 : Specimen/ Private Funds Transfer – These are transfers from SPG of £53,000 (to cover the cost of the Historic Buildings Unit staff costs) and Private Funds of £50,000 (to cover the cost of

the Development dept operating costs and donations to NMWS). An amount of £27,000 was transferred from SPG to the end of September.

Note 8 : Staff costs – Actual staff costs were £9.051m against a year to date budget of £9.185m giving an underspend on the face of the accounts to date of £134,000. There are a number of variances currently being investigated. 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 £91,000. Clawback to contingency is actioned periodically.

Note 9 : Operating costs – Actual operating costs, to 30 September, were £2.727m against a budget profile of £3.183m. Major variances have been investigated and are in the main due to timing differences between the budget profile and actuals, albeit updated profiles are awaited from some depts.

Note 10 : Transfer to CMP – This is the transfer of revenue funding towards capital projects being £57,000 for the UWW project, £35,000 for the science space project, £28,000 for Big Pit roof works and £9,000 towards the IT main programme budget.

Note 11 : Provisions – This includes a salary uplift provision of £119k (which covers a potential inflation uplift for those earning less than £21,000) and an energy price increase provision of £264k. Confirmation of energy price increases are currently being awaited, but it is likely that not all this provision will be required this financial year and the balance would therefore be allocated to the general contingency.

Note 12 : Contingency/Carryforward – The carryforward/contingency account is actively managed and enables funding to be redistributed across the Museum. There is a current balance £2.792m of which £2.571m is earmarked for carryforward into 2012-13 (per the strategic budget plan 2011-12 to 2013-14) to help offset cuts in future year budgets. Agreed and anticipated movement in and out of the contingency account currently leaves an anticipated balance of £81,000 for allocation in 2011-12.

2. SPECIMEN BUDGET

Cash Current Budget £' 000		Note	Accrued Actual to 30-Sep £' 000	Cash Actual to 30-Sep £' 000	Cash Variance 30-Sep £' 000
	Income				
536	Cash B/Fwd	1	536	536	0
538	Assembly Grant in Aid	2	0	0	538
<u>1,074</u>	Total Income		<u>536</u>	<u>536</u>	<u>538</u>
	Expenditure				
(603)	Department	3	(220)	(200)	(403)
(160)	Special Purchases	4	(65)	(65)	(95)
(311)	Unallocated	5	0	0	(311)
<u>(1,074)</u>	Total Expenditure		<u>(285)</u>	<u>(265)</u>	<u>(809)</u>
<u>0</u>	Net Income/(Expenditure)		<u>251</u>	<u>271</u>	<u>(271)</u>

Note 1 : Cash B/Fwd - There was a cash carryforward of £536,000.

Note 2 : Grant in Aid – The figure of £538,000 is per the Remit Letter from the Welsh Government. This grant is drawn down monthly in line with anticipated expenditure. There has been no draw down to date as the GIA carryover from 2010/11 has been funding expenditure.

Note 3 : Department budgets - Departmental spend as at 30 September was £200,000 against a total budget allocation of £603,000.

Note 4 : Special Purchases budget – Special purchases spend as at 30 September was £65,000 against a total budget allocation of £160,000. The Special Purchases budget includes unspent Centenary Fund Partnership cumulative funds of £60,000.

Note 5 : Unallocated – There was unspent contingency of £311,000.

3. CAPITAL MASTERPLAN BUDGET

Cash Current Budget £' 000		Note	Accrued Actual to 30-Sep £' 000	Cash Actual to 30-Sep £' 000	Budget Remaining 30-Sep £' 000
	Income				
227	Cash B/Fwd	1	227	227	0
87	Transfer from Revenue	2	0	0	87
600	Grant in Aid	3	600	600	0
1,980	Other Grant	4	171	171	1,809
260	Carbon Trust Loan	5	260	260	0
0	Transfers from Private Funds	6	839	0	0
25	Other (eg Development fundraising)	7	990	0	25
3,179	Total Income		3,087	1,258	1,921
	Expenditure	8			
(487)	Maintenance Programme		(38)	(92)	(395)
(370)	NMC Upper West Wing		(177)	(196)	(174)
(1,305)	SNHM Infrastructure Works		(623)	(629)	(676)
0	SNHM Redevelopment Project		0	0	0
(136)	Residual Projects		(63)	(56)	(80)
(2,298)	Total Expenditure		(901)	(973)	(1,325)
881	Net Income/(Expenditure)		2,186	285	596

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

Note 1 : Cash B/Fwd - There was a cash carryforward of £227,000.

Note 2 : Transfer from Revenue – This is a contribution from revenue contingency towards the Science Spaces project and other projects managed through the Main Capital Programme.

Note 3 : Grant in Aid – The figure of £600,000 is per the Remit Letter from the Welsh Government. This grant is drawn down monthly in line with anticipated expenditure. The full £600,000 was drawn down to the end of September with some of this being utilised as cashflow pending the transfer of monies from private funds (deferred until the next financial year).

Note 4 : Other Grant – The Museum has received additional funding from the Welsh Government of £1.98m towards the SNHM Redevelopment Project. An amount of £171,000 has been drawn down to the end of September and is being used for cashflow purposes pending transfers from private funds (deferred until the next financial year). It is also anticipated that the Museum will need to request a specific carryover from the Welsh Government for unspent monies currently projected at £881,000.

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

Note 6 : Transfer from Private Funds – This is the approved allocation from private funds to finance the major capital projects and has been deferred until the next financial to help manage the carryover of capital monies received for the SNHM project which has yet to be spent.

Note 7 : Other income – In the main this is income received via the fundraising efforts of the Development dept (most of this income was received last year and is due for transfer next year).

Note 8 : Expenditure - Planned expenditure this year equates to £2.298m (in line with current project planning) of which £973,000 was spent as at 30 September.

4. PRIVATE FUNDS

Cash Current Budget £' 000		Note	Accrued Actual to 30-Sep £' 000	Cash Actual to 30-Sep £' 000
3,777	Opening Balance		3,777	3,777
1,449	Total Income	1	829	829
(228)	Total Expenditure/Transfers	2	(1,844)	(15)
*	Investment Revaluation	3	(216)	(216)
<u>1,221</u>	In Year Movement		<u>(1,231)</u>	<u>598</u>
<u>4,998</u>	Closing Balance	4	<u>2,546</u>	<u>4,375</u>

Note 1 : Income – This mainly includes the target income for the Development dept and is made up of the current year target and previous year target (ie income which was pledged last year but not yet received). The current year income target is £734,000 of which £719,000 was received at 30 September. The previous year income target is £561,000 of which £Nil was received at 30 September (the majority of this relates to HLF funding which has yet to be drawn down). The coin box donations budget target is £80,000, with £54,000 received at 30 September (£53,000 in September 2010).

Note 2 : Expenditure/Transfers – This is the planned expenditure/transfer from private funds amounting to £228,000. As at 30 September there was expenditure/transfers of £15,000.

Note 3 : Investment revaluation - The value of investments (valued at the end of September by Barclays Wealth) shows an decrease from 1 April 2011 of £216,000 (a decrease from previous month of £72,000)

Note 4 : Balances - Total fund balances are £4.375m, consisting of £1.902m in investments and £2.473m in cash (of which £1m is invested in a fixed term deposit account to maximise interest). The funds can be split between Specific (£2.199m), Departmental (£1.506m), General (£562,000) and Development Holding Account (£108,000). Whilst fund balances may be £4.375m there are commitments against projects totalling £2.2m which leaves £1.3m available for allocation.

Mark Rainey
Head of Finance
31 October 2011