

## Amgueddfa Cymru - National Museum Wales Bwrdd yr Ymddiriedolwyr - Board of Trustees

Dyddiad y cyfarfod - Date of meeting <b>18 June 2015</b>	Rhif agenda - Agenda number <b>7</b>
Cyfrinachol? / Private and confidential?	<b>Ie / Yes</b> <b>Na / No Ü</b>
Teitl y papur / Paper title <b>Director General's Report to the Board</b> <b>Q4 April 2014 – March 2015</b>	Awdur / Author <b>David Anderson</b> <b>Director General</b>

### Diben y papur / Purpose of the paper

To update Trustees on progress across the ten key Vision objectives.

### Pwyntiau allweddol / Key points

Please find attached the Director General's report to the Board Q4 (2014/15) incorporating dashboard of indicators and narrative summary on key areas of progress, graphical and tabular representations of the number of visits, a graph showing the number of website visits, and a financial report.

#### Gofynnir i aelodau / Members are asked to

Trafod a chytuno / Discuss and approve

Derbyn a nodi / Receive and note **Ü**

### Adnoddau angenrheidiol / Resource implications and requirements

Dim None	
<b>O fewn y gyllideb bresennol</b> Within existing budgets	<b>Ü</b>
<b>Adnoddau angenrheidiol – manylion a chost</b> Resources required – details and cost	
<b>Ystyrir Cyfleon Masnachol</b> Commercial Opportunities considered	

## **Amgueddfa Cymru – National Museum Wales**

### **Meeting of the Board of Trustees**

**June 18<sup>th</sup> 2015**

#### **Director General's Report to the Board Q4 April 2014 – March 2015**

Please find attached my Q4 report to the Board comprising the dashboard of indicators, graphical and tabular representations of the number of visits, a graph showing the number of website visits, and a financial report.

#### **Performance reporting**

On the dashboard, the quantitative indicators show excellent progress and are generally to target with the exception of 2 figures as noted below. The qualitative reports demonstrate that performance has been very good in all areas with the exception of Collections and Research where work is continuing into 2015/16 on the revision of collecting policies, the strategic plan for conservation and the research and collections management strategies.

#### **Number of visits**

We achieved an annual figure of **1,685,954** visitors across the seven museums, which exceeds the annual target of 1,590,000 visitors by 6.03% and also exceeds the 2013/14 annual figure by 3.48%. All museums ended the year above their annual target, excluding St Fagans. Several sites including St Fagans achieved higher visitor figures than last year. The National Slate Museum achieved the best percentage increase (9.3%) on the 2013/14 annual figure.

A number of variables influence the performance of our visitor figures such as the weather, consumer confidence, public programme, marketing activity and the general appeal of the core collections themselves.

Around 60% of Amgueddfa Cymru's visitor figures are achieved in the main season (April – September), and this percentage is even higher for some sites such as St Fagans, Big Pit and especially for the National Slate Museum. The national museums are both a key component of the visitor economy and the cultural provision for local communities. Immediately after the peak season, industry bodies such as the Welsh Association of Visitor Attractions (WAVA) reported that more favourable weather and increased consumer confidence had contributed to an increase in visitors to Wales. Visit Wales have also reported an increase in the number of day visitors by GB residents and overseas tourists to Wales last year. Our public programme of exhibitions and events also drive footfall, for example the exhibitions programme at National Museum Cardiff as well as large-scale events like St Fagans Food Festival and the re-enactment Empire: A Roman Spectacular event at Caerleon.

In relation to other national museums, the increase at Amgueddfa Cymru was mirrored at National Museums Northern Ireland, whereas National Museums Scotland and National Museums Liverpool saw a decrease in visits compared to those recorded in 2013/14.

#### **National Museum Cardiff**

Since the creation of the National Museum of Art in July 2014, this museum has become a leading light in the cultural heart of Cardiff and has successfully achieved an average of 450k visitors in the last 3 years (compared with an average of 360k between 2008/9-2010/11)

#### **St Fagans National History Museum**

A series of integrated marketing campaigns were planned for the main season using commercial radio, TV, outdoor and social media channels for targeting visitors across 'high days' (i.e. bank holiday weekends), the important summer school holiday period and high profile events such as the September St Fagans Food Festival. This was to avert the scenario faced in 2012/13 when St Fagans found itself at the mercy of the

elements during critical moments of the main peak season when there was an unusually cold Easter period, a wet June, and a scorching hot July driving local day visitors to the coastal areas.

Despite ending 2014/15 2.3% below target, St Fagans has exceeded the previous year's visitor figure by 4%.

#### National Roman Legion Museum

The museum is popular with groups such as school and educational groups, and concentrates its event programme in the school holidays for attracting local audiences.

#### National Wool Museum

The museum has seen an impressive growth in visitor numbers over the years as a result of using its public programme of events and workshops to target local people, more actively targeting tourists in the west Wales area and targeting specialist audiences such as at the Wonderwool event and securing press coverage in specialist textile publications.

#### National Slate Museum

This museum has benefitted from the strong lift in the number of tourists to north Wales and strong attendance from local audiences at events such as Halloween, Christmas and Steam Engine Days.

#### Big Pit National Coal Museum

Big Pit has had better than average visitor figures in the last two quarters as a result of its strong Christmas event programme which was popular with local visitors, good local press and social media coverage of its behind the scenes tours in January, and a strong February half-term performance. This is commendable given that it was running 3% down by the end of Q3 and has ended the year 0.3% above target. The museum is also popular with foreign language student groups.

#### National Waterfront Museum

The National Waterfront Museum has a strong events programme which is very popular with local audiences and has been making greater use of local commercial radio advertising for promoting the core offer and particular events. The museum has also been targeting more tourism hotspots.

### **Website visits**

The number of website visits ended the year slightly below target. The website has undergone major development during the year and the slight dip in this figure is in line with changes in the google search results as the web pages were replaced. This is a relatively small underperformance, given the scale of changes to the website, and it is testament to the hard work of the web team in delivering the new pages with the minimum of disruption.

### **Volunteer roles**

The number of volunteer roles was also below target but this was a new indicator for the year and the target proved to be an overestimate for this measure.

### **Financial reporting**

The Financial Position Report for the year to 31 March 2015 shows overall income, expenditure and carried forward reserves in line with approved budgets. Carried forward reserves are in place to meet future commitments over the next 3 years in line with the strategic budget plan. More information is provided in the narrative in the report.

**David Anderson, Director General**

# Director General's Performance Report Q4 (April 2014 – March 2015)

Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out- turn	Annual Target	Out-turn to end of Q4	Qualitative Report (April 2014 – March 2015)	Progress against target/ milestone
<b>World-class museum spaces (The People of Wales)</b>	Number of visits*	1,629,196	1,590,000	1,685,954	During 2014/15, Amgueddfa Cymru welcomed 1,685,954 visitors which exceeded the annual target of 1,590,000 visitors by 6.03% and also exceeded the 2013/14 annual figure by 3.48%. Good progress continued to be made on the St Fagans re-development with construction works continuing on the Main Building project and Gweithdy Building project. An internal project team has been established to scope the concept project for the development of the National Roman Legionary Museum.	Green
<b>International reputation (The People of Wales)</b>	Number of venues to which loans made across the world*	305	310	324	THE AFA landscapes touring exhibition has been successful. The exhibition closed at Norton Museum of Art in April and will be transferred to the Frick Art and Historical Centre, Pittsburgh. A catalogue has been published and is being sold at all venues. In discussion with the Three Gorges Museum Chongqing, the Nature's Chant exhibition will take place in 2017 rather than 2016.	Green
	Number of international collaborations	102	100	106		
<b>Priority audiences (Presenting Wales)</b>	Number of events targeted at priority audiences	892	700	1371	Content development for St Fagans galleries is ongoing. Participation Forums are now engaged across all activities in line with the Activity Plan's action plan. An annual report and review of the work has been produced and key findings have been shared with the HLF monitor. The Our Museum project has completed the year 3 milestones as laid out in the project plan. The Our Museum work will now be embedded across Amgueddfa Cymru. A new Learning and Participation Strategy and Action Plan has been approved.	Green

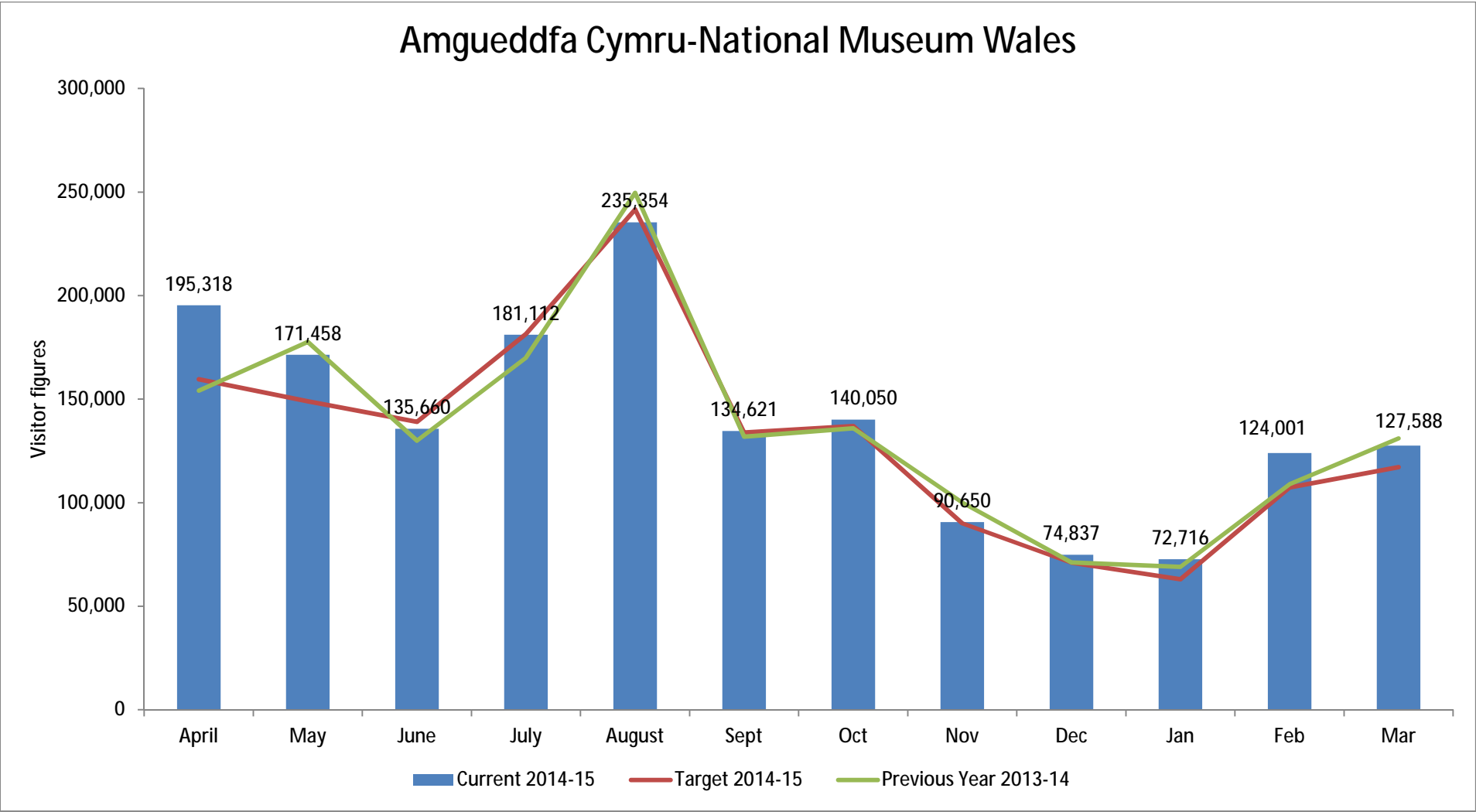
Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out- turn	Annual Target	Out-turn to end of Q4	Qualitative Report (April 2014 – March 2015)	Progress against target/ milestone
<b>Collections and research (Presenting Wales)</b>	Number of research projects	237	200	215	Work continues on the revision of collecting policies, the strategic plan for conservation and the research and collections management strategies.	Orange
	% Collections computerised to inventory standard	50.7%	50.7%	50.9%		
<b>Communicati ng collections (Presenting Wales)</b>	Number of formal education visits*	210,543	205,000	205,055	The formal and informal education figures for the period reported above target. The exhibition programme for 2014-15 was delivered as planned. The 1WW programme of exhibitions and events are working well across sites and Artes Mundi VI was well received.	Green
	Number of informal education visits*	260,021	230,000	305,187		
<b>Partnerships (Improving performance)</b>	Number of active partnership projects	25	25	28	Amgueddfa Cymru continues to be represented on the Welsh Government Museums Strategy steering group and the Snowdonia National Park Authority Yr Ysgwrn steering group. At Oriel y Parc, staff continue to contribute to the Centre's lecture series and also attend stakeholder meetings. The Peter Blake exhibition was shown at Oriel y Parc from May to September 2014 followed by 'Natural Images' from October 2014 to March 2015.	Green
<b>Talent, skills and competencies (Improving performance)</b>	Percentage of staff in receipt of Training and Development	57%	40%	79%	Work on new Learning and Development Strategy continues. The roll-out of the Competency-based PDR system is now complete the all staff will use this during 2015/16. All sites with Investors In People (IIP) status have retained their accreditation. National Waterfront Museum retained their Gold Accreditation. A diagnostic has been carried out at National Museum Cardiff and the Director General will chair the implementation group with a view to achieving accreditation by December 2015.	Green
	Number of volunteers	New Indicator	600	2114		
	Number of volunteer roles	New Indicator	70	60		

Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out- turn	Annual Target	Out-turn to end of Q4	Qualitative Report (April 2014 – March 2015)	Progress against target/ milestone
	Number of volunteer hours	New Indicator	20,000	23,655		
<b>New Media (Improving performance)</b>	Number of website visits*	1,962,026	1,400,000^	1,380,122	Work on the website redesign continues to be well received. All planned activities and outcomes for Peoples Collection Wales have been achieved. Three exhibitions relating to the Esmee Fairbairn funded historic photography digitisation project were delivered before the project wind-up began during March.	Green
<b>Advocating for sustainability (Financial success)</b>	Number of people at targeted advocacy events	1158	1000	1655	Regular advocacy updates continue to be provided to the Board of Trustees. Assembly Members have been a key advocacy target recently and we attended all party political conferences in the Spring of 2015.	Green
<b>Development and use of resources (Financial success)</b>	Profit returned from Enterprises	£545,048	£355,195	£521,228	Profit returned from Enterprises and funding generated by the Development Department were both well up on target for the year. Updated versions of the long term budgets and options were presented to the Performance Review Committee in February. The new Vision 'Inspiring People, Changing Lives' was signed off by the Board of Trustees in March.	Green
	Funding generated by Development Department	£2,014,573	£1,500,000	£2,255,000		
	Research Income	£187,806	£170,000	£150,505		

\*Welsh Government Dashboard Indicators ^ Measurement methods have changed in line with industry best practice to Google Analytics

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

Visits to Amgueddfa Cymru sites April 2014 – March 2015



### Cumulative Visitor Figures April 2014 – March 2015

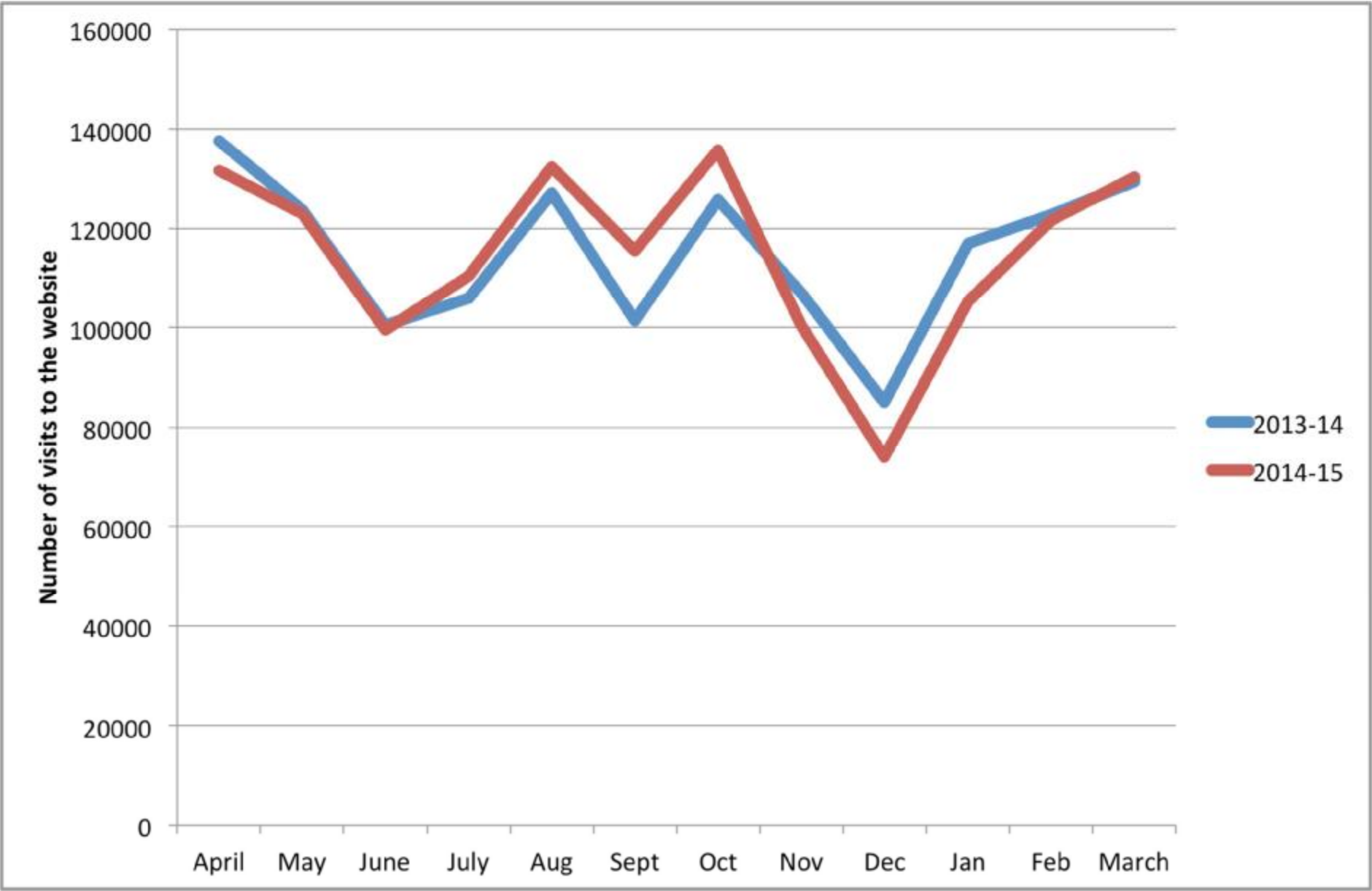
Museum	2015 Actual	2015 Target	2014	2000	Variance from Target		Increase/Decrease on 2014		Increase/Decrease on 2000	
					No.	%	No.	%	No.	%
Cardiff	<a href="#">446,635</a>	<a href="#">391,000</a>	<a href="#">448,288</a>	226,876	55,635	14.2	-1,653	-0.4	219,759	96.9
St Fagans	<a href="#">566,429</a>	<a href="#">580,000</a>	<a href="#">544,768</a>	321,810	-13,571	-2.3	21,658	4.0	244,616	76.0
Roman	<a href="#">68,073</a>	<a href="#">68,000</a>	<a href="#">65,751</a>	58,997	73	0.1	2,322	3.5	9,076	15.4
Wool	<a href="#">33,658</a>	<a href="#">26,000</a>	<a href="#">34,972</a>	9,036	7,658	29.5	-1,314	-3.8	24,622	272.5
Slate	<a href="#">153,963</a>	<a href="#">135,000</a>	<a href="#">140,887</a>	53,890	18,963	14.0	13,076	9.3	100,073	185.7
Big Pit	<a href="#">150,486</a>	<a href="#">150,000</a>	<a href="#">149,121</a>	75,284	486	0.3	1,365	0.9	75,202	99.9
Waterfront	<a href="#">266,710</a>	<a href="#">240,000</a>	<a href="#">245,409</a>		26,710	11.1	21,301	8.7		
<b>TOTAL</b>	<b>1,685,954</b>	<b>1,590,000</b>	<b>1,629,196</b>	<b>745,893</b>	<b>95,951</b>	<b>6.03</b>	<b>56,755</b>	<b>3.48</b>	<b>673,348</b>	<b>90.3</b>

### Comparative Visitor Figures April 2014 – March 2015

	2014-15	2013-14	Variance	Increase/Decrease on 2013-14
National Museums Northern Ireland	770,425	728,249	42,176	5.79
Amgueddfa Cymru - National Museum Wales	1,685,954	1,629,196	56,758	3.48
National Museums Scotland	2,338,123	2,492,399	-154,276	-6.19
National Museums Liverpool	2,654,302	2,706,777	-52,475	-1.94



Visits to Amgueddfa Cymru Website



## Definition of Key Performance Indicators

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

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

\*Welsh Government dashboard indicators

Amgueddfa Cymru – National Museum Wales  
REVENUE FINANCIAL POSITION  
31 March 2015

	Original	Revised	Year to Date				Previous Year to Date		
	Budget £'000	Budget £'000	Budget £'000	Actual £'000	Budget £'000	Variance %	Actual £'000	Variance £'000	%age
<b>Core Income</b>									
Revenue Grant in Aid	22,236	22,997	22,997	22,997	0	0%	22,826	171	1%
People's Collection Grant	363	385	385	385	0	0%	291	94	0%
Trading Subsidiary Profit - accrued	355	355	355	487	132	0%	522	(35)	0%
Trading Subsidiary Recharges	162	162	162	159	(3)	-2%	159	0	0%
Contribution from CCS	546	546	546	558	12	2%	544	14	3%
Departmental Income	756	1,525	1,525	1,434	(91)	-6%	931	503	54%
Specimen/Private Funds Transfer	101	101	101	104	3	0%	112	(8)	0%
Income from charging facilitated visits	50	50	50	35	(15)	-30%	23	12	0%
Income from fundraising	100	100	100	100	0	0%	0	100	0%
Income from C&R research/charging	130	130	130	151	21	16%	0	151	0%
<b>Total Core Income</b>	<b>24,799</b>	<b>26,351</b>	<b>26,351</b>	<b>26,410</b>	<b>59</b>	<b>0%</b>	<b>25,408</b>	<b>1,002</b>	
<b>Core Expenditure</b>									
Staff Costs	18,996	18,790	18,790	18,099	691	4%	18,738	639	3%
Operating Costs	6,501	7,103	7,103	5,156	1,947	27%	5,718	562	10%
Loan repayments Carbon Trust	44	44	44	43	1	2%	43	0	-
Cash b/f earmarked- transfer from reserve/ contingency	(826)	(826)	(826)	(826)	0	0%	(1,295)	(469)	36%
<b>Total Core Expenditure</b>	<b>24,715</b>	<b>25,111</b>	<b>25,111</b>	<b>22,472</b>	<b>2,639</b>	<b>11%</b>	<b>23,204</b>	<b>732</b>	
<b>Net Core Income/(Expenditure)</b>	<b>84</b>	<b>1,240</b>	<b>1,240</b>	<b>3,938</b>	<b>2,698</b>		<b>2,204</b>	<b>1,734</b>	
<b>Non-Core Expenditure</b>									
Net SNHM Redevelopment income/expenditure	897	897	897	106	791	88%	64	(42)	-
Accrued HLF for SNHM Redevelopment	0	0	0	(50)	50	-	(30)	20	-
VRS and strain costs	870	870	870	646	224	26%	2,069	1,423	-
<b>Total Non-Core Expenditure</b>	<b>1,767</b>	<b>1,767</b>	<b>1,767</b>	<b>702</b>	<b>1,065</b>		<b>2,103</b>	<b>1,401</b>	
<b>Transfer from reserve/contingency to Non-Core</b>	<b>(1,767)</b>	<b>(1,767)</b>	<b>(1,767)</b>	<b>(702)</b>	<b>1,065</b>	<b>-60%</b>	<b>(1,280)</b>	<b>(578)</b>	<b>-</b>
<b>Net Income/(Expenditure) in year</b>	<b>84</b>	<b>1,240</b>	<b>1,240</b>	<b>3,938</b>	<b>2,698</b>		<b>1,381</b>	<b>2,557</b>	

## Core Income

Revenue Grant-in-Aid (GIA) of £22.997m was drawn down for the year.

Income of £385k has been received for the People's Collection Wales project. Contributions from CCS of £558k towards the running costs of the National Waterfront Museum (NWMS) and trading subsidiary recharges of £159k have been received, in line with budget. Trading subsidiary profits of £487k, based on the draft trading accounts for March, have been accrued.

Actual departmental self-generated income for the year was £1,434k, which is £91k under the budget; however £200k of HLF receipts for the HSCC apprentices project was outstanding at the year end due to the timing of the grant claim submission. Grants received during the year include:

- £372k from HLF for HSCC project (St Fagans Estates)
- £60k from Welsh Government for Maths in Museums (Learning)
- £56k income and sponsorship for the SPNCH Conference (Science)
- £51k from Paul Hamlyn (Head of St Fagans)
- £44k from CyMAL and NLW for World War I exhibitions (Learning and History)
- £33k from Opal (Science)
- £30k from EU for Open Archaeology project (History)
- £25k from Wye and Usk Foundation (Science)
- £19k from Falklands Conservation (Science)
- £18k from Science & Technology Facilities Council (Science)
- £14k from the Colwinston Trust for Simon Pope Exhibition (Presentations & Programmes)
- £12k from Arts Council of Wales for Artist in Residency
- £11k towards the Portable Antiquities Scheme (History)
- £10k from the Colwinston Trust for various activities (Learning)
- £10k from The Tate (Presentation & Programmes)
- £8k from the Leverhulme Trust (Science)
- £8k from the Derek Williams Trust (Art)
- £6k from the Pilgrim Trust (Art)
- £6k from Meteorites Education (Science)

Other income includes a £120k rates rebate, £42k utilities recharges to Elinor and other tenants, £103k rental and events income (mainly at St Fagans), and sundry income eg agricultural receipts, specimen ID and advice.

Additional income targets for the year were set at £50k for facilitated school visits, £100k revenue fundraising and £130k Collections & Research charging and net research income. £35k has been invoiced for facilitated school visits, which is £15k under budget. £151k was received against the Collection & Research additional income target of £130k, a surplus of £21k. The C&R target income includes £79k raised by Art (mainly loan fees) and £47k by Science. The £100k fundraising target has been met with funding from the People's Postcode Lottery, which was received in January.

The Specimen/Private Funds budgeted transfer for the year includes transfers of £54k from the Specimen Grant towards Historic Buildings Unit (HBU) staff costs, and £45k from Private Funds to cover Development department operating costs. These transfers have all been made.

## Core Expenditure

Actual staff costs for the year were £18.099m against the budget of £18.790m, an under-spend of £691k. This follows claw-backs of £239k of salary under-spends to contingency for the first 9 months of the year. £275k of the under-spend relates to the provision for inflationary salary increases for 2014/15 – this will be carried forward to 2015/16, when the backdated increase is expected to be awarded. A further £43k is for People's Collection and is ring-fenced. The remaining under-spends are due to a combination of vacant posts, some Change Programme or £900k savings plan savings being achieved earlier than anticipated, and front-of-house savings at Cathays Park, St Fagans and most of the other sites. These under-spends will be transferred to the contingency reserve.

The operating costs actual spend for the year was £5.156m against a budget of £7.103m, an under-spend of £1.947k. £614k of the under-spend is made up of ring-fenced under-spends including NWMS, People's Collection Wales and Science externally funded projects. A further £318k relates to existing orders or projects where expenditure is being carried over into 2015/16. The remaining under-spends will be transferred to the contingency reserve, including £550k for IT, Digital Media, Buildings and Collections Services which arose due to transferring expenditure to capital in March.

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

The average time taken for payment of invoices for the year was 7.39 calendar days, which includes 97.5% of invoices settled within 30 days, above the Welsh Government target of 95%.

## **Non-Core Expenditure**

£897k was planned to be transferred to the SNHM redevelopment project during 2014/15 from revenue (£750k for the car park, and £147k for transition costs, which is net of £177k identified Change Programme savings). The majority of this expenditure has been delayed to 2015/16. At the end of the year the £750k for the car park was transferred from revenue to capital reserves. Other revenue costs incurred to date are £106k, with £50k HLF Funding being accrued against this.

The annual budget for Change Programme VRS and strain costs is £870k. Expenditure for the year was £646k, including £109k accrued pension strain costs. The remaining budget will be carried over for VRS costs in 2015/16.

Non-core expenditure will be funded by transfers from the Museum's revenue reserves in line with the approved high level budget forecasts.

## **Conclusion**

The Museum's revenue position at 31 March 2015 shows overall revenue reserves at the end of the year as £3m higher than budgeted, due to under-spends on salaries, operating costs and VRS costs. However the majority of the reserves balance is allocated to existing commitments, provisions for holiday pay and premium pay buy-outs, ring-fenced external funding and the SNHM redevelopment project, or will be needed to manage the SNHM redevelopment project cash-flow requirements over the coming 2 years.

Change Programme savings have been realised as planned. As at 31 March 2015, 36 posts in total from the start of the Change Programme have been lost as planned, consisting of 5 fixed term contracts not renewed, 26 staff leaving under VRS, 3 taking early retirement, and 2 normal retirements. Savings under the £900k savings plan have also been achieved as planned to date.

The Museum's Procurement Strategy, updated to reflect the Welsh Government's Statement on Procurement Policy, was launched in February 2014, with a key objective to raise the profile and understanding of procurement across the Museum. A Procurement Group with representatives from various departments and sites has been set up and is reviewing documentation for Procurement Policies and Procedures and discussing training outlines for sites/departments. The first Procurement Awareness and Understanding training was held at the National Slate Museum in March 2015.

The Finance Department plan for 2014/15 included various initiatives for improving efficiency within finance functions. A pilot for the new expenses system started in 2014, a tender PQO was issued in March 2015 for a new finance accounting system, and Finance training plans for departments are being developed and rolled out across the Museum. The Finance Department is also piloting a new SharePoint Document Management System (Stôr), along with the Corporate Planning & Policy department.

Amgueddfa Cymru – National Museum Wales  
SPECIMEN FINANCIAL POSITION  
31 March 2015

	Annual Budget £'000	Year to Date Actual £'000	Budget Remaining £'000
<b>Income</b>			
Specimen Grant in Aid	538	538	0
Contributions	0	126	(126)
<b>Total Income</b>	<b>538</b>	<b>664</b>	<b>(126)</b>
<b>Expenditure</b>			
Departments	352	285	67
Special Purchases - Art	95	191	(96)
Y Gadair Ddu	10	0	10
HBU projects	124	78	46
Transfer to SNHM Redevelopment	654	123	531
Accrued HLF for SNHM Redevelopment	0	(58)	58
<b>Total Expenditure</b>	<b>1,235</b>	<b>619</b>	<b>616</b>
<b>Net Income/(Expenditure) in year</b>	<b>(697)</b>	<b>45</b>	<b>(742)</b>
<b>Cash b/f</b>	<b>697</b>	<b>697</b>	<b>0</b>
<b>Accrued income b/f</b>	<b>10</b>	<b>10</b>	<b>0</b>
<b>Cash c/f</b>	<b>10</b>	<b>752</b>	<b>(742)</b>

**Income**

The full £538k Specimen GIA for the year has been drawn down.

Contributions received include £25k from the Art Fund towards purchases including *Mountain Landscape – Swm Trifaen*, by Alfred William Hunt, £51k from the Derek Williams Trust towards purchasing various works, £8k from the Contemporary Art Society towards Andrea Buttner works, £10k from an individual donor towards a newly commissioned work in silver by Rauni Higson, £2k from the National Sciences Collections Association and £2k from Cadw.

**Expenditure**

Expenditure for the year by the Departments is £285k.

Special art purchases include *Mountain Landscape – Swm Trifaen*, by Alfred William Hunt, for £70k, a set of cinerary jars by Julian Stair for £7k, *'Small Bowl with Fabulous Beast'* by Catherine Yarrow for £4k, *'Blocked Field (Raglan)'* by Helen Sear for £6k, *'Last Punch of the Clock'* by David Garner for £8k, various works by Andrea Buttner totalling £19k, Swansea Potworks for £11k; and *'Untitled' (Triptych)* by David Rees for £38k.

The expenditure on SNHM Redevelopment is Historical Buildings Unit (HBU) work, mainly on Llys Rhosyr.

The cash brought forward amount at 1 April 2014 consisted of £697k cash in bank at the year end and £10k accrued HLF income for St Fagans project expenditure. Cash carried forward at 31 March 2015 comprises £684k cash, mainly for the St Fagans project, and £68k accrued HLF income for the St Fagans project.

**Amgueddfa Cymru – National Museum Wales**  
**CAPITAL FINANCIAL POSITION**  
**31 March 2015**

	<b>Annual Budget £'000</b>	<b>Year to Date Actual £'000</b>	<b>Budget Remaining £'000</b>
<b>Income</b>			
Capital Grant in Aid	1,110	1,110	0
SNHM Redevelopment Grant in Aid	1,334	1,334	0
HLF funding for SNHM Redevelopment	0	783	(783)
<b>Total Income</b>	<b>2,444</b>	<b>3,227</b>	<b>(783)</b>
<b>Expenditure</b>			
Capital Maintenance Programme	683	634	49
SNHM Redevelopment funded by Grant in Aid	2,511	1,006	1,505
SNHM Redevelopment funded by Reserves	593	0	593
SNHM Redevelopment funded by HLF	0	783	(783)
Residual Projects	0	0	0
Additional £550k expenditure	550	550	0
<b>Total Expenditure</b>	<b>4,337</b>	<b>2,973</b>	<b>1,364</b>
<b>Net Income/(Expenditure) in year</b>	<b>(1,893)</b>	<b>254</b>	<b>(2,147)</b>
<b>Cash b/f</b>	<b>1,831</b>	<b>1,831</b>	<b>0</b>
<b>Accrued income b/f</b>	<b>737</b>	<b>737</b>	<b>0</b>
<b>Transfer from revenue reserves</b>	<b>0</b>	<b>750</b>	<b>(750)</b>
<b>Cash c/f</b>	<b>675</b>	<b>3,572</b>	<b>(2,897)</b>

## Income

£1,110k capital GIA and £1,334k St Fagans project GIA has been drawn down for the year.

HLF funding towards the St Fagans project has been accrued in line with HLF eligible expenditure to date.

## Expenditure

Expenditure for the year on the agreed Capital Maintenance Programme is £634k. This includes £156k on the Art Galleries Lighting upgrades project, £76k on emergency works, £69k on electrical remedial works at NMC, £46k on the IT network, £42k on minor works across all sites, £42k on a new winder gearbox and new shaft winch at Big Pit, £33k roof repairs at NMC, £32k on health & safety (including fire precaution works), £23k on gas main renewal at St Fagans, £21k as final payment on the Upper West Wing project, £15k on electrical testing, £14k on building condition surveys, £9k on security works at St Fagans and £8k on new server chillers.

A total of £1,789k has been spent on the SNHM Redevelopment project, including £647k on the main building works and £116k on the ICT server room infrastructure works

Approximately £2m of the brought forward balance at the start of 2014/15 was allocated to the St Fagans project, with a further £550k carried forward representing the additional £550k allocated by the Welsh Government in March. At 31 March 2015 £3.6m cash is carried forward for the SNHM redevelopment project, comprising £2.1m cash and £1.5m accrued HLF income.