

Amgueddfa Cymru - National Museum Wales	
Nodyn diogelu Cover note	Bwrdd yr Ymddiriedolwyr Board of Trustees
<b>Dyddiad y cyfarfod</b> / Date of meeting 23 May 2013	<b>Rhif agenda</b> / Agenda number 8
<b>Teitl y papur</b> / Paper title Director General's Report to the Board Year End 2012-2013	<b>Awdur</b> / Author David Anderson – Director General
<b>Dyddiad</b> / Date 14 May 2013	<b>Cyfrinachol?</b> / Private and confidential? <i>Û yn ôl y galw</i> / as appropriate  <b>le</b> / Yes <b>Na</b> / No <b>Û</b>
<b>Disgrifiad byr</b> / Brief description  The Year End 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 financial report.	
<b>Adnoddau angenrheidiol</b> Resource implications and requirements	<i>Û yn ôl y galw neu rhwngch manylion / as appropriate or describe</i>
<b>Dim</b> None	
<b>O fewn y gyllideb bresennol</b> Within existing budgets	<b>Û</b>
<b>Adnoddau angenrheidiol – manylion a chost</b> Resources required – details and cost	
<b>Ystyrir Cyfleon Masnachol</b> Commercial Opportunities considered	
<b>Gofynnir i aelodau</b> / Members are asked to	<i>Û yn ôl y galw</i> / as appropriate
<b>Trafod a chytuno</b> Discuss and approve	
<b>Derbyn gwybodaeth a briffio</b> Receive information and be briefed on	<b>Û</b>
<b>Derbyn a nodi</b> Receive and note	

## Amgueddfa Cymru – National Museum Wales

### Meeting of the Board of Trustees

May 23<sup>rd</sup> 2013

#### Director General's Report to the Board Year End 2012-2013

Please find attached my Year End 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 financial report.

#### Performance reporting

On the dashboard, the quantitative indicators show an excellent performance for the year and are generally to target with the exception of the number of formal education visits which was under target, for the first time in many years. We believe that this partly indicates that the national trend for declining school visits is finally hitting Amgueddfa Cymru. A number of other factors will also have had an impact including colder weather with snow disruption, school visits cancelled on two strike days and the timing of Easter. The situation with this indicator will be kept under review during 2013/14 by the Director of Learning, Exhibitions and New Media especially in relation to the introduction of charging for facilitated visits in September.

The qualitative reports demonstrate that the performance has been very good, although a number of projects such as the reviews of collections, research and conservation strategies have been rescheduled to follow-on from the Change Programme in 2013 and feature in the Operational Plan 2013-2014.

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 orange.

In relation to the number of visits to sites, Amgueddfa Cymru has had an extremely successful year with 1,745,315 visitors across all our sites during 2013-14, which is well above target, exceeding 1.7m visitors for the first time ever. We exceeded the target of 1,600,000 by 145,315 visitors, up by 9.08% on target. Last year we attracted a total of 1,690,026 visitors, and this year we had an extra 55,289 visitors compared to the previous year of 2011-12, up by 3.27%. Amgueddfa Cymru has now achieved record visitor figures for two consecutive years. Five out of seven museums exceeded their annual targets and four museums within the group have had their best ever figures: National Museum Cardiff attracted an impressive 477,399 visitors – just 23,000 visitors off the half a million mark; National Waterfront Museum

Swansea achieved 271,452 visitors; National Roman Legion Museum had 71,992 visitors and National Wool Museum attracted 34,309 visitors.

2012-13 showed an increase in website visits on previous years ending with an all-time high of 1,895,877 website visits. The reason for the steep upward curve during Q4 is due a very high click through to our site as a result of Artes Mundi and a 'Google Doodle' for St. Davids Day, featured on the Google homepage on March 1<sup>st</sup>. Amgueddfa Cymru was the second search result visible to 'St David's Day' searches.

### Financial reporting

The Financial Position Report for the year ended 31 March 2013 shows overall income, expenditure and carried forward reserves in line with approved budgets, with some variances due to timing issues. Revenue, capital and specimen grant-in-aid were all fully drawn down by the end of the year, and cash held was within the Welsh Government carry forward limits. 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 Year End (April – March) 2012-2013

Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out- turn	Annual Target	Out-turn to year end	Qualitative Report (April 2012 – March 2013)	Progress against target/ milestone
<b>World-class museum spaces (The People of Wales)</b>	Number of visits*	1,690,026	1,600,000	1,745,315	Excellent progress made to plan on the St Fagans re-development. Preparatory work and stakeholder engagement to inform National Museum of Natural History development was put on hold until after the Change Programme. There has been good progress on the other site projects including plans developed for the Mill and Ty Pen Pownd at the National Wool Museum and feasibility study and options appraisal for the redevelopment of the National Roman Legion Museum.	Green
<b>International reputation (The People of Wales)</b>	Number of venues to which loans made across the world*  Number of international collaborations	312 (99 in Wales)  New Indicator	310  100	312 (104 in Wales)  93	Exhibition at Chongqing was successfully opened on March 4 <sup>th</sup> 2013. Work has continued with the AFA on the proposed 'Landscapes' art tour to the USA with four venues now confirmed. Artes Mundi V opened to programme. A comprehensive learning resource was produced and live guides trained. The awards dinner was held on 29 November. Work on the International Strategy underway for consideration by the Board in July.	Green
<b>Priority audiences (Presenting Wales)</b>	Number of visits by priority audiences	New Indicator  New Indicator	No target  No target this year	This will be reported once major survey complete  770	New Audience Development Action Plans have been produced for each museum and are being implemented. The Visitor Profile study across all sites has been completed and the final results are being collated. Interim results have already been reviewed by the Senior Management Team. The organisation-wide booking system has been configured to support charging for value-added schools sessions booked to	Green

Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out- turn	Annual Target	Out-turn to year end	Qualitative Report (April 2012 – March 2013)	Progress against target/ milestone
	Number of events targeted at priority audiences				take place from September 2013. Amgueddfa Cymru's Child Poverty Strategy continues to be implemented with a successful conference and a session on the role of museums in tackling child poverty chaired by the DG at the Museums Association Conference in Edinburgh in November 2012. The session included presentations from the Minister for Housing, Regeneration and Heritage and from Glasgow Museums and National Museums Liverpool. Funding secured in partnership bid submitted by the National Portrait Gallery for WW1 digital story project working with priority audiences.	
<b>Collections and research (Presenting Wales)</b>	Number of research projects  % Collections computerised to inventory standard	203  46.8%	228  48.5%	230  49.8%	Reviews of collections, research and conservation all to follow the Change Programme in 2013. Phase 2 of the consortium-led JISC-funded digitisation project of GB and Ireland type fossil specimens leading to an open freely accessible on-line database is underway. Work is progressing in relation to the new 'Virtual Microscope' in collaboration with the Open University. Amgueddfa Cymru has recently joined the Welsh Institute for Research of Art and Design (WIRAD) in order to increase research capacity and continues to work with the National Botanic Garden in a range of ways, including the development of an MOU which has now been signed by the Museum. History Wales Public Engagement Group continues to progress work in partnership with key organisations in Wales.	Green

Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out- turn	Annual Target	Out-turn to year end	Qualitative Report (April 2012 – March 2013)	Progress against target/ milestone
<b>Communicati ng collections (Presenting Wales)</b>	Number of formal education visits*	248,425	235,000	218,077	<p>The formal learning figures for the year came in under target for the first time in many years. We believe that this partly indicates that the national trend for declining school visits is finally hitting Amgueddfa Cymru. There are a number of other factors that also had an impact including colder weather with snow disruption, school visits cancelled on two strike days and the timing of Easter. While two Easter holidays during the financial year boosted our general visitor figures, it acts to reduce formal education bookings. Work continues to keep this figure under regular review.</p> <p>Work continues on a new Exhibitions Strategy and a new Publications Strategy is being implemented. Work continues on an exhibition to celebrate the Tercentenary of Richard Wilson with the exhibition catalogue text submitted to Yale University Press. The rolling programme of exhibitions at all sites was delivered to target. Proposals for the centenary of the start of WW1 are now in place and Amgueddfa Cymru will play a key role in taking these forward.</p>	Orange
	Number of informal education visits*	242,381	200,000	273,734		
<b>Partnerships (Improving performance)</b>	Number of active partnership projects	25	23	25	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. We continue to work with partners as part of the new Sharing Treasures Scheme and continue to support the bid for World Heritage Status for the slate areas in North Wales. New permanent signage was installed at Oriel y Parc (Pembrokeshire Coast National Park) promoting the link with Amgueddfa Cymru. A revised SLA was signed in	Green

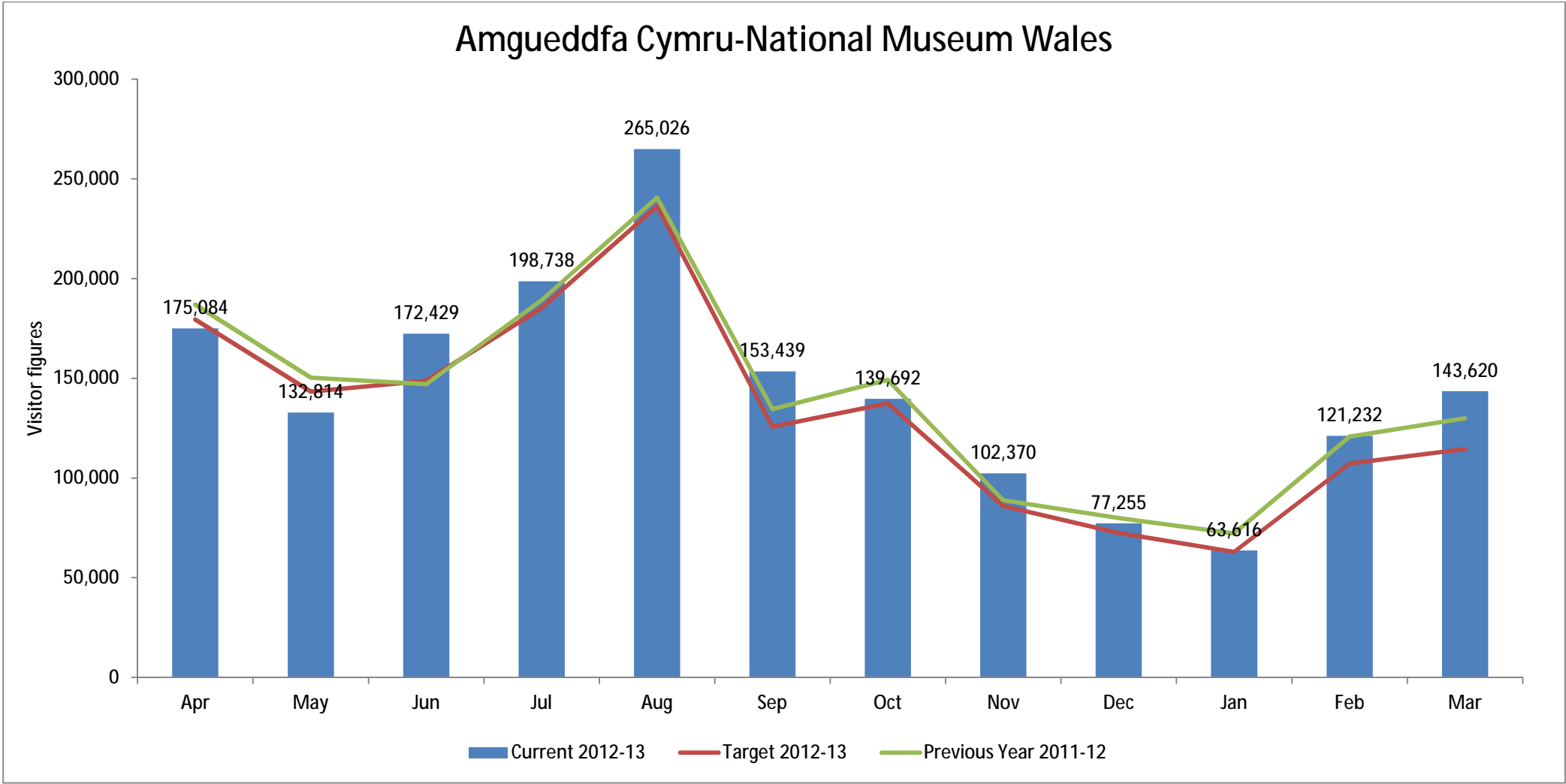
Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out- turn	Annual Target	Out-turn to year end	Qualitative Report (April 2012 – March 2013)	Progress against target/ milestone
					February and the latest exhibition there opened in March. AC actively provided input to Snowdonia National Park's work on 'Yr Ysgwrn'. Loan of the Mold Gold Cape to Amgueddfa Cymru and Wrexham by the British Museum has been agreed. Many other partnership projects progressed.	
<b>Talent, skills and competencies (Improving performance)</b>	Percentage of staff in receipt of Training and Development  Number of volunteering opportunities	31.7%  New indicator	25%  20	25.3%  26	The first year of the new HR Strategy was implemented successfully. The Heritage Horticultural Skills scheme has received second phase funding from the HLF and a second tranche of trainees started in September. Six of the national museum sites have now achieved IIP standard with the National Wool Museum achieving the award for the first time in December. Change Programme proposals were made available to staff and other key stakeholders in January 2013, and a period of staff consultation ended in April, following which a final decision has been made on the structure to be implemented in 2013/14.	Green
<b>New Media (Improving performance)</b>	Number of website visits*	1,648,896	1,450,000	1,895,877	Work as a lead partner on Peoples Collection Wales has continued with the implementation of the action plan agreed by the federated management service. The digitisation programme for the Esmee Fairbairn Foundation-funded Natural Images historic project is well-underway and the new media strategy for the St Fagans re-development project is being progressed.	Green
<b>Advocating for sustainability (Financial success)</b>	Number of people at targeted advocacy events	1000	1000	880	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	Green

Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out- turn	Annual Target	Out-turn to year end	Qualitative Report (April 2012 – March 2013)	Progress against target/ milestone
					4000 people visiting the stand during the week. The updated Advocacy Strategy has started to be implemented.	
<b>Development and use of resources (Financial success)</b>	Profit returned from Enterprises	£490,918	£401,928	£457,281	The Museum's budget plans ended the year on target and the profit from Enterprises was up on target. In relation to operational sustainability, Green Dragon Level 3 accreditation has been achieved at all sites and the museum is now benefitting from photovoltaic arrays at Big Pit and Nantgarw. The new Development Director is taking forward work on developing a new Amgueddfa Cymru fundraising strategy.	Green
	Funding generated by Development Department	£1,174,261	£1,261,620	£1,277,021		
	Research Income	£95,897	£120,000	£116,861		

\*Welsh Government Dashboard Indicators **Colour coding:** **Green** – key objective on/achieved to target; **Yellow** – key objective delayed/below target but deliverable within year; **Orange** – key objective not achieved/below target but deliverable within next year; **Red** – key objective undeliverable



Visits to Amgueddfa Cymru sites 2012-2013



# **CUMULATIVE VISITOR FIGURES April - March 2013**

## ***PLUS VARIANCE FROM 2012 and 2000***

Museum	2012-2013 Actual	2012-2013 Target	2012	2000	Variance from Target		Increase/Decrease on 2012		Increase/Decrease on 2000	
					No.	%	No.	%	No.	%
Cardiff	<a href="#">477,399</a>	<a href="#">372,000</a>	<a href="#">418,926</a>	163,456	105,399	28.3	58,473	14.0	313,943	192.1
St Fagans	<a href="#">600,735</a>	<a href="#">615,000</a>	<a href="#">616,787</a>	266,969	-14,265	-2.3	-16,052	-2.6	333,766	125.0
Roman	<a href="#">71,992</a>	<a href="#">65,000</a>	<a href="#">69,021</a>	50,361	6,992	10.8	2,971	4.3	21,631	43.0
Wool	<a href="#">34,309</a>	<a href="#">25,000</a>	<a href="#">30,378</a>	8,236	9,309	37.2	3,931	12.9	26,073	316.6
Slate	<a href="#">137,591</a>	<a href="#">139,500</a>	<a href="#">147,610</a>	46,786	-1,909	-1.4	-10,019	-6.8	90,805	194.1
Big Pit	<a href="#">151,837</a>	<a href="#">150,000</a>	<a href="#">151,232</a>	67,475	1,837	1.2	605	0.4	84,362	125.0
Waterfront	<a href="#">271,452</a>	<a href="#">233,500</a>	<a href="#">256,072</a>		37,952	16.3	15,380	6.0		
<b>TOTAL</b>	<b>1,745,315</b>	<b>1,600,000</b>	<b>1,690,026</b>	<b>603,283</b>	<b>145,315</b>	<b>9.08</b>	<b>55,289</b>	<b>3.27</b>	<b>870,580</b>	<b>144.3</b>

Oriel y Parc Total [132,708](#)



## 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</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 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**