

EXECUTIVE SUMMARY PREPARED FOR THE BOARD OF TRUSTEES

To update the Board on progress and achievements

To set out Executive objectives for March and April

national
museum
wales
amgueddfa
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A. Financial Report

Management Accounts to 31st January 2007

A much improved financial picture to the end of December 2006 was discussed at the Performance Review Committee meeting on 15 February. This trend has continued through January and is reflected in the Museum's ability to consider an investment of £50k into the Pension Scheme from the in-year Contingency Account. The full financial report is attached at Appendix A.

Pension Scheme & Year-end Carry-over

Our request for additional funding to aid the removal of the deficit on our pension scheme has been turned down by the Assembly. However, we have been invited to reapply for further funding for 2008/09.

A reply has been received from the Assembly regarding our request for a relaxation of the 2% limit on carry-over in four areas of our operation. The reply states that the Museum may continue to use the carry-over facility for the Specimen Purchase Grant without restriction. With reference to generated income, the letter states that the 2% year-end carry-over limit applies solely to Grant in Aid with cash received from other sources therefore being positioned outside this limit. In relation to the National Waterfront Museum, dispensation has been given to carry-over up to three years of budgeted provision for exhibition and display refreshment. Finally, with reference to capital projects, the letter states that any request for carry-over will be subject to application and will be considered on a case by case basis.

These decisions meet the Museum's requirements and acknowledge the strength of the argument regarding the inappropriateness of a blanket carry-over limit of 2% of annual Grant in Aid.

NWMS Limited

A Board Meeting took place on the 26 January, during which it was reported that a further balance of £197k remains that is available for final development work. Recommendations for the application of this sum are to be progressed and presented to a special Board Meeting on the 19 March. The £275k Assembly Grant that was repayable to the Assembly has now been forwarded

to the Museum as part of the 2005/06 capital carry-over arrangements with the Assembly.

Collaboration with the National Library of Wales

Video - Conference meetings were held on 11 December and 25 January with an expanded list of areas being examined for potential savings and efficiencies via collaborative efforts.

Budget 2007/08

The Assembly's revised budget for 2007/08 was published on 13 December with the Museum's budget not affected by this revision process. The Museum's revenue Grant in Aid has been raised by £782k to £21,301k, the capital Grant in Aid increased by £68k to £925k and the Specimen Purchase Grant has remained unchanged at £1075K.

A series of measures were agreed at the Directorate meeting of 9 January in order to balance the Museum's budget for 2007/08 and the outcome was reported and discussed at the Performance Review Committee on the 15 February. The Museum is now working with the Assembly on the production of the Remit letter.

Tasks and targets for the next two months

- § Prepare and commence work on the year-end accounts for NWMS Ltd, NMGW Enterprises Ltd and the Consolidated Museum Accounts.
- § Continue collaboration work with the National Library.

B. External Audit

The Wales Audit Office presented an agreed audit strategy document for the work relating to the accounts ending 31 March 2007 to the Audit Committee on 15 February. The interim audit commences on 26 February for a three week period which is one week longer than normal and reflects the tighter deadline for completion of the accounts. The final audit is scheduled to commence on 29 May.

Stock-takes at Museum shops will take place throughout March, some of which will be attended by the Auditors, KTS Owens Thomas.

The Wales Audit Office has also been revisiting the *Review of Collections Management* completed in 2005, with a view to reporting to National Assembly Wales' Audit Committee.

Tasks and Targets for the next two months

- § Review any issues arising from the interim audit of the WAO.
- § Work with KTS Owens Thomas on the audit of NMGW Enterprises Ltd, commencing 21 May and similarly work with PriceWaterhouse Coopers on the audit of NWMS Ltd.
- § Respond to comments received as update on the *Review of Collections Management* report.

C. Internal Audit

At its meeting on 15 February the Audit Committee received reports on risk management, maintenance, the St Fagans site visit, the trading subsidiary, key financial controls and two follow up audits on previous audit reports. The Committee also received an update on the audit plan and was pleased to note that the audits completed to date were now back in line with the plan.

Tasks and targets for the next two months

- § Respond to comments received on reports on Storage, Collections Verification and Research, and implement any agreed recommendations.
- § To carry out the planned audits that will complete the first full year of the three year plan and to present those reports to the next meeting of the Audit Committee on 17 May 2007

D. Risk Management

The Risk Management Group met on 5 February and reported to the Finance Committee and the Audit Committee on 15 February 2007. It was noted that the threat to the security at National Museum Cardiff was increased by the remedial works being undertaken and the risk was now greater and that additional security had been put in place to mitigate the increased threat.

Tasks and Targets for the next two months

- § The Risk Management Group to meet 4 May and report to the Performance Review and Audit Committees on 17 May 2007.

Priority Areas:

1. Developing our museum spaces and bringing the visitor experience to life

Masterplanning

Bluestone, the main contractor for the essential maintenance works, are currently about two weeks behind programme on the East wing roof works at National Museum Cardiff, but discussions are in hand to recover this time within the overall project.

Tasks and targets for the next two months

National Museum Cardiff

- § Finalise decorative scheme for East Wing galleries.
- § Arrange meeting of the 'Earthscape' advisory panel.
- § Close galleries 20 and 21 on 15 April and transfer contents to store.
- § Refurbish galleries 20 and 21 to create an entrance to *Industry to Impressionism*.
- § Close centre block galleries on 15 April and decant contents to store.
- § Refurbish centre block galleries and begin installing *Industry to Impressionism*.
- § Reinstate art gallery conservation studios and offices.

St Fagans: National History Museum

- § Complete fit-out of Gallery 1 and open at the end of March subject to discussions with the main sponsor.

Visitor Services & Site Operations

At Big Pit: National Coal Museum, the lease for 'Forge Level' has now been signed with British Coal and remedial works to the roadway have begun.

The contract for the construction of the Learning Annex at Big Pit was sent out to Tender on 9th February.

The National Roman Legion Museum has submitted an application to Newport City Council to fell a number of trees in preparation for the development of a Roman inspired garden.

A new lease has been signed with Melin Teifi, the commercial operator at the National Wool Museum. This partnership forms an integral part of the visitor experience at the site and also forms the basis for training and technical services for the Museum.

New signage in the revised corporate brand style has been installed in the Entrance Area at St Fagans. Plans for a relocated 'Welcome' desk, and related developments, have been completed.

Tasks and targets for the next two months

- § Finalise plans for the Roman Garden and submit Scheduled Monument Consent Application.
- § Complete revised layout of Entrance Hall at St Fagans.
- § Begin work on the Learning Annex at Big Pit.

Learning and Access

At National Museum Cardiff, further trialling of texts and resources for *Origins* (the re-display and re-interpretation of the Archaeological collections) and for the redisplay of the East Wing galleries has continued.

Tasks and Targets for the next two months

- § Appoint an interpreter for the *Exploring our Woodlands* project at St Fagans.
- § Design interpretation panels for the Roman Garden project at the National Roman Legion Museum.
- § Complete work to the Pegasus Centre at the National Roman Legion Museum and organise open day for the Museum's Friends in May in thanks for their financial support of the project.
- § Evaluate the new temporary science exhibition space at National Museum Cardiff.
- § Progress the new 'shop front' area for the Outreach Collections Service in the Main Hall at National Museum Cardiff with the support of the Exhibitions Department.

Programming and Exhibitions

Oriel Un: St Fagans

Installation and fit out of the gallery space has progressed to schedule with loan-in components from artists and community groups confirmed.

Tasks and Targets for next two months

- § Complete installation of exhibition.
- § Continue to develop and commence delivery of accompanying programme of events.
- § Confirm programme of changes and refreshments through 2008-9

Origins: National Museum Cardiff

The outline footprint for the exhibition space has been established, enabling the display case tender process to commence. Workshops on interpretive text and associated images have progressed developments in this area.

Tasks and Targets for next two months

- § Confirm display footprint for exhibition space.
- § Confirm display specification.
- § Complete final installation budget and schedule.
- § Complete text overview, complete assembly of reference of images.

Art Galleries: National Museum Cardiff

Following the recent 'collection highlights' exhibition at Christie's showrooms in London and the major loan to the Museo di S. Giulia in Brescia, Italy, the re-display of the loaned artworks in the galleries at National Museum Cardiff has been completed.

Tasks and Targets for next two months

- § Progress final stages of design and production for the exhibition, *Industry to Impressionism: What two Sisters did for Wales*.

'Science Space' National Museum Cardiff

The *On the Sea Floor* display opened successfully in the newly refurbished science exhibition space next to the Whale gallery on 2 January 2007.

Tasks and Targets for next two months
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§ Agree programme for the 'Science Space' for the forthcoming year.

Other Exhibition & Display projects

The touring exhibition *1001 Inventions* closed at National Museum Cardiff on 5 February 2007. 14,484 people visited the exhibition in 88 days with a conversion rate of 19% from general Museum entry figures and an average daily attendance of 165. *The Muslim World on your Doorstep* exhibition, displayed in the adjacent space, also closed on 5 February. 13,535 people visited these displays in 88 days with a conversion rate of 18% from general entry figures and average daily visitor figures of 154.

These slightly reduced figures reflect the temporary closure of the Main Hall entrance to this gallery space during the run of the exhibition due to essential maintenance works. However, visitor feedback received to date for this exhibition has been extremely positive and a further evaluation study is now being undertaken to assess the experience of formal education groups which visited the exhibition.

Planning is now underway for *Artes Mundi 3* (Mar - June 2008). The exhibition will be installed in the centre block Art Galleries following the end of the 'Industry to Impressionism' exhibition, with key works displaced from the centre block galleries being installed in the Pyke Thompson Gallery.

The display of work associated with the *Gathering the Hosts of Great Britain and Ireland* project has been extended to 5 March 2007 in the Main Hall display area at National Museum Cardiff. The artist, Sean Harris, has continued to work with the On Common Ground project to expand the project through work with Aberdare School for Girls and other community groups.

The exhibition 'Let Paul Robeson Sing' was opened at the National Waterfront Museum on 18 January. The exhibition was supplemented by a series of films and workshops.

Tasks and Targets for the next two months
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§ Complete the summary report for the Festival of Muslim Culture programme.

§ Create the installation plan for the <i>Artes Mundi 3</i> exhibition.

§ Install the <i>Leonardo da Vinci</i> and <i>Angus McBean</i> art exhibitions.

2. Sustaining prosperous, well-used collections

Collections Care and Access Project

The fit-out at Nantgarw was completed to programme with snagging scheduled for completion by the end of February. Harrow Green removals company commenced relocation of the collection from National Museum Cardiff, National Roman Legion Museum and the Globe Works store to Nantgarw on 8 January; the relocation programme is scheduled for completion on Friday 23 February. The impact of adjustments made to the services in the new extension, as part of the latent defects programme, is currently being evaluated.

John Weaver Contractors have been appointed as the contractor for both the construction of the Domestic Collection Centre and refurbishment of the Atcost Store at St Fagans. They will be starting on site on March 12. All collections have been transferred from the Atcost Store to Nantgarw.

Twyn Construction have completed the conversion of the old outreach store at National Museum Cardiff into a paintings store.

Tasks and Targets for the next two months

- § Complete installation of collections at Nantgarw by the end of April 2007.
- § Install sliding screen storage system into the new painting store space, March 2007.
- § Transfer paintings from East wing currently stored in gallery 37 to new painting store March 2007.
- § Appoint racking contractor for the Domestic Collection Centre.

Acquisitions and Curation

The National Wool Museum has received a unique collection of 1960's garments made from fabric purchased at Cambrian Mills. A fashion show based on this collection will form the basis of the centenary celebrations at the site and S4C have expressed an interest in covering the event.

Blankets inspired by patterns from the textile collection at the National Wool Museum and woven as part of the programme of demonstrating the historic textile machinery are now on sale in the museum shop. It is hoped to extend this further in collaboration with Enterprises under the *Heritage Collection* brand.

Collections

A Collections Storage Group has been established to review conditions and assess priorities for storage areas not addressed through the Collections Care and Access Project. Its members include the Head of Buildings and Head of Conservation, and it is chaired by the Keeper of Collections Services. The Archival Assistant at St. Fagans has applied for the Aberystwyth Diploma/MSc course in Archive Administration through distance learning.

Tasks and targets for the next two months

- § Directorate to agree remit of Collections Storage Group.
- § Begin work on developing an Operational Plan for Nantgarw Collections Centre.

3. Helping our visitors to make sense of the world

Learning and Access

School and family workshops on 'Energy 4 the Future' were held at National Museum Cardiff and Big Pit. Participants were invited to test the ways in which they could get energy from wind, sun, water and other sources.

Drop in 'Waste Busters' sessions were also held on four Sundays at the National Waterfront Museum in conjunction with a display exploring the issues associated with Nuclear Waste. The days featured a series of fun activities together with advice on local recycling services. A debate also took place, involving 13-15 year olds, to inform and encourage them to become involved

in the current debate regarding the use of nuclear energy in the UK. The pupils were introduced to the dilemmas associated with levels of energy use and energy sources and discussed and debated future UK energy policy.

The National Roman Legion Museum offered 'Workshops and Trade' events for schools. These were practical, hands-on workshop giving participants the chance to see a Roman potter working at the wheel, experience the hustle and bustle of the market place and to make their own amphorae to take home.

Draft interpretive content has been prepared for the Coity Tip project at Big Pit. This is a DEIN/Heads of the Valleys *Turning Heads* funded initiative for landscape improvement and environmental interpretation which encompasses land owned by the Museum. Physical works began on site in January and are progressing well.

Symud Ymlaen, the local Community Action Group held a Skills Share open day at the National Wool Museum on 8 January which attracted over 300 visitors to the site. A Book launch for '*A Gift for St.David's Day*' was also held at the site in January.

The artist Sean Harris worked on a multi-media presentation, involving primary school children and a variety of different adult contributors. Collograph print generated artwork (a very simple form of printing using found materials that are arranged in a collage form), prehistoric objects, sound and contemporary landscapes were distilled into an animated short film *Hela'r Twrch Trwyth* (Hunting the Twrch Trwyth) which was displayed at National Museum Cardiff to the end of February.

Llinos Thomas, Education Officer, National Waterfront Museum, worked in collaboration with IT Wales to deliver a day called 'Future Technologies', that gave 120 students the opportunity to visit the Museum to explore the use of various cutting edge information technologies. The day involved partnerships with organisations and companies such as SYSCO (an international software company), the BBC, and UWIC (University of Wales Institute Cardiff).

Running alongside the temporary exhibition on Paul Robeson, the 'Many Voices, One Welcome' sessions at the National Waterfront Museum have explored issues of diversity, discrimination and human rights. This programme is part of the 'Croeso' programme, an initiative of the Commission for Racial Equality in Wales, funded by the Welsh Assembly Government and working in partnership with the Paul Robeson Wales Trust.

Tasks and targets for the next two months

- § Publish on line teachers' pack to accompany the *Leonardo da Vinci* exhibition.
- § Arrange series of workshop to support the *Angus McBean* photographic exhibition.
- § Arrange programme of debates, hands on activities, gallery visits and outreach programmes to accompany the showing of the Al Gore film – *An Inconvenient Truth*. The Learning programme will be generated through teacher placement arranged in collaboration with the Education Business Partnership and West Wales Eco Centre.
- § Continue developing funding proposals for further development and application of *On Common Ground* methodologies.
- § Develop the interpretive content for the Learning Annex at Big Pit.

Mainstreaming the Welsh Language

The Welsh Language Scheme has been adopted internally in draft form. The results of the consultation process are being incorporated and the amended draft will then be sent back the Welsh Language Board for final approval.

Tasks and targets for the next two months

§ Complete finalised document in line with consultation process.

4. Listening to and learning from our audiences and partners

Ownership

Preparatory work is underway regarding the next stakeholder event in North Wales which will be held to coincide with the exhibition *Visitors to Venice*, hosted by Bodelwyddan Castle and will focus on the development of partnerships, in the broadest sense, following on from the very successful Partnerships Vision Day held in Llanberis last September.

Options are also being developed for the next south Wales stakeholder event in the autumn, taking into account the evaluation of the Public Open Day in Swansea last October. Work continues on developing the Ownership Policy and Action Plan encompassing a consultation scheme.

Following the Vision Days held in 2006, external experts, who participated then, are being invited to join new 'History and Archaeology' and 'Science' Panels to help the Museum develop key programmes of work. The first meeting of the History and Archaeology Panel will be held on 2 May at Oriel 1 at St Fagans.

Tasks and targets for the next two months

- § Complete plans for the north Wales partnership event
- § Continue to develop the south Wales autumn event
- § Continue to develop the Ownership Policy and Action Plan
- § Submit Expression of Interest to Assembly Improvement Fund in relation to Citizen engagement, if appropriate
- § Convene the first meeting of the new Public EC Forum
- § Hold initial meetings of the History and Archaeology, and Science Panels

Learning and Access

Ffion Fielding, Site Education Officer at St Fagans, ran a teacher placement in which teachers created resources giving information and advice for fellow teachers, for use in the buildings at St Fagans.

Llinos Thomas, Education Officer at Swansea has trialled a new formal education session on information sources on the Victorians in collaboration with Swansea Museum,

The Learning Department launched the 'Discovering Our Museum' resource on 15 February. 'Discovering our Museum: Ways in through ESOL' (English for Speakers of Other Languages) is a web-published project for tutors, designed to enable them to use National Museum Cardiff as a resource for improving the English language skills of adult learners. The initiative also

supports learners in understanding how to use public facilities. 'Discovering our Museum' has been produced in partnership with the Parade Centre for ESOL which has a high proportion of black and minority ethnic students, many in disadvantaged situations such as seeking asylum. The initiative is the culmination of several years of outreach activity.

The new look 'Spring Bulb' website was launched. This will be used as an interactive resource by 160 schools across Wales that are growing spring bulbs to record their growth. The website will allow the schools to input their results to build an interactive map displaying where the plants are flowering. This will help Museum staff to find out how the effects of climate change are affecting flowering times across Wales.

A 'democracy' project with Primary and Secondary schools in Swansea resulted in a display of Project work at the National Waterfront Museum. This was part of the 'Primary Democracy Scheme', a two-year pilot project which aims to develop and support the concept of inclusion and activity amongst young people and enables and encourages them to have a voice in what affects them in school and other aspects of their lives.

Tasks and targets for the next two months

- § Develop tactile maps for the National Waterfront Museum Swansea.
- § Develop collaborative project with Mudiad Ysgolion Meithrin (Welsh pre-school playgroups association) at National Roman Legion Museum.
- § Work with Newport County Council to develop teachers' skills in storyboarding, and filming techniques as part of the 'Roman themed TV' project.

Programmes & Presentation

Following the successful exhibitions shown at National Museum Cardiff as part of the UK-wide Festival of Muslim Culture, discussions have taken place with the Council for Muslims in Wales and the Centre for the Study of Islam in Britain about the development of a legacy programme for local Muslim communities.

Exhibitions Officer, Pip Diment, and Angela Gaffney, National Partnerships Manager, met with counterparts at the National Library of Wales to discuss resources, exhibitions and possible collaborations and agreed to meet on a six monthly basis to review opportunities.

Tasks and Targets for the next two months

- § Progress discussions with the Council for Muslims in Wales and the Centre for the Study of Islam.

Marketing

The advertising and strategic brand agency, *Bray Leino* has been appointed for a 2 year term to conduct media planning & buying and project-based PR work for the Museum. The Museum has also appointed the graphic design agency *Elfen* to produce artwork for marketing material to promote National Museum Cardiff's Centenary public programme.

The Museum's 'Cwtch' campaign, to encourage visits to the National Wool Museum, has won the *Best Print* category of the *Audiences Wales Audience Development Awards 06*.

A qualitative research exercise has been conducted to evaluate the profile and satisfaction of visitors to the *Festival of Muslim Cultures* exhibition.

An *Enterprise Marketing & Media* action plan has been drafted which was approved by the Enterprise Board at its 7th February meeting.

A meeting was held with the National Library of Wales to discuss and agree upon areas in which economies of scale can be achieved through collaborative working.

Tasks and targets for the next two months

- § Launch marketing and press campaign for Oriel 1.
- § Launch marketing and press campaign for the *McBean* and *Leonardo* exhibitions.
- § Undertake preparatory work for the Museum's presence at the Urdd Eisteddfod (Carmarthenshire), working closely with events, education and exhibitions staff.
- § Collaborate with the Wales Millennium Centre and other Cardiff-based attractions, to host a familiarisation event for the travel trade in March.
- § Host a visit by marketing colleagues from National Museum of Ireland.

5. Expanding our local and global reach

Visitor Figures

The Cumulative figures for the period April –January are 63,519 above target (5.05%) and are up on last year by 2,495 (0.23%).

Publications

Work is continuing on the production of a publication commemorating the Museum's Centenary year, aimed at existing and potential visitors.

The tender for the design, artwork, print procurement and print management of the centenary Davies Sisters book has been awarded. Working with the Derek Williams Trust Collection Curator, a new catalogue of the Derek Williams collection was produced, and launched in London at the Fine Arts Society.

The second in the series of the *GLO* booklets, *NC Bloody B*, was launched at Big Pit on 16 January to mark the 60th anniversary of the creation of the National Coal Board. It is based on the memories of former National Coal Board employees.

Tasks and targets for the next two months

- § Hand over content of the Davies Sisters book and brief designers.
- § Undertake research for the next edition of *GLO*, working title, 'All Poles', exploring the experiences of foreign workers in the Welsh coal mines.

Development of Virtual Museum

Content development continues to progress. A workshop session was carried out with invited staff members to begin the process of coming up with the name for the 'virtual museum'.

An internal secondment has been made to provide a Multimedia Officer for the project.

Tasks and targets for the next two months

- § Progress content and identity and commission suitable research material.
- § Pass the shortlist of potential names for the 'Virtual Museum' to external creative writers group for consideration.

Learning & Access

An article about the development of the Oriel 1 project, written by Nia Williams, Social and Industrial History Co-ordinator, was published in *Dehongli Cymru*, the magazine for Welsh interpreters.

Dai Price, Education Officer at Caerleon, appeared on Colin Jackson's 'Wales on 4' programme discussing the possibility that the first black people to come to Wales arrived with the Romans in Caerleon some 2000 years ago and the role of black people in Roman society.

Danielle Cowell, SCAN interpreter, appeared on the 'Shared Earth' programme on Radio 4 in a feature about the 'Snail Search' project.

As part of 'National Storytelling Week,' Kate Evans, Education Officer at the National Wool Museum, organised an event on interactive storytelling which was featured several times on Radio Wales and Radio Ceredigion.

A Group for Education in Museums (GEM) skills sharing event for museum educators based in West Wales was organised at the National Wool Museum.

A training initiative on Health & Safety for Schools Visits day was organised by the Museum on behalf of GEM and featured as a front page story in the Times Education Supplement (TES Cymru).

Tasks and Targets for the next two months

- § Develop new teachers' loan resource on 'Exploring Biodiversity' for Pembrokeshire County Council.

Partnerships

Cyfoeth Cymru Gyfan – Sharing Treasures

Work continued with Llandudno, Abergavenny and Scolton Manor Museums on developing their partnership projects. The exhibition at Scolton Manor will run from early August - October 2007.

Celf Cymru Gyfan – ArtShare Wales

Work continued on the content and publication for the *Visitors to Venice* exhibition at Bodelwyddan Castle April – July 2007. Evaluation of the scheme is underway. This is being organised in collaboration with Arts Council Wales and is being carried out by Audiences Wales Ltd.

External Liaison

Angela Gaffney, The National Partnerships Manager attended the NMDC UK Affairs Committee meeting at Tate Britain and the UK Partnerships Forum in Liverpool; the AGM of the Federation of Museums & Art Galleries of Wales in Swansea; *Cyfoeth Cymru Gyfan - Sharing Treasures* partners meeting and the 'Spotlight on Museums' Project Board meeting, both organised by CyMAL and held in Aberystwyth and Cardiff respectively.

The National Partnerships Manager, Angela Gaffney, Policy Co-ordinator, Arabella Smith and Andrew Renton and Eveline Holsappel of the Art Department also attended a meeting at the V&A with the V&A's Head of Planning and Head of Regional Liaison to discuss comparative planning processes and potential future collaboration.

The Director of Learning & Programmes has been participating in a small workshop group from UK museums and agencies to develop the UK-wide collaborative exhibition component of the London 2012 Cultural Olympics.

The Keeper of Big Pit has met with Directors at Tower Colliery to discuss the opportunities and challenges posed by the impending closure of Tower. The Museum has been asked to confirm whether vacancies for staff will exist at Big Pit in March when the first Tower employees are likely to be made redundant. Staff at Big Pit have also been involved in the updating of the Management Plan for the Blaenafon World Heritage Site.

The Annual General Meeting of the Padarn Forum was held at the National Slate Museum in December 2006, followed in January 2007 by a meeting of the Llanberis Partnership. Amongst several projects currently in hand is a proposal to develop a cycling/walking route leading past "Craig yr Undeb" at Penllyn, where the North Wales Quarrymen's Union was formed in 1874.

Cyngor Gwynedd has invited Amgueddfa Cymru-National Museum Wales to be part of the project team developing a HLF bid in respect of the restoration of the Dinorwig Quarry Hospital Museum. The Museum has responded positively, noting that it remains committed to the principle of assuming management responsibility for the hospital, following its redevelopment, subject to the mutually acceptable financial, management and legal agreements being put in place.

Steph Mastoris, Head of the National Waterfront Museum, attended a reception given by the Prime Minister at 10 Downing Street to commemorate the Bicentenary of the Abolition of the Slave Trade.

Tasks and Targets for the next two months

Celf Cymru Gyfan - ArtShare Wales

- § Progress work on the *Visitors to Venice* exhibition.
- § Confirm the next *In View* project at the Glynn Vivian Art Gallery Swansea.
- § Receive and assess evaluation report for the scheme.
- § Attend Partners meeting at Newtown in March.

Cyfoeth Cymru Gyfan – Sharing Treasures

- § Continue project development. Finalise opening date for Scolton Manor exhibition.
- § Finalise content for revised partnership page on Museum website.

§	Continue to work to identify potential funding sources for partnership work beyond 2007-08.
§	Attend Partners meeting at Aberystwyth in March.
<u>External Liaison</u>	
§	Attend NMDC UK Affairs Committee meeting in March and the UK Partnerships Forum in April.
§	Meet with Museums Officer for Monmouthshire County Council in March as part of programme of meeting all local authority museum officers in Wales.
§	Attend British Museum's UK Partnerships Conference in March.
§	Attend meeting of Cardiff Museum Project Panel in March.
§	Prepare paper on possible future collaboration with V&A.
§	Finalise the service level agreement for the St David's Gallery with the Pembrokeshire Coast National Park Authority.
§	Progress the re-launch of the Blaenafon Partnership for the World Heritage Site.
§	Agree acceptable legal, financial and management arrangements for the Dinorwig Quarry Hospital Museum with Cyngor Gwynedd.

Programmes and Presentation

Work has continued in developing the American tour of the exhibition, *From Turner to Cezanne: Masterpieces from the National Museum Wales*.

Tasks and Targets for the next two months

- § Complete U.S. tour itinerary.
- § Complete consultation work on the project creating interpretation and marketing for schools to promote Mynydd Parys as a learning environment.

Research

A draft revised policy and strategy for Research activities has been agreed by Directorate.

Tasks and targets for the next two months

- § Present revised research policy and strategy to Board of Trustees.
- § Develop submission for attaining AHRC Independent Research Organisation status.

Profile Raising

A well attended press lunch was held at the National Gallery as part of the programme of events for the *Art Treasures of Wales* exhibition at Christie's.

This was an opportunity for staff from the Museum to inform London-based arts correspondents of the exhibition, the forthcoming Centenary exhibitions programme and the development of a National Museum of Art for Wales.

A Press View was also held in the exhibition space at Christie's and was well attended, including a group of *VisitWales* travel journalists and a number of freelancers writing for *The Times*, *The Express*, *The Guardian* and *The Daily Mail*. Several private viewings, including Brian Sewell from the Evening Standard and Rebecca Jones, BBC Chief Arts Correspondent, also took place earlier in the week.

Extensive press coverage for the exhibition was achieved, including a short feature on BBC Radio 4's Six O'clock news programme and within a number of Welsh and UK media sources.

According to a poll released by the Association of Leading Visitor Attractions (ALVA) in February, St Fagans: National History Museum was Wales' leading tourist attraction in 2006 welcoming 588,560 visitors, featuring alongside some of the UK's best known museums. As a result of this poll, the Western Mail ran an article which focussed on the fact that there has been a significant increase in the number of people visiting tourist attractions in Wales, including Big Pit and the National Slate Museum.

The National Wool Museum also saw an 8% increase in visitor numbers over the same period, despite coming bottom of the Welsh list and second to last in the UK-wide list. As a result, a reporter from the The Guardian visited the Museum. The article which followed disappointingly and inaccurately branded the National Wool Museum as Britain's least popular attraction. However, the article also contained much positive content and the journalist admitted he'd had such a good time he would return with his children.

The story was also covered by Real Radio, which initially ran a piece on the National Wool Museum's position at the bottom of the table. However, an interview with Sian Thomas, Head of Marketing & Media was also aired, followed by a live debate with Real Radio listeners, many of whom have since visited the Museum. Local outlets also joined with the Carmarthen Journal to promote awareness of the Museum and to encourage more visitors to the Museum.

Amgueddfa Cymru – National Museum Wales launched its Centenary celebrations at the Hilton Hotel on 15 February. The event was organised with the support of BBC Wales and showcased a carefully chosen programme of exhibitions and openings planned for the coming year to celebrate 100 years of Amgueddfa Cymru – National Museum Wales. The event was well attended and effective press and media coverage was secured.

A press launch for the Axa Art sponsored Portraits Display was held on 27 February at National Museum Cardiff, attended by a number of journalists as well as Catrin Finch (one of the sitters).

Tasks and Targets for the next two months

- § Deliver Press view and launch of the *Leonardo da Vinci* exhibition (22 March).
- § Deliver Private view of the *Angus McBean* exhibition (April 18th).

Corporate Communications

Copies of the Centenary publication, documenting key features of the Museum's 100 year history and highlights of the Centenary programme of exhibitions and events, has been distributed to media, key stakeholders and consumers. The publication has been designed specifically to appeal to new audiences, as well as our existing visitor base.

Filming for the 'National Treasures' TV series has begun at some museums with Tanni Grey-Thompson, Iolo Williams, Josie D'Arby, Simon Weston, Derek Brockway, Gareth Edwards amongst confirmed participants.

Tasks and Targets for the next two months

- § Further distribution of the Centenary marketing publication.
- § Further work in securing additional celebrities to champion each of the 16 objects for the 'National Treasures' project.
- § Agreement with the BBC on marketing communications leading up to, and during the programme transmission period.
- § Final planning for the Museum's presence at the Urdd eisteddfod.

Digital Developments

The website homepage has been redesigned to highlight the centenary and the format for the events listings has been simplified. A system has been designed to enable more staff members to author content for the website and input it directly; events can now be input or edited directly into the events listings by events officers.

A newsletter/magazine feature for the intranet homepage, to be called *Sgrws*, has been developed.

Tasks and Targets for the next two months

- § Provide a training session on the website administration system for Events Officers to enable inputting.
- § Finalise changeover of the all-staff e-mail system and publish *Sgrws*.

6. Becoming an organisation that learns and that builds on its successes

Audit of Evaluation Methods

Neil Caldwell Associates Ltd have presented their report to Directorate and given a presentation to the staff involved in the study. Directorate have agreed an action plan to implement a revised Performance Evaluation System, which will involve establishing a 'task and finish' group to trial evaluation methods and write a full evaluation plan for 2008/9.

Tasks and targets for the next two months

- § Establish 'Task and Finish' group

Learning Activities

The Museum has been awarded a Teacher Placement Award by Careers Wales staff. The nomination read – 'The Education team have provided a comprehensive teacher placement programme for both primary and secondary teachers throughout the academic year. Their placements are innovative, creative and proactive and as such well supported by teachers.'

On Common Ground project's work on Interpreting Aberystwyth Castle, in partnership with other organisations, has also received an award from the Association for Interpreting Britain.

Learning Department staff (Danielle Cowell, Andrew Deathe, Kay Staffen and Gemma McAvoy) organised a 'Writing for the Web' course for Museum staff. Gemma McAvoy and Dai Price of the Learning Department have also led diversity training days for staff at National Museum Cardiff and St Fagans and will be offering the training days to all other museum sites.

Tasks and Targets for the next two months

- § Cascade Diversity Training to all Museum sites.

Human Resources

Following a recent assessment, Big Pit retained its IIP (Investors in People) status. A programme of '360 degree' appraisals for senior managers across all sites has also commenced.

Negotiations have commenced with the unions in relation to the 2007/8 pay settlement. Discussions have also continued with the Assembly in relation to the funding of the pension scheme.

A new corporate scheme for staff membership of Leisure clubs (at a reduced rate) has been introduced for staff at all sites.

Tasks and targets for the next two months

- § Continue pay and conditions negotiations with Union representatives.
- § Conclude '360 degree' appraisal of senior management.
- § Set up recruitment process for new Head of HR.
- § Develop work in line with the amalgamation of the Access and Diversity Groups.
- § Progress Leadership and Management Development project for the Creative and Cultural Skills sector body in Wales.
- § Introduce the 'salary sacrifice' scheme for bicycle purchase for staff.
- § Develop 'flexible retirement' proposals.

Sustainable Development

St Fagans: National History Museum has achieved Green Dragon Level 2 Environmental status.

Arabella Smith, Chair of the Sustainable Development Forum, attended a number of environmental management workshops at a one day seminar, 'Creating a Better Place', sponsored by the Environment Agency Wales.

Members of the Forum also visited The Centre for Alternative Technology in Machynlleth, meeting staff members and discussing areas of comparable work and potential areas for collaborative working in the future.

The Museum has received permission to provide showings, for visitors and staff, of the documentary film, *The Inconvenient Truth* which highlights the threats posed to the planet by global warming.

Tasks and Targets for the next two months

- § Arrange follow-up meeting with Centre for Alternative Technology staff at National Museum Cardiff to discuss future plans.
- § Meet with Arena Network to discuss next stages of Green Dragon accreditation at all sites.
- § Co-ordinate showings of *The Inconvenient Truth* to staff at all sites.

7. Re-aligning our resources to deliver all these key developments

Planning

The Operational Planning process for 2007/8 has been both 'top-down' and 'bottom-up' and the Director General has met with each Head of Department, and their Director, to discuss plans for the forthcoming year and beyond in relation to the Vision. These meetings, which have been taking place throughout January, were completed on February 8 2007.

The outcomes of these meetings have fed into both the Operational Plan 2007/8 and the Vision-based budgeting process and a plan for ensuring that the Museum is best positioned, culturally, structurally and financially, to achieve the Vision is emerging. Further discussion is scheduled for Directorate meetings in late February and March, with feedback to Heads of Department by early April, followed by all-staff presentations.

The Performance Review Committee discussed both the draft Operational Plan and Welsh Assembly Government's draft Remit letter at their meeting on February 15 2007.

Tasks and Targets for the next two months

- § Finalise Operational Plan 2007/8 for presentation to the Board of Trustees on March 15 2007
- § Develop emerging plan to enable the Museum, organisationally, to achieve the Vision.

Fundraising

The Wolfson Foundation has agreed to award a grant for up to £200k for the refurbishment of the East Wing Galleries at National Museum Cardiff.

An agreement has also been made with the Principality Building Society for sponsorship of Oriel Un at St Fagans. Details of this sponsorship arrangement will be confirmed within the next month following further negotiations with senior managers at the Principality.

The 'Exploring Our Woodland' project at St Fagans has been awarded just under £100K of funding from the Landfill Tax Credit Scheme (via Cardiff City Council) and Legal and General, for a 2.5 year project and to appoint a Woodland interpreter. The project will create education materials for visitor groups and families, including woodland trails, web pages and nest camera interpretation.

In December 2006 HLF awarded the Museum £104,000 for the construction of a Learning Annex at Big Pit which will be combined with the Gulbenkian Award Prize money to build and furnish the learning space.

The 'Walking with Romans' live interpretation initiative at the National Roman Legion Museum has secured additional funding from Cadw for an extended period of two weeks in September 2007 following the submission of a case study of the successful 2006 initiative by Dai Price, Education Officer.

Heather Jackson and Jana Horak of the Geology Department have secured £22K funding from the Particle Physics and Astronomy Research Council for an outreach project in collaboration with Cardiff University on meteorites.

A major fundraising event was held at Christie's Auction House in London over a four day period which enabled the Museum to engage with a number of potential future funders of the Museum's work. This was the first event to benefit from the input of the newly formed Development Board who were supported by a London Centenary Committee.

An application has been submitted to Corus/Arena Network for Landfill Communities Fund money for the Multi-Sensory trail for the *Origins* Exhibition. Negotiations will continue over the next months.

An application for £890k has been submitted for an outreach project which will aim to build on the successful work of the 'On Common Ground' outreach project.

An application for £195k has been submitted to the Aggregates Levy Sustainability Fund for the development of the Conservation workshop at the National Slate Museum.

Tasks and Targets for the next two months

- § Complete expenditure on the main HLF capital project at Big Pit.
- § Launch a Patrons Centenary Appeal for St Teilo's Church.
- § Continue to develop relationships with potential funders identified through Christie's event.
- § Submit application to a local Trust for the West Wing project at National Museum Cardiff. – check
- § Submit an application to HLF for the 'Remembering Slavery' project at the National Waterfront Museum.

Telecommunications and ICT

The network upgrade and new telephone system has been installed at Big Pit along with additional mains supply protection to minimise the effect of the local mains supply difficulties. Additional cabling to extend network services to the Pit Head Baths area is also underway.

The new Buildings support desk is operating, although ongoing support is still required and additional reporting formats are being considered.

Planning for an upgrade to the existing network storage and for the creation of a new photographic archive has started.

Several test laptops have been configured and tested against the wireless access installed in the Main hall and Balcony area at National Museum Cardiff.

Tasks and targets for the next two months

- § Complete workstation builds for Oriel 1.
- § Continue testing the new laptop client with external services and extend wireless network.

- | |
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| <ul style="list-style-type: none">§ Continue network equipment replacement with main switch upgrade at St Fagans.§ Finalise back-up systems and procedures. |
|--|

8. Recommendations

It is recommended that this report be noted.

Michael Houlihan
Director General

March 2007

FINANCIAL POSITION REPORT AS AT 31 JANUARY 2007

1. REVENUE BUDGET (Appendix 1A)

Current Budget £' 000		Accrued Actual to 31-Jan £' 000	Cash Actual to 31-Jan £' 000	Cash Budget to 31-Jan £' 000	Cash Variance 31-Jan £' 000
	Income				
618	Cash B/Fwd	619	619	618	1
20,519	Assembly Grant in Aid	16,527	16,527	16,871	(344)
500	Trading Subsidiary	158	140	142	(2)
1,082	Self Generated Income	852	820	755	65
410	Contribution from CCS	342	206	410	(204)
206	SPG/Private Funds Transfer	71	0	0	0
23,335	Total Income	18,569	18,312	18,796	(484)
	Expenditure				
(17,458)	Staff	(14,529)	(14,515)	(14,522)	7
(5,406)	Operating	(3,756)	(3,929)	(4,274)	345
(369)	Transfer to CMP	0	0	0	0
(102)	Contingency	19	19	0	19
(23,335)	Total Expenditure	(18,266)	(18,425)	(18,796)	371
0	Net Income/(Expenditure)	303	(113)	0	(113)

There was a revised cash carryforward of £618,000 including the cash transfer of £275,000 from the Trading Subsidiary in respect of profit from 2005-06 which was gift aided to the Museum in December.

We have budgeted for a contribution from NMGW Enterprises Ltd of £500,000 (which consists of £190,000 overhead recharges and £310,000 profit). The profit element will not be realised until the end of the financial year (i.e. when cash may be transferred to the Museum, although there is scope to make interim transfers). However trading accounts to the end of December indicate that there may be a deficit against profits available for distribution to the Museum of approx £28,000 (which is an improvement on the position at the end of September which indicated a deficit against profits of £111,000) and a provision will be made against contingency to this effect. The position is mitigated by the fact that £63,000 relates to the Enterprise operations at the National Waterfront Museum and £63,000 of budget savings against the National Waterfront Museum site budget have been identified to offset this, which also shows against contingency.

The total departmental self generated income target has increased from £503,000 to £1,082,000 due to additional in year funding profiled by a number of depts e.g. BioSyB Research Projects, Learning Department - On Common Ground (but for which there will be additional matched expenditure). Actual income to 31 January was £820,000 against a target of £755,000 (profiled by departments). Variances have been investigated and are in the main due to profiling.

The £410,000 contribution from the City and County of Swansea is specific to the running costs of the National Waterfront museum. Transfers from SPG and Private Funds are due to cover the cost of the Historic Buildings Unit staff costs and part of the Development Department staff and operating costs. These transfers will be made during the year, where appropriate, albeit a provision has been made within the revenue contingency to underwrite the costs of Development Department staff this year.

Actual staff costs were £14,515,000 against a year to date budget of £14,522,000 giving a net underspend on the face of the accounts to date of £7,000 (an amount of £200,000 has been clawed back to contingency for the period April – December). The extent to which further budgets can be clawed back to contingency and reallocated per Museum priorities is being investigated, but provisional work indicates an additional £41,000 for January.

Actual operating costs, to 31 January, were £3,929,000 against a budget (profiled by departments) of £4,274,000. Again major variances have been investigated and are in the main due to profiling. With regard to departments which appear to be underspent an exercise is underway to determine if there are any unrequired funds which can be clawed back to contingency for redistribution or carryover. In particular there is currently a significant underspend against the NWMS budget which even after accommodating the shortfall on the contribution from Enterprises profits is likely to be underspent by c£140,000 at year end. This money is however ring fenced.

The carryforward/contingency account is actively managed and enables funding to be redistributed across the Museum. Actual and anticipated movement in and out of the contingency account currently leaves an anticipated deficit balance of £3,000. Two new significant provisions have been made within the contingency to allocate £50,000 to the Pension Fund as a one off capital injection and to allocate £30,000 to National Wool Museum for site utility costs.

2. SPECIMEN BUDGET (Appendix 2)

Current Budget £' 000		Accrued Actual to 31-Jan £' 000	Cash Actual to 31-Jan £' 000
Income			
425	Cash B/Fwd	425	425
1,075	Assembly Grant in Aid	(6)	(6)
<u>238</u>	Other income	<u>238</u>	<u>238</u>
<u>1,738</u>	Total Income	<u>657</u>	<u>657</u>
Expenditure			
(748)	Dept	(587)	(546)
(958)	Special Purchases	(312)	(162)
<u>(32)</u>	Unallocated Budget	<u>0</u>	<u>0</u>
<u>(1,738)</u>	Total Expenditure	<u>(899)</u>	<u>(708)</u>
<u>0</u>	Net Income/(Expenditure)	<u>(242)</u>	<u>(51)</u>

Departmental spend as at 31 January was £546,000 against a total budget allocation of £748,000. There is an unallocated balance of £32,000. Major items of spend during January include:

Dept	Description	Cost (£)
Geology	J Macculloch's geological map of Scotland (1840)	7,500

This year's specimen grant in aid allocation is yet to be drawn down and is not subject to any carry forward constraint. This position has also been recently confirmed by the Assembly in a letter.

3. CAPITAL MASTERPLAN BUDGET (Appendix 3A & 3B)

Current Budget £' 000		Accrued Actual to 31-Jan £' 000	Cash Actual to 31-Jan £' 000
	Income		
986	Cash B/Fwd (CCA)	986	986
558	Deferred Income (ie HLF)	558	20
1,857	Assembly Grant in Aid	1,857	1,857
300	Assembly Grant (CCA)	300	300
225	Transfer from Revenue	0	0
154	Revenue Contingency Allocation	0	0
150	Transfer from Specimens	0	0
479	Transfer from Private Funds	39	39
<u>106</u>	Other	<u>0</u>	<u>0</u>
<u>4,815</u>	Total Income	<u>3,740</u>	<u>3,202</u>
	Expenditure		
(2,194)	Main Programme & EMW	(1,253)	(1,050)
(1,330)	CCA Project	(1,373)	(1,367)
(4)	NMC Gallery 35-37	0	0
(92)	SNHM Retail & Café	(83)	(83)
(891)	SNHM Gallery 1	(534)	(385)
(40)	NMC Origins Gallery	0	0
(100)	NMC Upper West Wing	(12)	(8)
(10)	NMC Science Zone	0	0
(91)	Big Pit HLF Project	(16)	(16)
(15)	NMC Shop & Outreach Area	0	0
(70)	NMC Ceramic Displays	0	0
<u>(5)</u>	NRLM	<u>0</u>	<u>0</u>
<u>(4,842)</u>	Total Expenditure	<u>(3,271)</u>	<u>(2,909)</u>
<u>(27)</u>	Net Income/(Expenditure)	<u>469</u>	<u>293</u>

The above table represents a snap shot of the overall Capital Master Plan budget for this year only, the details of which are shown in Appendix 3A (which have been revised in line with current project planning, tenders etc), and needs to be viewed over a four year financial period

Whilst expenditure to date looks low we continue to receive assurances from budget holders that the budget will be fully spent by year end, indeed much of the budget is allocated to roof works at National Museum Cardiff on which work has now commenced. This situation will continue to be closely monitored.

The cash carryforward represents undrawn grant from the Assembly for the CCA project last year and for which formal carryover approval was given by the Assembly. This money was held by the Assembly and drawn down as required (albeit £276,000 came via money handed back to the Assembly from NWMS Ltd).

The deferred income refers to grant due from HLF and EU for the Big Pit and National Wool Museum projects and with the final claims having been submitted, the grant will be received this financial year (and is currently being chased). The delay helped manage our cashflow last year.

A more detailed breakdown of the Main Programme and Essential Maintenance Works budget is shown in Appendix 3B. Whilst spend can be contained within budget over the next 3 years there are still some issues with regard to the timing of projects and cashflow. The current position may mean having to finance a cashflow shortfall of £27,000 this financial year (as shown in Appendix 3A) which is manageable and is reduced from the last shortfall forecast of £247,000.

4. PRIVATE FUNDS (Appendix 4A)

Revised Budget £' 000		Accrued Actual to 31-Jan £' 000	Cash Actual to 31-Jan £' 000
2,500	Opening Balance	2,500	2,500
1,158	Total Income	512	490
(1,002)	Total Expenditure/Transfers	(343)	(269)
*	Investment Revaluation	62	62
156	In Year Movement	231	283
2,656	Closing Balance	2,731	2,783

The current estimated income for the Development Department for 2006/07 is £993,000 (against an original income target of £910,000) of which £304,000 was received at 31 January.

Included within the Development Department target is an amount of £362,000 unrestricted monies to replenish the general private fund pot. However with changes to the timing of Capital Masterplanning projects and the part funding of the Development Department through the revenue budget the critical need to achieve the whole of this target has reduced. A provision to underwrite all staff costs amounting to £104,000 has been made against contingency.

The value of investments (valued at the end of January by Gerrard Ltd) shows an increase from 1 April 06 of £62,000 (a slight decrease of £3,000 on last month) and reflects the upturn in market conditions for the year as a whole.

Total fund balances are £2.7m, consisting of £2.1m in investments and £0.6m in cash. Revised commitments from private funds are forecasting that we no longer require the conversion of investments into cash this financial year.

The funds can be split between Specific (£404,000), Departmental (£1,940,000), General (£316,000) and Development Holding Account (£123,000).