

## Amgueddfa Cymru - National Museum Wales

<b>Nodyn diogelu</b>  <b>Cover note</b>	<a href="#"><u>Bwrdd yr Ymddiredolwyr</u></a>  <b>Board of Trustees</b>
<b>Dyddiad y cyfarfod / Date of meeting</b> 12 July 2012	<b>Rhif agenda / Agenda number</b> 5
<b>Teitl y papur / Paper title</b> Director General's Report Quarter 4 (year end) 2011-2012	<b>Awdur / Author</b> David Anderson
<b>Dyddiad / Date</b> 4 July 2012	<b>Cyfrinachol? / Private and confidential?</b> <i>Û yn ôl y galw / as appropriate</i>  <b>Ie / Yes</b> <b>Na / No Û</b>
<b>Disgrifiad byr / Brief description</b>  The year end report covering performance against Vision Map Key Objectives and visitor figures to sites and the website.	
<b>Adnoddau angenrheidiol</b> Resource implications and requirements	<i>Û yn ôl y galw neu rhwng manylion / as appropriate or describe</i>
<b>Dim</b> None	
<b>O fewn y gyllideb bresennol</b> Within existing budgets	<i>Û</i>
<b>Adnoddau angenrheidiol – manylion a chost</b> Resources required – details and cost	
<b>Gofynnir i aelodau / Members are asked to</b>	<i>Û yn ôl y galw / as appropriate</i>
<b>Trafod a chytuno</b> Discuss and approve	
<b>Derbyn gwybodaeth a briffio</b> Receive information and be briefed on	<i>Û</i>
<b>Derbyn a nodi</b> Receive and note	

## Director General's Report Q4 (year-end) 2011-2012

Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out- turn	Annual Target (quarterly target)	Out-turn to end of Quarter 4	Qualitative Report
<b>World-class museum spaces (The People of Wales)</b>	Number of visits*	1,656,340	1,550,000	1,690,026	At St Fagans: National History Museum, the enabling infrastructure works to enable the site to be ready for redevelopment were completed. The 'Making History at St Fagans' bid was submitted to HLF on 19 <sup>th</sup> March. At National Museum Cardiff, the National Museum of Art project was completed successfully and opened to programme. Developments on the ground floor at NMC saw the opening and evaluation of the Insight Gallery and the refurbished Natural History Galleries. Improvements have been made at each of the museums in line with the development plans for each site. Progress against milestones = <span style="color: green;">green</span>
<b>International reputation (The People of Wales)</b>	Number of venues to which loans made across the world*  Number of international collaborations	310 (101 in Wales)  New Indicator	310  New Indicator	312 (99 in Wales)  New Indicator	AC hosted the exhibition 'From Steep Hillside....' from Dazu which received the highest ever attendance figures for an exhibition in that particular gallery at NMC. Several follow-up visits by the DG and staff have progressed the relationship. AC continued to be a lead partner in the delivery of Peoples Collection Wales. Big Pit, National Slate Museum and National Waterfront Museum Swansea continue to support the European Route of Industrial Heritage as key 'anchor points'. Staff from AC contributed to the OpenArch EU Cultra project and joint work by the network of continental partners under the International Geological Correlation Programme on fossil plants progressed well towards targets. Work towards a second US Tour saw selection of works finalised, two venues agreed and others under consideration. Progress against milestones = <span style="color: green;">green</span>
<b>Collections and research</b>	Number of research projects	220	161	203	A focus on contemporary collecting was achieved through collaboration on the Museums Association funded 'Effective

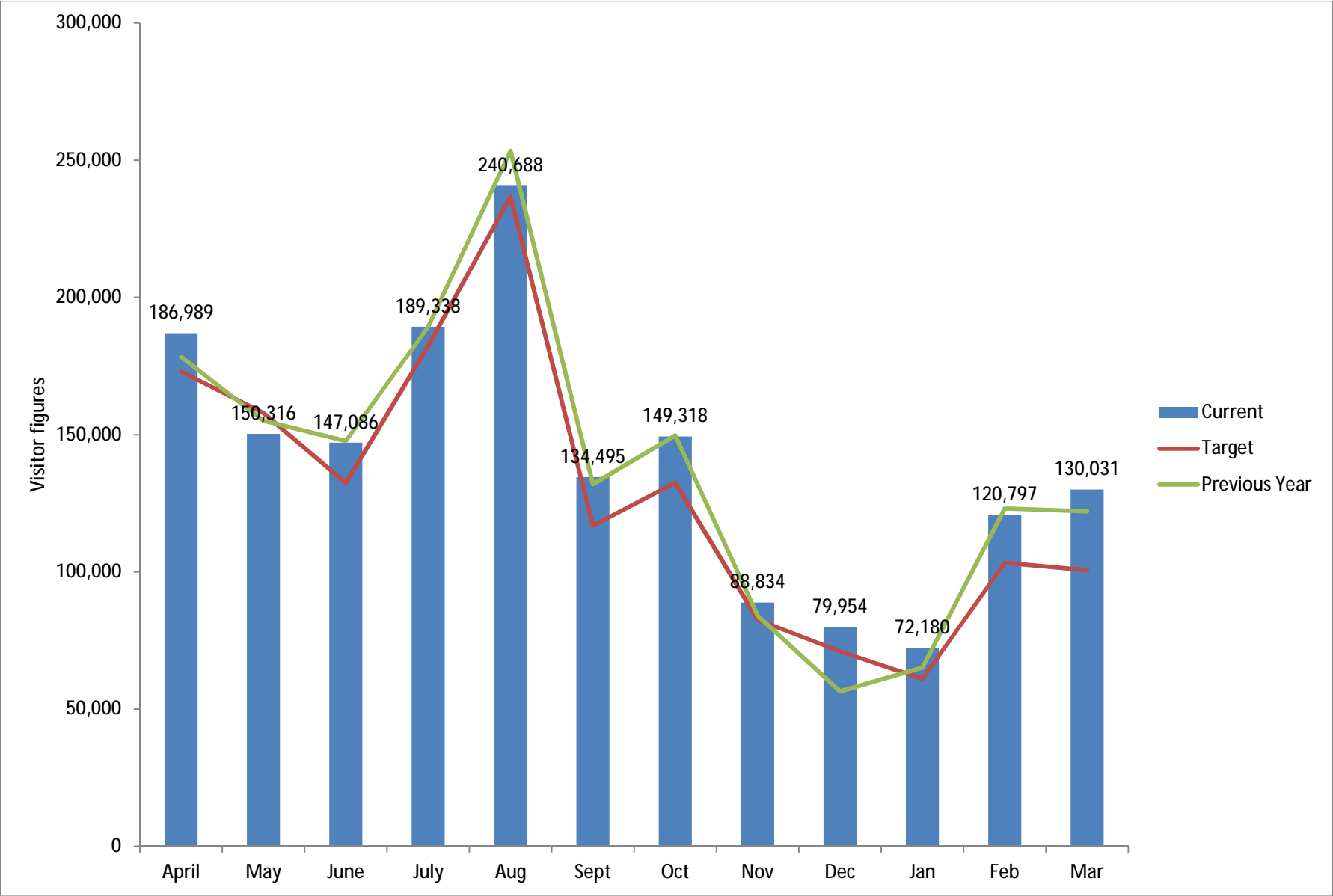
Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out-turn	Annual Target (quarterly target)	Out-turn to end of Quarter 4	Qualitative Report
<b>(Presenting Wales)</b>	% Documentation projects on target	New Indicator	75%	80%	Collecting' project to survey post-1950's sports objects in dispersed collections and through our work with Peoples Collection Wales. Work continued to maintain and improve the international standards of collection care at AC to materially enhance access to and use of the national collections, for example through reviewing the collection archive, working towards making the library holdings public and implementing a new staff structure for collections documentation and care. Progress against milestones = <b>green</b>
<b>Priority audiences (Presenting Wales)</b>	Number of visits by priority audiences  Number of events targeted at priority audiences	New Indicator  New Indicator	New Indicator  New Indicator	New Indicator  New Indicator	Audience Development Action Plans for each of the museums were successfully implemented and a range of initiatives and events targeted at AC's priority audiences (tourists, families and young people) were underpinned by on-going visitor research. As part of the 'Making History' project, an interpretation strategy for St Fagans was developed with a focus on AC's priority audiences. Progress against milestones = <b>green</b>
<b>Communicating collections (Presenting Wales)</b>	Number of formal education visits*  Number of informal education visits*	233,713  235,261	229,000  200,000	248,425  242,381	Significant work went into developing and sustaining an innovative programme of modern and contemporary art for the new National Museum of Art and in support of that a new companion guide was published. New interpretation was introduced into the Natural History galleries at NMC and this was complemented by open days to highlight the Biodiversity and Systematic Biology collections. At St Fagan's 'Creu Hanes 1500-1700' supported the development of the 'Making History' content and concept. The extensive programmes of exhibitions and learning projects were delivered to target. Progress against milestones = <b>green</b>
<b>Partnerships (Improving)</b>	Number of active partnership projects	23	20	25	AC has worked extremely hard this year to expand community, strategic and financial partnerships. The revised

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performance)					Sharing Treasures scheme was launched by the Minister in November 2011. Collaborative partnerships have been forged around each of AC's sites and we have continued to develop our strong relationships with Oriel y Parc and Wrexham Museum. Our relationships with Cardiff City Council and the City & County of Swansea continue to develop and the DG was appointed to the Board of Cardiff & Co. AC has continued to work within Communities First partnerships to deliver projects to areas of deprivation and contribute to Welsh Government's anti-poverty agenda. Progress against milestones = <b>green</b>
<b>Talent, skills and competencies (Improving performance)</b>	Percentage of staff in receipt of Training and Development Number of volunteering opportunities	24.03%	25%	31.7%	Investors In People (IIP) status has been maintained at Big Pit, National Slate Museum, National Waterfront Museum Swansea, National Roman Legion Museum and awarded at St Fagans with both the Roman Legion Museum and National Waterfront Museum Swansea now having Gold status (highest possible). There was a continuing roll-out of the new competency-based framework for staff Performance Development Reviews (PDRs). The review of the structure of the organisation was on-going and a plan approved by the Board of Trustees in October 2011. A programme focussing on celebrating success at a range of levels across the organisation was agreed and implemented. Progress against milestones = <b>green</b>
<b>New Media (Improving performance)</b>	Number of website visits*	1,392,957	1,200,000	1,648,896	A key focus in this area over the past year has been through our role as lead partner in Peoples Collection Wales. Work has continued to progress Rhagor and to develop a mobile version of this. Wi-Fi is now available across all Museum sites and video-conferencing equipment was installed at all target sites and extended to all remaining sites except Nantgarw.

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					Progress against milestones = green
<b>Advocating for sustainability (Financial success)</b>	Number of people at targeted advocacy events	900	500	1000	<p>The Communications and Advocacy Strategies have been successfully implemented and there has been on-going work to support Trustees in their advocacy for AC. The Patrons and Friends of AC continue to be extremely important supporters and contributors to AC in a range of ways. Successful AC stands were present at the key national events across the year and record numbers of visitors were noted at the stand at the Urdd Eisteddfod.</p> <p>Progress against milestones = green</p>
<b>Development and use of resources (Financial success)</b>	Profit returned from Enterprises	£338,813	£416,168	£490,918	<p>AC continued to work successfully with Welsh Government to ensure that the budgets were managed appropriately. A Social Responsibility framework for AC was created. The Enterprises Development plan was implemented with progress being reviewed at each Enterprises Board meeting. There was continuing research and identification of opportunities for fundraising through corporations, trusts and individuals. The fundraising strategy for 'Making History' was completed and submitted as part of the HLF bid. On sustainability front, a combined heat and power plant was installed at National Museum Cardiff and Green Dragon Level 3 was obtained for AC. New environmental parameters for the gallery spaces were agreed and implemented. There has been an on-going reduction in the amount of electronic equipment through a process of server consolidation and virtualisation and improvements to the Museum Printer Network. In the promotion of sustainable transport for National Museum Cardiff and St Fagans, new cycle shelters have been provided.</p> <p>Progress against milestones = green</p>
	Funding generated by Development Department	£675,105	£1,374,876	£1,174,261	
	Research Income	£49,802	£120,000	£95,897	

\*Welsh Government Dashboard Indicators

Visits to Amgueddfa Cymru sites 2011-2012



Visits to Amgueddfa Cymru Website 2011-2012



## Annex 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 Wales where there is mutual benefit to both partners
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 organised by a member of museum staff. Summation of actual counts of participants in off-site programmes</p>



Key Performance Indicator	Definition
Number of active partnership projects	Number of key corporate partnership relationships at the start of the year plus the number of partnership relationships built during the year
Percentage of staff in receipt of Training and Development	Number of staff in receipt of training and development during the quarter expressed as a percentage of the total number of staff
Number of volunteering opportunities	Number of volunteering vacancies offered by Amgueddfa Cymru during the quarter
Number of website visits*	The number of website visits calculated using 'AWStats' and 'Google Analytics', together with analytical narrative on hits, downloads and dwell time
Number of people at targeted advocacy events	Number of attendees at targeted advocacy events, expressed in relation to the number of invitees and the number of events, supported by a narrative on the purpose of events
Profit returned from Enterprises	The net profit (having taking into account costs) raised through Enterprises within the financial year
Funding generated by Development Department	Income raised through fundraising within the financial year
Research Income	Research income generated as a result of partnerships