

## Amgueddfa Cymru - National Museum Wales

<b>Nodyn diogelu</b>  <b>Cover note</b>	<b>Bwrdd yr Ymddiriedolwyr</b>  <b>Board of Trustees</b>
<b>Dyddiad y cyfarfod / Date of meeting</b> 18 July 2013	<b>Rhif agenda / Agenda number</b> 7
<b>Teitl y papur / Paper title</b> Director General's Report, Quarterly Briefing Quarter 1	<b>Awdur / Author</b> David Anderson
<b>Dyddiad / Date</b> 10 July 2013	<b>Cyfrinachol? / Private and confidential?</b> <i>Û yn ôl y galw / as appropriate</i>  <b>Ie / Yes</b> <b>Na / No</b> <i>Û</i>
<b>Disgrifiad byr / Brief description</b>  Quarter 1 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	<i>Û</i>
<b>Adnoddau angenrheidiol – manylion a chost</b> Resources required – details and cost	
<b>Ystyrir Cyfleon Masnachol</b> Commercial Opportunities considered	
<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	

## Amgueddfa Cymru – National Museum Wales

### Meeting of the Board of Trustees

July 18<sup>th</sup> 2013

#### Director General's Report to the Board Q1 April-June 2013

Please find attached my Q1 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. As we are so close to the end of Q1, three indicators remain to be confirmed at the Board meeting.

#### Performance reporting

On the dashboard, the quantitative indicators show an excellent start to the year and are generally to target with the number of visits and the number of formal education visits both just dipping slightly under.

The qualitative reports demonstrate that the performance has been very good and the progress against target/milestones for each Vision Map objective is green in all cases at this stage of the year.

There is a mixed picture on the performance of our visitor figures. May visitor figures were very good with all sites exceeding their targets and up on May 2012. In June we attracted a total of 129,908 visitors across the seven sites, which is lower than the figure for June 2012. Possible explanations are the one day strike and the timing of the Queen's Jubilee bank holiday weekend last year which would have inflated figures. Cumulatively, for the first quarter of the year we have attracted 461,650 visitors which is slightly down on target by -1.15%. This trend is not Amgueddfa Cymru-wide. Some sites are up on target and attracting more visitors than for the same period last year.

The outturn for website visits for Q1 is higher than that of previous years. Typically we again see a drop-off in visits during June - although this is expected to follow the general pattern and pick up again during the summer holidays as a result of internet searches for free activities and places to go for a family day out.

#### Financial reporting

The Financial Position Report for the two months to 31 May 2013 shows overall income, expenditure and carried forward reserves in line with approved budgets, with variances on operating costs as the budgets have not yet been fully profiled due to the Change Programme. 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 Q1 (April – June) 2013-2014

Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out- turn	Annual Target (Quarterly target)	Out-turn to end of Q1	Qualitative Report (April – June 2013)	Progress against target/ milestone
<b>World-class museum spaces (The People of Wales)</b>	Number of visits*	1,745,315	1,600,000 (467,000)	461,650	Overall, the total number of visits were slightly down on target (-1.15%) but there is a mixed picture across sites. Excellent progress continues to be made to plan on the St Fagans re-development. RIBA Stage E now signed off. Planning permission granted and delays with S106 resolved. Control mechanisms in place to ensure optimal use of funding. The feasibility study for the redevelopment at National Roman Legion Museum was agreed by the Board in April and a funding application has been submitted to enable the development of the Mill and Ty Pen Pownd at National Wool Museum.	Green
<b>International reputation (The People of Wales)</b>	Number of venues to which loans made across the world*	312	310	274 (90 in Wales)	Pre-consultation draft International Strategy prepared for Board consideration in July. Exhibition at Chongqing was extremely successful and a follow-up exhibition from Chongqing is now confirmed for 2015. Contract signed with the AFA on the 'Landscapes' art tour to the USA. Work continuing with Artes Mundi towards Artes Mundi VI in 2014-15. Cross-departmental group preparing for hosting of the International Meeting of the Society for the Preservation of Natural History Collections in June 2014.	Green
	Number of international collaborations	93	100	TBC		
<b>Priority audiences</b>	Number of events targeted at priority audiences	770	700	TBC	Work continues with the Participatory Forums at St Fagans established in 2011 to help develop plans and exhibits. The Paul Hamlyn 'Our Museum' project has	Green

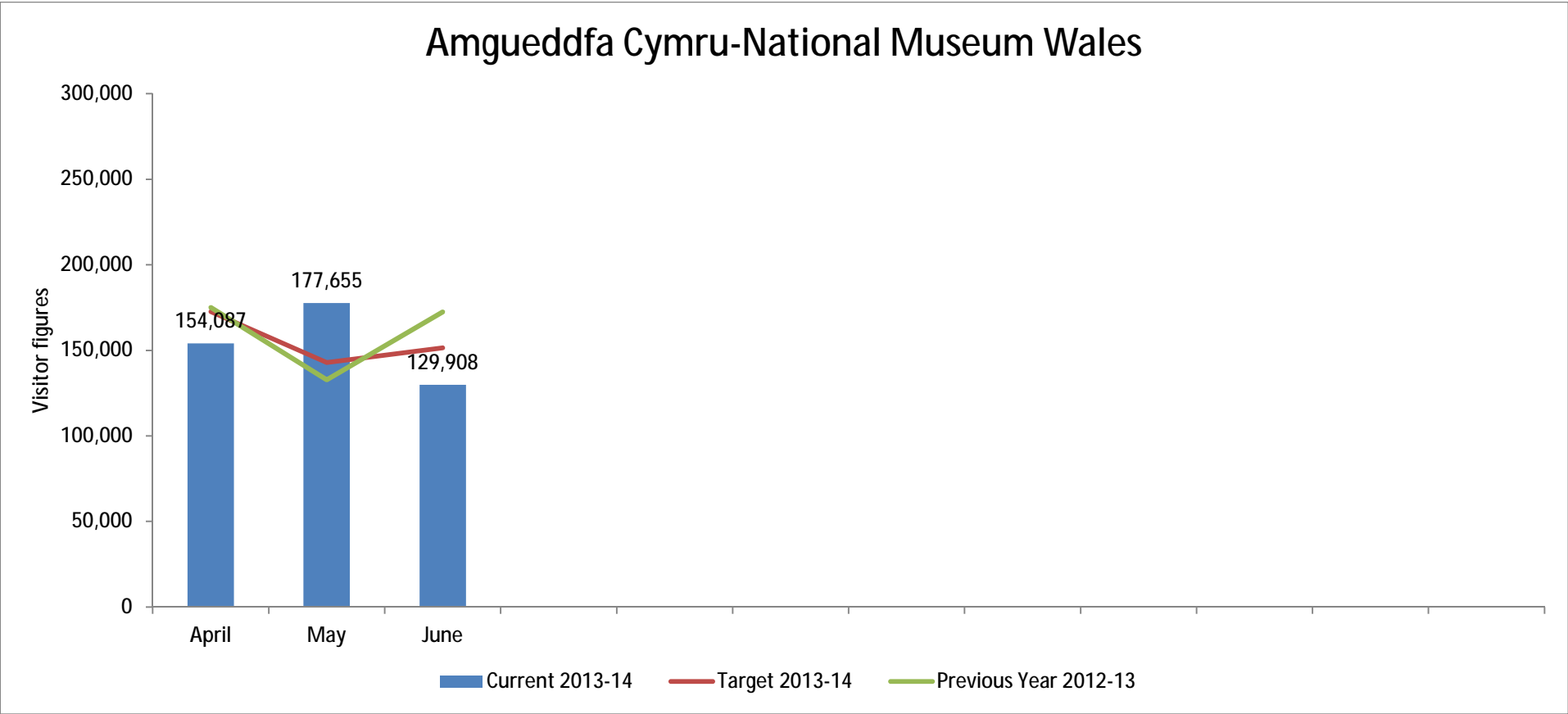
Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out- turn	Annual Target (Quarterly target)	Out-turn to end of Q1	Qualitative Report (April – June 2013)	Progress against target/ milestone
<b>(Presenting Wales)</b>					had a successful first year and as a result, funding has now been confirmed for year 2. The schools booking system has been set up to enable chargeable facilitated sessions for schools to be booked and fees applied as appropriate. Fees for schools where more than 20% of pupils are eligible for free school meals will be waived. A new language play resource for families has been developed at Big Pit and will be trialled in July with Flying Start Groups.	
<b>Collections and research (Presenting Wales)</b>	Number of research projects	230	228	235	Reviews of collections, research and conservation all to follow the Change Programme in 2013. The JISC-funded GB Type fossils digitisation project progresses to plan and a MOU has been completed in relation to the Brymbo Fossil Forest site. Discussions are continuing with the Museum of Japanese History for a major exhibition at National Museum Cardiff in 2016 and planning for the Richard Wilson exhibitions with Yale Center for British Art in 2014 is now well advanced. £50,000 has been received from the Science and Technologies Facilities Council for the continuation of the Down2Earth meteorite project.	Green
	% Collections computerised to inventory standard	49.8%	50.5%	50.2%		
<b>Communicati ng collections (Presenting Wales)</b>	Number of formal education visits*	218,077	220,000 (65,000)	64,601	The formal learning figures for the quarter have just dipped under target while the figures for informal learning are well above target. Work continues to keep the formal figure under regular review. The review of the Exhibitions Strategy is underway. A draft 5 year public programme has been produced for the	Green
	Number of informal education visits*	273,734	215,000 (53,750)	88,490		

Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out- turn	Annual Target (Quarterly target)	Out-turn to end of Q1	Qualitative Report (April – June 2013)	Progress against target/ milestone
					centenary of WW1 and discussions with potential partners/funders are ongoing. The Archaeopteryx exhibition is currently on display in Wrexham Museum and plans have been developed for its transfer to Pontypool Museum in July 2013.	
<b>Partnerships (Improving performance)</b>	Number of active partnership projects	25	25	Reported Annually	AC continues to work with CyMAL and the other partners in implementing the Welsh Government's Museums Strategy. 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. Entries to the National Wool Museum's Annual Colleges Competitions were submitted in June. A briefing and site visit for the Welsh Government Cultural Tourism Partnership on the St Fagans redevelopment project was held in May.	Green
<b>Talent, skills and competencies (Improving performance)</b>	Percentage of staff in receipt of Training and Development  Number of volunteering opportunities	25.3%  26	25%  30 (7)	5.13%  4	In order to support succession planning at Big Pit, summer placements for mining students from Camborne School of Mines have been arranged. In order to maintain IIP accreditation at those sites who already hold it, actions plans have been developed and a timetable for accreditation has been put in place.	Green
<b>New Media (Improving performance)</b>	Number of website visits*	1,895,877	1,700,000 (425,000)	488,130	Work as a lead partner on Peoples Collection Wales has continued. The digitisation programme for the Esme Fairbairn Foundation-funded Natural Images historic project is progressing well. The third in the series of research seminars linked to this project was held in May. A user-testing workshop has been held	Green

Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out- turn	Annual Target (Quarterly target)	Out-turn to end of Q1	Qualitative Report (April – June 2013)	Progress against target/ milestone
					in St Fagans to develop a mobile app, with a view to launching it in July 2013.	
<b>Advocating for sustainability (Financial success)</b>	Number of people at targeted advocacy events	880	1000 (250)	343	The Museum's Urdd Eisteddfod stand created opportunities for engagement with 5426 visitors and in addition the Museum had a presence in the Science Pavilion which received 15,000 participants. Visitors included our Minister, John Griffiths. At the Hay Festival, the Museum launched its first children's book in a charged-for session on dinosaurs led by the author and the Minister launched the latest edition of Big Pit's Glo publication.	Green
<b>Development and use of resources (Financial success)</b>	Profit returned from Enterprises	£457,281	£425,326 (£170,006)	£TBC	The Museum's budget plans are in place. Work continues on completing the installation of the Museum Printer Network. The Development Department have worked closely with Trustees and Development Board members on implementing the St Fagans Fundraising Campaign with the focus on a launch event in October.	Green
	Funding generated by Development Department	£1,277,021	£1,500,000	£94,956.71		
	Research Income	£116,861	£170,000	Reported Annually		

\*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 2013-2014

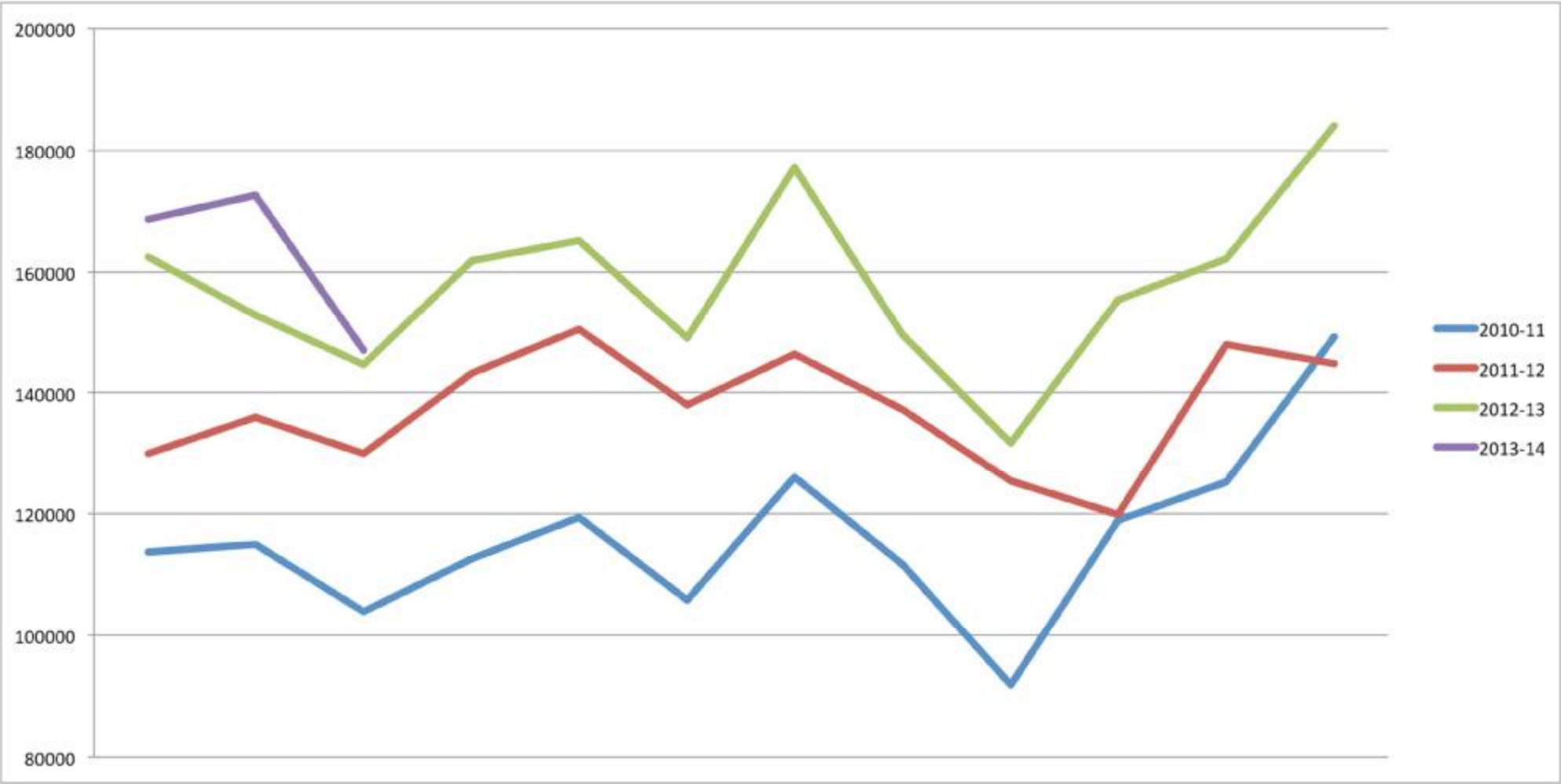


## Cumulative Visitor Figures April – June 2013

Museum	Actual 2013	Target 2013	2012	2000	Variance from Target		Increase/Decrease on 2012		Increase/Decrease on 2000	
					No.	%	No.	%	No.	%
National Museum Cardiff	113,359	98,000	477,399	226,876	15,359	15.7	-364,040	-76.3	-113,517	-50.0
St Fagans: National History Museum	168,092	192,000	600,735	321,810	-23,908	-12.5	-432,643	-72.0	-153,718	-47.8
National Roman Legion Museum	19,115	19,000	71,992	58,997	115	0.6	-52,877	-73.4	-39,882	-67.6
National Wool Museum	9,989	7,000	34,309	9,036	2,989	42.7	-24,320	-70.9	953	10.5
National Slate Museum	43,185	42,000	137,591	53,890	1,185	2.8	-94,406	-68.6	-10,705	-19.9
Big Pit: National Coal Museum	46,431	48,000	151,837	75,284	-1,569	-3.3	-105,406	-69.4	-28,853	-38.3
National Waterfront Museum	61,479	61,000	271,452	0	479	0.8	-209,973	-77.4	-	-
<b>Total</b>	<b>461,650</b>	<b>467,000</b>	<b>1,745,315</b>	<b>745,893</b>	<b>-5,350</b>	<b>-1.15%</b>	<b>-1,283,665</b>	<b>-73.55%</b>	<b>-345,722</b>	<b>-38.11%</b>



Visits to Amgueddfa Cymru Website April – June 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**

	Annual	Year to Date				Previous Year to Date		
	Budget £'000	Budget £'000	Actual £'000	Budget Variance £'000	%age	Actual £'000	Variance £'000	%age
<b>Core Income</b>								
Revenue Grant in Aid	22,436	2,643	2,643	0	0%	2,868	(225)	-8%
People's Collection Grant	395	66	66	0	0%	66	0	0%
Trading Subsidiary Profit	402	0	0	0	0%	0	0	0%
Trading Subsidiary Recharges	162	27	27	0	0%	27	0	0%
Contribution from CCS	546	91	91	0	0%	90	1	1%
Dept Self Generated Income	456	76	83	7	9%	71	12	17%
Specimen/Private Funds Transfer	99	0	0	0	0%	0	0	0%
Income from charging facilitated visits	30	0	0	0	0%	0	0	0%
<b>Total Core Income</b>	<b>24,526</b>	<b>2,903</b>	<b>2,910</b>	<b>7</b>	<b>0%</b>	<b>3,122</b>	<b>(212)</b>	
<b>Core Expenditure</b>								
Staff Costs	19,228	3,189	3,171	18	1%	3,123	(48)	-2%
Operating Costs	6,545	1,091	939	152	14%	807	(132)	-16%
Transfer to CMP	0	0	0	0	0%	0	0	0%
Loan repayments Carbon Trust	44	22	22	0	0%	22	0	-
Cash b/f earmarked- transfer from reserve/ contingency	(1,295)	(216)	(216)	0	0%	(149)	67	-45%
Transfer - approved contingency commitments	0	0	0	0	0%	(48)	(48)	-
<b>Total Core Expenditure</b>	<b>24,522</b>	<b>4,086</b>	<b>3,916</b>	<b>170</b>	<b>4%</b>	<b>3,755</b>	<b>(161)</b>	
<b>Net Core Expenditure</b>	<b>4</b>	<b>(1,183)</b>	<b>(1,006)</b>	<b>177</b>		<b>(633)</b>	<b>(373)</b>	
<b>Non-Core Expenditure</b>								
Net SNHM Redevelopment income/expenditure	180	30	13	17	57%	38	25	-
VRS costs	1,100	183	120	63	35%	0	(120)	-
<b>Total Non-Core Expenditure</b>	<b>1,280</b>	<b>213</b>	<b>133</b>	<b>80</b>		<b>38</b>	<b>(95)</b>	
<b>Transfer from reserve/contingency to Non-Core</b>	<b>(1,280)</b>	<b>(213)</b>	<b>(133)</b>	<b>80</b>	<b>-38%</b>	<b>(38)</b>	<b>95</b>	<b>-</b>
<b>Net Income/(Expenditure) in year</b>	<b>4</b>	<b>(1,183)</b>	<b>(1,006)</b>	<b>177</b>	<b>15%</b>	<b>(633)</b>	<b>(373)</b>	

## Core Income

Revenue Grant in Aid of £2,643k has been drawn down as at the end of May.

Income has been accrued in line with budget for the People's Collection Wales grant (£66k), trading subsidiary recharges (£27k), and the contribution from CCS (£91k) towards the running costs of the National Waterfront Museum (NWMS).

Actual year to date department self-generated income was £83k, exceeding the budget slightly. Grants received include £22k for Archaeology & Numismatics from the British Museum for portable antiquities, £25k from the Colwinston Trust for various events and exhibitions, £6k for BioSyB from the Jazan University in Saudi Arabia, £10k utilities recharges to Elinor, £15k rental and events income (mainly at St Fagans), and £5k other income, for example royalties.

The Specimen/Private Funds transfer annual budget represents transfers of £54k from the Specimen Grant to contribute towards Historic Buildings Unit staff costs, and £45k from Private Funds to cover Development department operating costs. These transfers will take place later in the year.

### **Core Expenditure**

Actual staff costs for the first 2 months of the year were £3.171m against the budget of £3.189m giving a small underspend of £18k.

The operating costs year-to-date actual spend was £939k against a budget of £1.091m, an under-spend of £152k. It should be noted that the operating costs budget has not yet been fully profiled for the year as a result of the Change Programme and the year-to-date budget has therefore been calculated as 2 twelfths of the annual budget.

The first 6-monthly loan repayment to the Carbon Trust has been made as planned.

The average time taken for payment of invoices in the 2 months to May 2013 was 10.9 calendar days, which includes 96.6% of invoices settled within 30 days.

### **Non-Core Expenditure**

£180k is planned to be transferred to the SNHM redevelopment project during 2013-14. Revenue costs incurred against this project were £13k to the end of May.

The annual budget for VRS costs is £1,100k, which includes £300k funded by the Welsh Government. Year to date expenditure is £120k.

With the exception of £300k funding for VRS costs from the Welsh Government, non-core expenditure in 2013-14 is being funded from the Museum's reserves, in line with the Museum's previously agreed plans.

### **Conclusion**

The Museum's revenue position at 31 May 2013 is broadly in line with budget. Further work is being undertaken on profiling the operating costs budget.

The Museum's Procurement Strategy is currently being updated to reflect new public policy initiatives. The Strategy will be launched in 2013, following the Welsh Government's publication of a Statement on Procurement Policy in December 2012. A key element of the Strategy will be a drive to raise the profile of procurement across Museum. The Museum's procurement procedures were updated in June 2013 with additional involvement in the tender process of the Director of Finance, and for contracts over £50k, the Director-General.

Following the outsourcing of the payroll function in April 2013, plans are also in place to implement new systems for sales invoicing and expenses in 2013, which will enable further automation of systems, thus achieving business process efficiencies.

Amgueddfa Cymru – National Museum Wales  
SPECIMEN FINANCIAL POSITION  
31 May 2013

	Annual Budget £'000	Year to Date Actual £'000	Budget Remaining £'000
<b>Income</b>			
Specimen Grant in Aid	538	0	538
Contributions	0	5	(5)
<b>Total Income</b>	<b>538</b>	<b>5</b>	<b>533</b>
<b>Expenditure</b>			
Departments	358	53	305
Special Purchases	0	0	0
HBU	228	2	226
Transfer to SNHM Redevelopment	500	114	386
<b>Total Expenditure</b>	<b>1,086</b>	<b>169</b>	<b>917</b>
<b>Net Income/(Expenditure) in year</b>	<b>(548)</b>	<b>(164)</b>	<b>(384)</b>
<b>Cash b/f</b>	<b>683</b>	<b>683</b>	<b>0</b>
<b>Cash c/f</b>	<b>135</b>	<b>519</b>	<b>(384)</b>

### 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 received include £5k from the Brandenburg Gate Foundation to the Art Department.

### Expenditure

Expenditure for April and May by the Departments is £53k, including £24k on treasure - 'Presteigne Hoard' - by Archaeology & Numismatics.

£114k has been spent on storage at the Collections Centre as part of the SNHM redevelopment project.

Amgueddfa Cymru – National Museum Wales  
**CAPITAL FINANCIAL POSITION**  
 31 May 2013

	Annual Budget £'000	Year to Date Actual £'000	Budget Remaining £'000
<b>Income</b>			
Capital Grant in Aid	600	0	600
Transfer from Revenue	0	0	0
Transfer from Private Funds/Development	0	0	0
HLF funding for SNHM Redevelopment	0	0	0
<b>Total Income</b>	<b>600</b>	<b>0</b>	<b>600</b>
<b>Expenditure</b>			
Capital Maintenance Programme	250	24	226
Commitments c/f from 2012/13	19	19	0
Transfer to SNHM Redevelopment	350	112	238
Residual Projects	0		0
<b>Total Expenditure</b>	<b>619</b>	<b>155</b>	<b>464</b>
<b>Net Income/(Expenditure) in year</b>	<b>(19)</b>	<b>(155)</b>	<b>136</b>
<b>Cash b/f</b>	<b>666</b>	<b>666</b>	<b>0</b>
<b>Cash c/f</b>	<b>647</b>	<b>511</b>	<b>136</b>

### 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 on the agreed Capital Maintenance Programme is £24k.

£112k has been spent on the SNHM Redevelopment project, on professional fees for architects, exhibition design and project management.

The Buildings department is currently reviewing its 5 year maintenance plans and capital budgets, including contributions to the SNHM Redevelopment project, to plan allocation of the carried forward balance.