

Amgueddfa Cymru - National Museum Wales	
<p>Nodyn diogelu</p> <p>Cover note</p>	<p>Bwrdd yr Ymddiredolwyr</p> <p>Board of Trustees</p>
<p>Dyddiad y cyfarfod / Date of meeting 6 December 2012</p>	<p>Rhif agenda / Agenda number 7</p>
<p>Teitl y papur / Paper title Director General's Report</p>	<p>Awdur / Author David Anderson</p>
<p>Dyddiad / Date 27 November 2012</p>	<p>Cyfrinachol? / Private and confidential? <i>Û yn ôl y galw / as appropriate</i></p> <p>Ie / Yes Na / No <i>Û</i></p>
<p>Disgrifiad byr / Brief description</p> <p>The Quarter one report covering performance against Vision Map Key Objectives and visitor figures to sites and the website.</p>	
<p>Adnoddau angenrheidiol Resource implications and requirements</p>	<p><i>Û yn ôl y galw neu rhwngch manylion / as appropriate or describe</i></p>
<p>Dim None</p>	
<p>O fewn y gyllideb bresennol Within existing budgets</p>	<p><i>Û</i></p>
<p>Adnoddau angenrheidiol – manylion a chost Resources required – details and cost</p>	
<p>Gofynnir i aelodau / Members are asked to</p>	<p><i>Û yn ôl y galw / as appropriate</i></p>
<p>Trafod a chytuno Discuss and approve</p>	
<p>Derbyn gwybodaeth a briffio Receive information and be briefed on</p>	<p><i>Û</i></p>
<p>Derbyn a nodi Receive and note</p>	

Amgueddfa Cymru – National Museum Wales

Meeting of the Board of Trustees

December 6th 2012

Director General's Report to the Board Q2 2012-2013

Please find attached my Q2 report to the Board comprising the dashboard of indicators, graphical and tabular representations of the number of visits to sites, a graph showing the number of website visits, and a new financial report.

Performance reporting

On the dashboard, the quantitative indicators are performing well and are generally to target with the exception of the number of formal education visits which, although coming in above target for Q2, remains below target for the six-month period. Work continues to benchmark and to monitor this particular indicator closely over the remainder of the year.

The qualitative reports give examples of good progress for all the perspectives, although a number of projects such as the reviews of collections, research and conservation strategies have been rightly rescheduled to follow-on from the Change Programme in 2013.

The progress against target/milestones for each Vision Map objective is green with the exception of 'Communicating Collections' owing to the below-target formal education visits figure and this is rated at green/yellow.

In relation to the number of visits to sites during Q1 and Q2, Amgueddfa Cymru attracted 1,097,533 visitors which exceeded the target by 78,433 visitors (+7.70%) and an extra 48,622 visitors (+4.64%) compared to the same period last year. Several sites have exceeded both their 2012 targets and the 2011 figures for the period. A combination of our marketing communications (TV campaign, consumer press work, etc), our public programme and the core offer of the museums themselves have all helped with achieving such excellent figures.

The website visits are following the same pattern as previous year but with a higher volume of traffic. Amgueddfa Cymru's usual peak in August is tied to summer holiday museum attendance and activities, with a large number of web visits to 'What's On' and museum homepages. Our top referrers (apart from search engines) are from tourism websites like visitcardiff.com and dayoutwiththekids.co.uk. August and July saw 326,000 visits to the Amgueddfa Cymru website.

Financial reporting

The financial annex provides the September financial position report. Revenue income and expenditure is generally in line with expectations. A number of items have been purchased using the specimen budget including some which have been partly funded by third party contributions. Capital expenditure is proceeding to plan.

David Anderson, Director General

Director General's Performance Report Q2 (April – September) 2012-2013

Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out- turn	Annual Target (6-month target)	Out-turn to end of Quarter 2	Qualitative Report (April – September 2012)	Progress against target/ milestone
World-class museum spaces (The People of Wales)	Number of visits*	1,690,340	1,600,000 (1,019,100)	1,097,533	HLF funding was confirmed for the development of St Fagans: National History Museum and planning and listed building consent was approved in August. A feasibility study and options appraisal has been completed for the redevelopment of the National Roman Legion Museum. In addition to new corporate banners at each of the sites, cross-marketing promotions are being developed and during July/August walking tours linking National Slate Museum and Dolbadarn Castle operated by Cadw were trialled.	Green
International reputation (The People of Wales)	Number of venues to which loans made across the world*	312 (99 in Wales)	310	285 (95 in Wales)	Exhibition proposals for Chongqing (March 1 st 2013) are now well-advanced with the themes, content and design agreed. Work has continued with the AFA on the proposed 'Landscapes' art tour to the USA with three venues now confirmed. Work on Artes Mundi is well advanced and the learning programme has been developed.	Green
	Number of international collaborations	New Indicator	100	92		
Priority audiences (Presenting Wales)	Number of visits by priority audiences	New Indicator	No target	This will be reported once major survey complete	New Audience Development Action Plans have been produced for each museum and are being implemented.	Green
	Number of events targeted at priority audiences	New Indicator	No target this year	398	As part of the new Visitor Profile study across all sites, interviews have started and will continue until March 2013. Interim results will be available in the autumn. A review of system requirements for an organisation-wide booking system is underway. 'Transforming Children's Lives' child poverty conference hosted and organised by Amgueddfa	

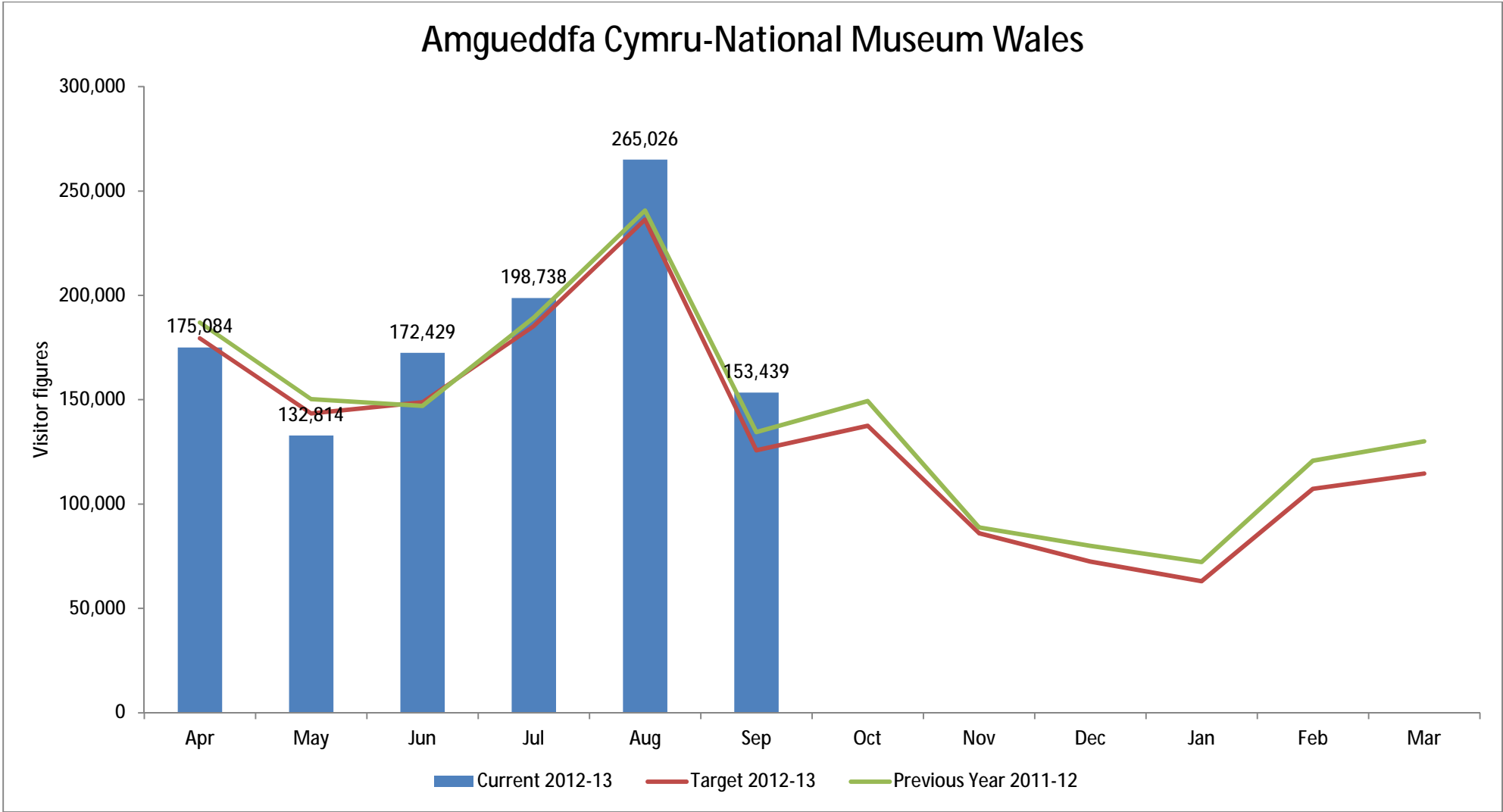
Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out- turn	Annual Target (6-month target)	Out-turn to end of Quarter 2	Qualitative Report (April – September 2012)	Progress against target/ milestone
					Cymru in July attracted over 130 delegates and was extremely successful. An evaluation report has been produced and a legacy document 'resource pack' is being prepared. Bling displays opened at all museums (except St Fagans) and in total the project worked successfully with 20 groups of people and 17 artists. Oral testimony featured as part of the Transforming Children's Lives conference. Work on organisation-wide booking system delayed but expected to deliver in-year.	
Collections and research (Presenting Wales)	Number of research projects % Collections computerised to inventory standard	203 46.8%	228 48.5% (48.2%)	230 49%	Reviews of collections, research and conservation all to follow the Change Programme in 2013. Phase 1 of the consortium-led JISC-funded digitisation project of GB and Ireland type fossil specimens leading to an open freely accessible on-line database has been completed and phase 2 is underway. Amgueddfa Cymru has recently joined the Welsh Institute for Research of Art and Design (WIRAD) in order to increase research capacity. An MOU with the National Botanic Garden has been drafted and awaits sign-off. Discussions have taken place with staff from Cardiff University on collaborations in teaching, internships and placements. Headland design have completed report on our preliminary work with CyMAL to scope options for the interpretation of aspects of people's history in Wales.	Green

Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out- turn	Annual Target (6-month target)	Out-turn to end of Quarter 2	Qualitative Report (April – September 2012)	Progress against target/ milestone
Communicati ng collections (Presenting Wales)	Number of formal education visits*	248,425	235,000 (124,000)	115,058	The formal learning figures during Q2 were above target but for the six-month period the figure remains under target. Work continues to benchmark and to monitor figures across the year. Work continues on a new Exhibitions Strategy and a new Publications Strategy has been drafted. A meeting of the prospective venues for an exhibition to celebrate the Tercentenary of Richard Wilson has taken place to agree the content. The rolling programme of exhibitions at all sites is on target. The National Slate Museum's principal exhibition for 2012, Dathlu'r Deugain/Fab 40, opened in May. Planning has begun to collect material for the celebration of Big Pit's 30 th anniversary as a museum in 2013. Proposals for the centenary of the start of WW1 are now in place and have been discussed with the Imperial War Museum.	Green/ Yellow
	Number of informal education visits*	242,381	200,000 (100,000)	149,631		
Partnerships (Improving performance)	Number of active partnership projects	25	23	Reported annually	AC continues to work with CyMAL and the other partners in implementing the Welsh Government's Museums Strategy and our action plan on this has been updated. New partners in the re-launched Sharing Treasures Scheme were announced by HLF and CyMAL in July 2012. The Medieval Minds exhibition is proving to be successful in Wrexham Museum. AC continues to support the bid for World Heritage Status for the slate areas in North Wales.	Green
Talent, skills and competencies (Improving performance)	Percentage of staff in receipt of Training and Development	31.7% New	25% 20 (10)	15.3% 13	The new HR Strategy is being implemented. The Heritage Horticultural Skills scheme has received second phase funding from the HLF and a second tranche of trainees started in September. We are part of the group running this initiative. IIP standard was	Green

Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out- turn	Annual Target (6-month target)	Out-turn to end of Quarter 2	Qualitative Report (April – September 2012)	Progress against target/ milestone
	Number of volunteering opportunities	indicator			achieved for the first time at St Fagans in April and preparatory work for achieving IIP at the National Wool Museum is underway.	
New Media (Improving performance)	Number of website visits*	1,648,896	1,450,000 (725,000)	935,974	Work as a lead partner on Peoples Collection Wales is continuing with the implementation of the action plan agreed by the federated management service and the tendering process for the service provider is underway. Recruitment of the project team for the Esmee Fairbairn Foundation-funded Natural Images historic photograph digitisation project has been completed and scanning of images has now commenced. Natural Images research lectures took place on 17 October with 165 people in attendance.	Green
Advocating for sustainability (Financial success)	Number of people at targeted advocacy events	1000	1000 (500)	490	The Museum's stand at the Urdd Eisteddfod received 2695 visitors including the First Minister, who tried his hand at slate splitting. A staffed-stand was provided at the Royal Welsh Show with success. Amgueddfa Cymru's presence at the National Eisteddfod in the Vale of Glamorgan was extremely successful with over 4000 people visiting the stand during the week.	Green
Development and use of resources (Financial success)	Profit returned from Enterprises Funding generated by Development Department Research Income	£490,918 £1,174,261 £95,897	£401,928 (£385,164) £1,984,114 £170,000	£440,245 £847,751 Reported Annually	The Museum's budget plans were produced and presented to the PRC in May and operations are continuing to budget. Work is underway to evaluate the feasibility of photovoltaic arrays at Big Pit and Nantgarw. Green Dragon Level 3 accreditation has been achieved at all sites.	Green

*Welsh Government Dashboard Indicators **Colour coding:** **Green** – milestones achieved to target; **Yellow** – milestones delayed/below target but deliverable within year; **Orange** – milestones delayed/below target but deliverable within next year; **Red** – milestones undeliverable

Visits to Amgueddfa Cymru sites 2012-2013



AMGUEDDFA CYMRU - NATIONAL MUSEUM WALES

CUMULATIVE VISITOR FIGURES April - Sept 2012

PLUS VARIANCE FROM 2011 and 2000

Museum	2012 Actual	2012 Target	2011	2000	Variance from Target		Increase/Decrease 2011		Increase/Decrease on 2000	
					No.	%	No.	%	No.	%
Cardiff	251,347	194,000	213,077	128,132	57,347	29.6	38,270	18.0	123,215	96.2
St Fagans	419,375	424,000	417,555	227,199	-4,625	-1.1	1,820	0.4	192,176	84.6
Roman	44,616	38,000	40,795	41,076	6,616	17.4	3,821	9.4	3,540	8.6
Wool	23,571	16,600	19,383	6,905	6,971	42.0	4,188	21.6	16,666	241.4
Slate	101,051	106,500	111,890	39,991	-5,449	-5.1	-10,839	-9.7	61,060	152.7
Big Pit	102,225	101,500	101,035	56,312	725	0.7	1,190	1.2	45,913	81.5
Waterfront	155,348	138,500	145,176		16,848	12.2	10,172	7.0		
TOTAL	1,097,533	1,019,100	1,048,911	499,615	78,433	7.70	48,622	4.64	442,570	88.6

Oriel y Parc: 100,640

Visits to Amgueddfa Cymru Website 2012-2013



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 organised by a member of museum staff. Summation of actual counts of participants in off-site</p>

Key Performance Indicator	Definition
	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 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

***Welsh Government dashboard indicators**

Annex 1 Amgueddfa Cymru – National Museum Wales
REVENUE FINANCIAL POSITION
30 September 2012

	Annual	Year to Date				Previous Year to Date		
	Budget £'000	Budget £'000	Actual £'000	Budget Variance £'000	%age	Actual £'000	Variance £'000	%age
Core Income								
Revenue Grant in Aid	22,447	10,279	10,279	0	0%	9,674	605	6%
People's Collection Grant	395	198	96	(102)	-51%	90	6	-
HLF funding - SNHM Redevelopment	0	0	0	0	0%	0	0	0%
Trading Subsidiary Profit	402	0	0	0	0%	0	0	0%
Trading Subsidiary Recharges	162	81	79	(2)	-2%	80	(1)	-1%
Contribution from CCS	544	272	254	(18)	-7%	249	5	2%
Dept Self Generated Income	582	249	289	40	16%	169	120	71%
Specimen/Private Funds Transfer	99	27	27	0	0%	27	0	0%
Total Core Income	24,631	11,106	11,024	(82)	-1%	10,289	735	
Core Expenditure								
Staff Costs	19,527	9,449	9,406	43	0%	9,051	(355)	-4%
Operating Costs	6,385	2,832	2,807	25	1%	2,727	(80)	-3%
Transfer to CMP	9	0	0	0	0%	0	0	0%
Loan repayments Carbon Trust	44	22	22	0	0%	0	(22)	-
Cash b/f earmarked- transfer from reserve	(989)	(989)	(989)	0	0%	(895)	94	-11%
Transfer from reserves - approved commitments	(286)	(286)	(286)	0	0%	0	286	-
Total Core Expenditure	24,690	11,028	10,960	68	1%	10,883	(77)	
Net Core Expenditure	(59)	78	64	(14)		(594)	658	
Non-Core Expenditure								
Net SNHM Redevelopment income/expenditure	255	128	158	(31)	-24%	0	(158)	-
VRS costs	97	97	93	4	4%	0	(93)	-
Total Non-Core Expenditure	352	225	251	(27)		0	(251)	
Transfer from reserves to Non-Core	(352)	(225)	(251)	(27)	12%	0	251	-
Net Income/(Expenditure) in year	(59)	78	64	(14)	17%	(594)	500	

Core Income

£10.279m Revenue Grant in Aid has been drawn down as at the end of the month, in line with year to date revenue expenditure and forecasts. Other grants of £98k are receivable from the Welsh Government for the People's Collection project, out of £395k awarded for the year.

Trading subsidiary recharges year to date amounted to £79k, and a contribution of £254k from CCS towards the running costs of the National Waterfront Museum (NWMS) has been received as at the end of the month, roughly in line with budget.

Actual year to date department self-generated income was £289k, exceeding the year to date budget by £40k, around half of which is due to timing of receipts. Grants received include £49k for St Fagans: National History Museum (SNHM) from Paul Hamlyn, £34k for the Geology Department from the Joint Information Systems Committee, £18k for Archaeology & Numismatics from the British Museum for portable antiquities and £10k from CyMAL for the Child Poverty Conference.

The Specimen/Private Funds transfer annual budget represents transfers from the Specimen Grant of £54k to contribute to the Historic Buildings Unit staff costs, of which £27k has been transferred for the first half of the year, and from Private Funds of £45k to cover the cost of the Development department operating costs. The full amount is expected to be transferred for the year.

Core Expenditure

Actual staff costs were £9.406m against a year to date budget of £9.449m giving an underspend to date of £43k, mainly due to vacant posts in NWMS. There is a significant overspend of £42k for SNHM Visitor Services, some of which is seasonal. The annual staff costs budget includes a provision for a salary uplift of £280k (which covers a potential inflation uplift for those earning less than £21k). The uplift is expected to be processed in November.

Operating costs actual year to date spend was £2.807m against a year to date budget of £2.832m, an under-spend of £25k, 1% of budget. The reduction in year to date under-spend compared with the August management accounts is due to re-profiling the NWMS budget. Budgets are in most cases expected to be fully spent by the end of the year.

£9k is budgeted to be transferred to capital projects expected to be carried out by the end of the year. The loan repayments to the Carbon Trust will also be made in full by the end of the year.

The average time taken for payment of invoices in the 6 months from April 2012 was 9.5 calendar days, which includes 97.1% of invoices settled within 30 days.

Non-Core Expenditure

£255k is planned to be transferred to the SNHM redevelopment project during 2012-13. Costs incurred against this project were £158k to the end of September. £93k VRS costs have been incurred, slightly less than the budget of £97k. Non-core expenditure in 2012-13 is being funded from reserves, in line with the Museum's previously agreed plans.

Conclusion

The Museum's revenue position at 30 September 2012 is broadly in line with budget, with expenditure and reserves being well managed, and some savings made.

The Museum's Procurement Strategy is currently being updated to reflect new public policy initiatives. The Strategy will be launched early in 2013, following the Welsh Government's publication of a Statement on Procurement Policy. A key element of the Strategy will be a drive to raise the profile of procurement across Museum. In the meantime the Finance Department is working with the Departments and Sites to encourage more efficient use of the Museum's procurement systems, including the procurement card, to achieve improved value for money purchasing and budgetary control.

Plans are also in place to implement new systems for HR and payroll, sales invoicing, and expenses, which will enable further automation of systems, achieving business process efficiencies.

Amgueddfa Cymru – National Museum Wales
SPECIMEN FINANCIAL POSITION
30 September 2012

	Annual Budget £'000	Year to Date Actual £'000	Budget Remaining £'000
Income			
Specimen Grant in Aid	538	0	538
Contributions	0	247	(247)
Total Income	538	247	291
Expenditure			
Departments	463	183	280
Special Purchases	120	229	(109)
Transfer to SNHM Redevelopment	510	52	458
Total Expenditure	1,093	464	629
Net Income/(Expenditure) in year	(555)	(217)	(338)
Cash b/f	665	665	0
Cash c/f	110	448	(338)

Income

There has been no draw down of Grant in Aid to date as the cash brought forward from the previous year has been funding expenditure. The full £538k will be drawn down during the year.

Contributions includes £209k received from HLF and the Art Fund towards the purchase of 2 paintings of Margam House, and £30k received from the Derek Williams Trust towards special art purchases, including £25k towards the 2011-12 purchase of 'Blaenau Ffestiniog Circle' by Richard Long. The A&N Department received a grant of £8k for cave research.

Expenditure

Year to date expenditure by the Departments is £183k, including £7k on an Ichthyosaur Skull by the Geology Department, £25k on 4 silver casters by the Art Department, and £27k transferred to the HBU salaries revenue budget for the first 6 months of the year.

£229k has been spent on special art purchases, being the paintings of Margam House referred to above (£219k), and 'Fossil Panel' by Steffen Dam (£10k).

£52k has been spent on the Vulcan project by HBU, as part of the SNHM Redevelopment project.

It is anticipated that £110k will be carried forward at the end of the year, towards further expenditure on the SNHM Redevelopment project.

Amgueddfa Cymru – National Museum Wales
CAPITAL FINANCIAL POSITION
 30 September 2012

	Annual Budget £'000	Year to Date Actual £'000	Budget Remaining £'000
Income			
Capital Grant in Aid	600	0	600
Transfer from Revenue	9	0	9
Transfer from Private Funds/Development	62	0	62
Other	0	0	0
Total Income	671	0	609
Expenditure			
Capital Maintenance Programme	593	102	491
Transfer to SNHM Redevelopment	116	8	108
SNHM Infrastructure	400	321	79
Residual Projects	0	0	0
Total Expenditure	1,109	431	678
Net Income/(Expenditure) in year	(438)	(431)	(69)
Cash b/f	807	807	0
Cash c/f	369	376	(69)

Income

There has been no draw down of Grant in Aid to date as the cash brought forward from the previous year has been funding expenditure. The full £600k will be drawn down during the year.

Expenditure

Year to date expenditure includes £102k on the agreed Capital Maintenance Programme, of which £56k is on minor works across all sites, £11k is on accessibility issues and £9k is on the IT network. The transfer to the SNHM Redevelopment project will take place later in the year. The £321k spent on SNHM Infrastructure is the budget overspend from 2011-12, which arose due to timing differences. An equivalent amount is included in the cash brought forward figure.

It is anticipated that £369k will be carried forward at the end of the year, which is committed to the SNHM Redevelopment project.