

EXECUTIVE SUMMARY PREPARED FOR THE BOARD OF TRUSTEES

To update the Board on progress and achievements

To set out Executive objectives for June, July and August

national
museum
wales
amgueddfa
cymru

A. Financial Report

Management Accounts

The Management Accounts to the financial year-end, as presented to the Performance Review Committee on the 17 May, are attached at Annex A. These illustrate that the process of continuously reviewing the use of both salary and operational budgets during the year and reallocating potential under-spends via a contingency account, has once again proved successful and has enabled a reallocation of funds in line with the Museum's priorities as the year progressed. Funds carried over from 2006/07 that are not specifically allocated have, therefore, been transferred to an opening contingency account to provide a source for budget adjustment as this new financial year progresses.

Statutory Accounts for year ending 31 March 2007

Work continues on the preparation of the statutory year-end accounts for NWMS Limited, and the consolidated Museum accounts. NWMS Limited accounts are scheduled for approval at a NWMS Board meeting on 25 June, and the NMGW Enterprises Limited accounts are due to be approved at the Enterprises Board meeting of 4 July. A review of the consolidated Museum accounts and the NMGW Enterprises Limited accounts, with both sets of auditors, is scheduled for a joint Performance Review and Audit Committee on 12 July. The final version of the Museum accounts, as agreed at that meeting, will be distributed to Trustees for comment in advance of the scheduled signing on 26 July.

Pension Scheme

An initial positive response has been received from the Pensions Regulator regarding the proposed contribution arrangements and this response will be discussed at a meeting of the Pensions Trustees on 18 June. A verbal update will be made at the Board of Trustees meeting on 21 June.

NWMS Limited

Final works in respect of the development of the National Waterfront Museum, utilising the remaining contingency monies available, are to be discussed at the next Board meeting on 25 June.

Tasks and targets for the next three months

- § Complete the year-end Statutory Accounts for all three bodies.
- § Finalise arrangements with the Pension Scheme Trustees for the agreed level of contributions in respect of the Actuarial Valuation to 31 March 2006.

B. External Audit

No issues arose from the interim audit of the Museum accounts conducted by the Wales Audit Office (WAO). The final audit commences on 29 May and is scheduled to finish on 18 June. Audits have been carried out by KTS Owens Thomas on NMGW Enterprises Limited and by PricewaterhouseCoopers on NWMS Limited and commenced on 24 and 21 May respectively.

The WAO's Additional Assurance work this year is mainly focussed on progress within the framework of the 'Making the Connections' agenda, with the exercise being conducted across all elements of Central Government. A workshop was held by the WAO with the Museum's Directorate on 15 May, to review the Museum's response to a self-assessment questionnaire based on four themes:

- Working together
- Making better use of resources
- Putting the service user at the centre
- Preparing and developing the workforce

Feedback will be provided by the WAO for Directorate to consider before the final assessment of the Museum's current state of progress.

A new post of Collections Data Co-ordinator has been created to address the remaining concerns of the Wales Audit Office's *Review of Collections Management* report.

Tasks and Targets for the next three months

- § Work with the three sets of auditors to complete the Statutory Accounts for signing by the due dates.
- § Review and follow up on the WAO's assessment of the Museum's progress under the Making the Connections agenda.

C. Internal Audit

At its meeting on 17 May 2007 the Audit Committee received reports on Data protection, Security, Storage, Collections Verification, Research, and an IT health-check. The Annual report of the Auditors was received and the auditors were satisfied for the twelve months ending 31 March 2007 that the Museum had adequate and effective risk management, control and governance processes to manage the achievement of the organisation's objectives. All the reports had resulted in positive assurance levels with no fundamental recommendations having been raised. The internal auditors were pleased to note that management had implemented the majority of the recommendations raised in the audit reports of the previous year and that this overall opinion may be used by the Accounting Officer in the preparation of the annual

statement of internal control. The Audit Committee were pleased to note such a positive report and that the benchmarking data, which included about forty other non-departmental public bodies, showed the Museum performing very well against the sector average.

Tasks and targets for the next three months

§ Continue work on the Audit Plan for 2007/2008 and prepare the first set of reports for presentation on 12 July 2007.

D. Risk Management

At the meeting of the Risk Management Group on 4 May the Group discussed major breaches in security or terrorism threats, the risk of hot works during the development works at National Museum Cardiff, possible flooding of the Gwent levels and its effect on the National Roman Legion Museum, the security of collections whilst in transit and the increase/decrease in utility charges. In line with a request from the Audit Committee, risks that had a time element had now been given a review date where possible. It was also noted that as a result of the impending VIP visit the police presence at National Museum Cardiff had been increased.

The Committee also felt that with the present uncertainty over the formation of the Assembly Government the items on the risk register that were dependent on Assembly funding and policy should now be graded as a higher risk and should remain so until a Government was in place.

Tasks and Targets for the next three months

§ Review risk register to ensure that risks in the areas of Collections and Education are fully covered for discussion by the Risk Management Group at its meeting on 27 June 2007.

Priority Areas:

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

Masterplanning

National Museum Cardiff

The Main contractor is currently indicating a delay of up to seven weeks on the main programme which the design team are currently evaluating.

The decorative scheme for the East Wing galleries has been agreed and is being implemented.

Galleries 20 and 21 (previously the Archaeology Galleries) were closed on the 15 April and their contents have been transferred to store, with the lower gallery, 21, being developed to create an entrance to the *Industry to Impressionism* exhibition that will be displayed in the Centre Block Galleries.

The centre block galleries were closed on 15 April and their contents have been decanted to store.

St Fagans: National History Museum

Oriel Un at St Fagans was completed and the new displays were opened to visitors at the end of March.

Tasks and targets for the next three months

- § Continue with the refurbishment of the east wing galleries and finalise the plan for the new hang.
- § Complete the works to Galleries 20 & 21 to create the entrance to *Industry to Impressionism*.

Visitor Services & Site Operations

At the National Roman Legion Museum, Scheduled Monument Consent has been agreed for the development of a 'Roman Garden' at the site. However, work on the project has been delayed because of planning difficulties relating to the felling of three trees. An appeal is currently with the Welsh Assembly Government and a minimum of sixteen weeks will elapse before a decision is given.

At Big Pit: National Coal Museum, work has begun on the new Learning Annex, for completion by the end of August and the physical aspects of the Coity Tip project have been completed. This is a collaborative environmental project between Big Pit and Torfaen County Borough Council designed to improve access between the Pontypool & Blaenafon Railway site and Big Pit and will provide a new educational resource for visitors to both sites.

Tasks and targets for the next three months

- § Complete the Learning Annex at Big Pit.
- § Continue work on the 'Roman Garden'.
- § Complete the Graphic Panels and Leaflet for the Coity Tip trail and launch the project on 14 June.

- § Undertake alterations to the shop and retail area at the National Waterfront Museum.
- § Install cooling systems in the office and secondary AC units in the server rooms of the National Waterfront Museum.
- § Test the Finishing Plant at the National Wool Museum with a view to full operation by the end of the year.
- § Further develop the relationship with NMGW Enterprises Limited to expand the Heritage production aspect of the Museum.
- § Install Herian information point at the National Waterfront Museum.
- § Remove the portacabin used to provide interpretation for St Teilo's Church, St Fagans.

Learning and Access

A series of community launches have been arranged in Oriel 1 to celebrate the input of schools and communities into the gallery. These included an event involving Ninian Park, Bontnewydd and Neylands schools discussing one another's work and a celebration of the *On Common Ground* project responsible for the community curated 'dresser'.

Gareth Bonello, formerly a facilitator in the Glanely Gallery at National Museum Cardiff has been appointed as the Interpreter for the *Exploring our Woodlands* project at St Fagans and a steering group has been established for the project.

Ian Daniel has been appointed as the Celtic Village interpreter, in place of Owain Rhys, who has become the Contemporary Curator in Oriel 1, St Fagans.

At the National Roman Legion Museum, an open day was held to thank the Friends of the Museum for their financial support which enabled the redecoration of the Pegasus Centre to give the impression of authentic Roman rooms. The space has had a very positive effect on the visitor experience and has helped to create an atmosphere of 'living history'.

Tasks and Targets for the next three months

- § Write texts and develop briefs for the Art learning stations at National Museum Cardiff.
- § Progress the 'shop front' area in the Main Hall at National Museum Cardiff which is to be used to promote the Outreach service, to open in September.
- § Design and develop the content and resources for the Learning Annexe being built at Big Pit.

Programming and Exhibitions

Oriel Un: St Fagans

The redevelopment of the gallery space has been completed and the new displays were opened to visitors at the end of March. Work is now ongoing on a programme of changes and refreshments for 2008-09.

Tasks and Targets for next three months

- § Continue work on future programming and refreshment of the gallery space.

Origins: National Museum Cardiff

Work on the Origins project has continued to progress to schedule with work on the exhibition text being undertaken by subject curators and members of the Programmes and Presentation Unit.

Tasks and Targets for next three months

§ Continue work on the final stages of exhibition development.

Art Galleries: National Museum Cardiff

The text for the forthcoming exhibition, *Industry to Impressionism: What two Sisters did for Wales*, has been completed and is now being translated ready for production.

Tasks and Targets for next three months

§ Progress work on the installation of the exhibition.

'Science Space' National Museum Cardiff

Work has continued on the programme for the 'Science Space' for the forthcoming year. Final planning is now in progress for the exhibition 'Exploring our World' which will open in September and work is also in progress on display concepts for the celebration of Darwin's Bicentenary celebrations in 2008.

Tasks and Targets for next three months

§ 'Continue work on developing the programme for the 'Science Space.'

Other Exhibition & Display projects

Research work was completed for the *Wales and Slavery* exhibition which opened at the National Waterfront Museum on 1 May and work has continued on the re-fresh programme for the displays for 2007/8.

The National Wool Museum celebrated 'National Mills Week' for the first time by displaying current products of the twelve mills which are still in production in Wales. Guided tours and machinery demonstrations were also given with a waterwheel workshop for children. Preparatory work is also in progress for the 'Style Show' that will be held on 25 October which will celebrate the National Textile Collection and will include the display of a collection of clothing from the 1960s that was recently donated to the museum.

At the National Slate Museum, Ystafell Peris has been closed to allow work to progress on the installation of a new permanent exhibition, *From Rock to Roof*. The displays opened to visitors on May 19 during the 'Twinning' event, although the official opening of the exhibition will not take place until July, when work on additional content for the exhibition has been finalised.

At the National Roman Legion Museum, a temporary exhibition and associated display panels have been created on Roman Herbal Medicine.

The exhibition *Ten Drawings by Leonardo da Vinci* opened on 23 March at National Museum Cardiff and closed on 3 June. The exhibition received a total of 31,766 visitors, an average of 481 per day with a conversion rate of 38% from general Museum visitors.

The *Angus McBean Portraits* exhibition opened on 31 March at National Museum Cardiff and also closed on 3 June. The exhibition received 22,977 visitors, an average of 326 visitors per day with a conversion rate of 26% from general Museum visitors.

The work from the fifty five communities which participated in the *On Common Ground 2* project was exhibited at National Museum Cardiff, St Fagans and the National Waterfront Museum. These included the Blaenavon based 'Booktown' project (winner of the Excellence in Youthwork award), 'FreezeFrame' a photography project with the Swansea Youth Offending Team and 'Tunes & Tries' an art project by members of the Griffithstown Youth Club. The launch event was attended by a wide range of groups which had been involved in the two year long initiative.

The Naming Game: The Influence of Linnaeus exhibition opened on 4 May 2007 in the science exhibition space at National Museum Cardiff. This exhibition, which includes a film using a living history actor tells the story of Linnaeus and explains why the ideas of the Swedish physician, born in 1707 about how to name plants and animals are still important in modern science.

Tasks and Targets for the next three months

- § Continue planning the exhibition programme at the National Waterfront Museum for 2008-2010.
- § Continue planning for the Fashion Show at the National Wool Museum featuring items from a recently donated collection.
- § Host one installation of the *Swansea Locws 3* art festival at the National Waterfront Museum.
- § Host degree shows by the Architectural Glass and Digital Media schools of Swansea Institute.
- § Facilitate the installation and host the *Earth from the Air* exhibition in the 'Museum Park' at the National Waterfront Museum.
- § Prepare for the working demonstration of the Pen y Darren locomotive at the National Waterfront Museum in August.

Development of St Fagans: National History Museum

The Archaeology and Social History External Advisory panel met with members of the Archaeology, Social History and Learning departments for the first time on 2 May. The group toured the site and discussed a number of emerging themes and issues that would need to be considered as part of changes to the remit of the site.

Tasks and Targets for the next three months

- § Provide feedback on further internal meetings to the Advisory Panel and prepare for follow-up meetings for the internal project group.

2. Sustaining prosperous, well-used collections

Collections Care and Access Project

The installation of the collections at the National Collections Centre at Nantgarw was completed at the end of April 2007.

The sliding screen storage system was installed into the new painting store space at National Museum Cardiff with the paintings transferred into the store from the East wing by the end of March 2007.

Work commenced on the Domestic Collection Centre and the Atcost store at St Fagans and a racking contractor was appointed to fit out the building once complete.

Tasks and Targets for the next three months

- § Complete snagging of works at the National Collections Centre.
- § Continue with the works to the Atcost store and the Domestic Collections Centre.

Acquisitions and Curation

The acquisition of the John Cornwell collection of photographs of coal mines and other industry in south Wales has been completed.

Collections and Conservation

The remit of the Collections Storage Group has been agreed by Directorate. This group has been established to address issues concerning the storage of the collections that have not been covered within the Collections Care and Access Project and to discuss, at a strategic level, the best use of resources in the ongoing maintenance of collection storage areas. The Group will be Chaired by the Keeper of Collections Services and will include representatives from the Buildings and Conservation Departments.

The restoration of the base and engine of the Waddle Fan has been completed at Big Pit.

Tasks and targets for the next three months

- § Continue developing the Operational Plan for the National Collections Centre.
- § Install telemetric environmental monitoring system at the National Waterfront Museum.
- § Monitor the environmental conditions in the Textile Gallery at the National Wool Museum over the summer months.
- § Transport the restored base and engine of the Waddle Fan to the National Collections Centre for temporary storage.
- § Complete restoration of the haulage engine for Elleds Slope at Big Pit, prior to its installation in the original engine house later this year.

3. Helping our visitors to make sense of the world

Learning and Access

Training was provided for the Friends of the Museum who ran public guided tours of the *Leonardo da Vinci* and *Angus McBean* exhibitions at National Museum Cardiff. An on line teachers' pack was published to accompany the *Leonardo da Vinci* exhibition and school and family workshops were offered to

accompany both the *Leonardo da Vinci* and *Angus McBean* photographic exhibitions.

At Big Pit, the Annual Lecture, given by Peter Lord on artist Archie Rhys Griffiths was followed by a programme of art workshops looking at Miner artists.

At the National Wool Museum a series of activities was offered to promote and celebrate Mills Week and the National Wool Museum took a leading role in delivering learning activities at the National Urdd Eisteddfod, Carmarthen.

At National Waterfront Museum Swansea a new display was launched in the Frontiers gallery on Sustainable Communities. It is hoped that the presentation can be used in other National Museum sites to stimulate thinking about Sustainability.

The National Waterfront Museum and St Fagans: National History Museum both co-ordinated special activities during Adult Learners Week. At St Fagans, the emphasis was on cultural diversity and a full programme of activities was delivered in collaboration with other Cardiff-based learning providers.

The 'Shore-thing' project has been developed, with funding from the Marine Life Information Network, which involves teachers and 'A' Level students in carrying out beach surveys.

Students studying English for Speakers of Other Languages who worked on the 'You Choose' Project with Art and Learning staff at National Museum Cardiff were awarded the Community Learners Award at Barry College in recognition of their achievements

The first draft of the interpretive content for the Learning Annex at Big Pit has been completed.

Tasks and targets for the next three months

- § Establish Science Clubs for 8-14 year olds at the National Waterfront Museum.
- § Finalise the interpretive content for the Learning Annex at Big Pit.
- § Subject to HLF funding, undertake an interpretation programme for the *Wales and Slavery* exhibition at the National Waterfront Museum involving hard-to-reach groups.
- § Continue work on the National Wool Museum's involvement with piloting a bridging project between Newcastle Emlyn Secondary School and local feeder schools through creative projects involving the museum.
- § Deliver learning programmes for the National Eisteddfod.
- § Develop family activity programmes at all our sites during summer holidays, including a Centenary 'my favourite object' activity to tie in with and promote the BBC National Treasure series.
- § Run hands on Science days for GCSE science students from Communities First areas.
- § Host and arrange activities for 'Tafwyl', a week long activity programme for Welsh speakers and learners at St Fagans in collaboration with Menter Iaith (Welsh language development agency).
- § Prepare for opening of exhibition of work by Mary Lloyd Jones in Oriel 1, St Fagans.

Mainstreaming the Welsh Language

Following Trustees' approval of the general Operational Plan for 2007-08, work has begun on identifying the Welsh language Mainstreaming implications of a number of the key objectives under all seven priority areas.

The Museum has also met with the Welsh Language Board to agree an action plan arising from the revised Welsh Language Scheme.

Tasks and targets for the next three months

- § Mainstreaming Working Group to agree the Mainstreaming objectives arising from the 2007-08 Operational Plan, for approval by Directorate.
- § Implement the Welsh Language Scheme action plan for 2007-8 and complete self assessment questionnaire for submission to the Welsh Language Board.

4. Listening to and learning from our audiences and partners

Ownership

Forty eight staff members attended *Introduction to Visitor Studies and Evaluation* training sessions run by the Visitor Studies Officer from the National Museums Scotland and Gemma McAvoy, Operations Manager in the Museum's Learning Department.

The Museum has submitted an 'Expression of Interest' to the Welsh Assembly Government's Improvement Fund for £42,000 towards a £60,000 project to provide training for staff in public engagement, in partnership with the Third Sector (most commonly defined as 'organisations between the market and the state'). The Museum is competing with a number of other applicants and was informed that notification would follow the May elections.

The Consultation Scheme and Ownership Action Plan will be presented at the 21 June Board Meeting.

The Public Engagement and Consultation Forum has met, agreed its purpose and considered priority areas. This Forum will help inform the implementation of the Action Plan once approved.

Tasks and targets for the next two months

- § Complete plans for the north Wales partnership event to be held in July at Bodelwyddan Castle.
- § Continue to develop options for a south Wales event in the autumn.
- § Implement the Consultation Scheme Ownership Action Plan once approved.

Learning and Access

A research project which is looking at ways to engage children under three in a museum environment has been running through April and May in collaboration with Mudiad Ysgolion Meithrin (the Welsh pre-school playgroups association) and the National Roman Legion Museum. A Museum Facilitator went out to four Meithrin groups in the Newport area to lead sessions looking at Roman toys and learning through movement. This has been followed up by visits to the museum by each group. It is intended that these sessions can be extended to more nursery schools in the area. Museum staff and teachers

have also taken part in a project to create a resource that will support classroom teaching of historical interpretation. The project was funded by the Education Business Partnership and the associated workshops were supported by Newport City Council.

Art and Learning staff carried out a consultation exercise with members of the public at National Museum Cardiff on different styles of interpretive text in the existing Art galleries and results from this will inform the development of the East Wing Galleries.

At the National Roman Legion Museum, visitor responses are being sought regarding the 'Roman Herbal Medicine' display and this work will inform future plans for the interpretation of the 'Roman Garden'.

The National Waterfront Museum Access Group has been working in partnership with RNIB developing tactile orientation maps for the National Waterfront Museum in order to make the museum more accessible to a visually impaired audience. These tactile maps will be trialled with the RNIB later this year. The RNIB also advised on additional facilities that could be developed at the museum for visitors with visual impairments.

Danielle Cowell of the Learning Department and Claire Fowler, the Assembly's adviser on Education for Sustainable Development collaborated on the production of resource materials for teachers to be sent to Secondary Schools in Wales together with the documentary film 'An Inconvenient Truth'. Members of the Learning Department have also delivered a teacher training road-show, encouraging educational use of the film as a learning resource in schools.

The Head of the Learning Department, Ceri Black, met with eighty representatives of the South Wales University of the Third Age (U3A) to promote the Museum as a learning resource for older people. This was followed up with a meeting of local group leaders to consider research-based 'shared learning' projects at National Museum Cardiff and St. Fagans.

Tasks and targets for the next three months

- § Follow up initial meeting with the Black Environment Network in north-west Wales, and progress proposals for a self-guiding facility at the National Slate Museum for minority ethnic communities.
- § Continue to develop tactile maps at the National Waterfront Museum.
- § Install additional signage at the National Waterfront Museum following visitor evaluation.
- § Conduct evaluation of Oriel 1 through questionnaire, focus group and template for recording visitor behaviour.
- § Begin evaluation of visitor flow and interaction at the National Roman Legion Museum with support from the Museum Assistants on site.

Marketing

Following a formal tender process, *Cision UK* (formerly known as *Romeike*) has been appointed to conduct an online press cuttings service for the Museum. The service will enable the Marketing & Media department to monitor press coverage on a 'real time' basis, gain instant access to the advertising value equivalent (AVE) of each individual article and evaluate the

success of individual press campaigns. Comprehensive evaluation of the press work undertaken over the next year will also be undertaken by *Stratamatrix* on a six monthly and annual basis.

Following recent developments within the Marketing & Media department, including the integration of consumer press and marketing teams, a Training & Development Plan has been produced to develop skills capacity and to encourage knowledge share amongst the team. The plan features a mix of internal and external courses, special/themed sessions, seminars and conferences and visits to other attractions for details of best practice.

The Museum's email marketing campaign is underway, following the appointment of new media company, *Pure 360*. The campaign aims to reach a wider audience and recruit new members to the marketing database as well as helping the department to operate on a more sustainable level.

The department has also developed new marketing material for the National Wool Museum, aimed at supporting the press work already underway to promote the museum as a unique tourist attraction. The material includes an annual events leaflet and a 'find us' card. The material is further supported by a regional collaborative advertising campaign which includes a commitment by the museum and other local attractions to advertising collectively in key tourism publications.

Tasks and targets for the next three months

- § Survey summer visitors to the National Waterfront Museum.
- § Implement the marketing and consumer press and PR campaign for the *Industry to Impressionism* exhibition.
- § Deliver e-marketing and travel trade campaigns, in association with Visit Wales and Bray Leino.
- § Deliver Summer Marketing Campaign, involving radio, press and web-advertising and an all-Wales press campaign.
- § Prepare brief for six monthly press and media evaluation.

5. Expanding our local and global reach

Visitor Figures

The final number of visits made to Amgueddfa Cymru-National Museum sites during 2006-07 was 1,534,727, exceeding the 1.45m target by 84,727 (5.84%). This success was aided by the National Waterfront Museum exceeding its target of 200,000 visits by 56,287.

As 2006-07 was the first full financial year of operation for the National Waterfront Museum, direct comparisons with 2005-06 are not possible. However, excluding the National Waterfront Museum figures, the figures for the other six museums show that they attracted 1,278,440 visits in 2006-07, compared to 1,255,448 in 2005-06.

This momentum continued into April 2007 with a total of 190,834 visits for the month (including a record 103,446 at St Fagans) which exceeded the monthly target by 31,408 (19.69%) and surpassed April 2006 by 10.44%.

Publications

The Museum's Centenary year is being marked with the publication of two flagship books. The first, *Things of Beauty*, explores the lives of the Davies sisters of Gregynog. Featuring photographs from the family archive and art from the sisters' bequests the book explores the programme of activities at Gregynog Hall, their love of music, the source of the family's wealth and the formation of the now famous art collection. The book accompanies the Centenary exhibition *Industry to Impressionism* at National Museum Cardiff.

The second book is *Amgueddfa Cymru – National Museum Wales: celebrating the first 100 years*. The creation of this book involved staff from the Enterprises, Publications, Photography and Curatorial departments working together with an external publisher. The resulting book, retailing at £14.99 features highlights from the collections and activities from each decade of the Museum's first century.

Research for the next edition of Big Pit's research publication, *GLO - COAL*, which is entitled 'All Poles' and explores the experiences of foreign workers in the Welsh coal mines, has also been completed.

Tasks and Targets for the next three months

- § Finalise the content for the next edition of *GLO - COAL*, titled 'All Poles' and hand over to designers.
- § Prepare for publication a series of research guides on Welsh Industry, funded by the Friends.
- § Continue to progress work on the production of *Sir William Recollects*, a study of the ship owner, Sir William Reardon Smith.
- § Launch the Davies Sisters book at the Official Opening of *Industry to Impressionism*.
- § Launch the Centenary Book (Welsh and English) at the Royal Welsh Agricultural Show, National Eisteddfod and at the National Waterfront Museum.
- § Implement press, publicity and marketing campaigns for both centenary books.
- § Begin production of annual and financial reports.

Development of Virtual Museum

A full presentation on progress to date and future developments will be given at the 21 June Board Meeting.

Tasks and targets for the next three months

- § Go live with the 'introduction' to the Virtual Museum on 28 August (tbc) in association with the final programme broadcast in the BBC National Treasures series.

Learning & Access

A feature on research by SCAN Education Officer Danielle Cowell on the successful Spring Bulbs for Schools project was published in the Primary Science Review

An article by Andrew Deathe, Gallery Author on the commemoration of the Aberfan disaster at the National Waterfront Museum, was published in the GEM (Group for Education in Museum) magazine.

Big Pit's Education Officer, Sharon Ford has been approached by a curriculum writer from Australia seeking permission to include the 'Children of the Revolution' resource in their curriculum. Sharon is also collaborating with BBC Wales to produce resources for schools on mining.

The 'Under the Seafloor' exhibition is now on display in Barnstaple. Lara Murphy, Marine Interpreter has been based there for two days a week, delivering workshops to schools and communities.

Ceri Black, Head of Learning, attended a meeting of the Historical Environment Group (the network of Welsh Heritage organisations convened by the Minister for Culture) and gave a presentation on the use of Generic Learning Outcomes (GLOs) in the development of Oriel 1, St Fagans.

The Learning Department have been working with Swansea Museum and GEM to secure CyMAL funding for a project to encourage the development of learning activities by smaller museums in Wales. It is expected that Museum staff will be involved in training and possibly mentoring. The department has also been taking an active role in a second CyMAL funded project, investigating ways in which Museums can be involved in delivering the Welsh Baccalaureate.

Tasks and Targets for the next three months

- § Launch the Coity Tips interpretation initiative at Big Pit, - a partnership project with Torfaen CBC in June and develop new family activities for the summer period, including a nature trail around Coity tip and pond.
- § Deliver the 'Romans in Residence' event through August.

Partnerships

Cyfoeth Cymru Gyfan – Sharing Treasures

Further work has taken place with Pontypool Museum on the refurbishment of their Japanware gallery. A response is still awaited from the Assembly for a opening date for the gallery.

Further discussions have been held with CyMAL regarding bids for the revised partnership scheme.

Celf Cymru Gyfan – ArtShare Wales

The exhibition, *Visitors to Venice* was opened at Bodelwyddan Castle. Including major works by Monet, Whistler and Sickert, *Visitors to Venice* explores 19th and 20th century depictions of Venice, and images of those whom the city has inspired. The exhibition has been organised as part of the *Celf Cymru Gyfan – ArtShare Wales* scheme in partnership with Bodelwyddan Castle and the National Portrait Gallery.

The display project entitled *In View: Alfred Sisley* opened at the Glynn Vivian Art Gallery in Swansea. This display features two major Welsh views by Sisley, 'Storr Rock' and 'The Cliffs at Penarth' from the Museum's collections which are displayed alongside the Glynn Vivian's collection of Impressionist paintings. As part of this project another work from the Museum's collections, 'Towards Lavernock' by Terry Setch, which also interprets the Penarth cliff tops, is on display in the Glynn Vivian atrium.

External Liaison

The National Partnerships Manager, Angela Gaffney, represented the Museum at the first meeting of the Steering Group for the 'Mapping Wales Survey' organised by CyMAL. A meeting has also taken place with the Head of Exhibitions at National Library Wales to discuss potential collaboration with a further meeting planned for July.

Contributions have been made by the Museum to the update of the Management Plan for the Blaenafon World Heritage Site.

The National Waterfront Museum hosted part of the 'History and the Public' conference, organised by the University of Swansea and the Institute of Historical Research.

The Director of Learning & Programmes selected and awarded the University of Glamorgan's Annual Purchase Prize.

The Deputy Director General attended a meeting of the Federation of Welsh Museums & Art Galleries to discuss collections-based collaboration.

Tasks and Targets for the next three months

Cyfoeth Cymru Gyfan – Sharing Treasures

- § Continue work with Pontypool Museum on Japanware Gallery project.
- § Finalise new partners in scheme with CyMAL.

Celf Cymru Gyfan – ArtShare Wales

- § Continue working with the Glynn Vivian Art Gallery Swansea and with Bodolwyddan Castle on future projects.

External Liaison

- § Continue working with Pembrokeshire Coast National Park on response to WEFO funding bid.
- § National Partnerships Manager to attend inaugural meeting of UK National Partnerships Forum in Edinburgh.
- § Facilitate meeting with Cadw and National Trust to progress loan and tenancy agreements for Segontium.
- § Meet with Cyngor Gwynedd to commence discussion of legal, financial and management arrangements for the Dinorwig Quarry Hospital Museum.
- § Arrange and facilitate a special meeting of the Llanberis Partnership, to be addressed by the Head of Strategy and Implementation from the Department of Enterprise, Innovation and Networks, to identify partnership opportunities within the Welsh Assembly Government's Mon/Menai Programme.
- § Contribute to the update of the Management Plan for the Blaenafon World Heritage Site, and to the future re-launch of the Plan and the Blaenafon Partnership.
- § Assist CyMAL in their tour of three travelling versions of the *Wales & Slavery* exhibition.
- § Prepare for hosting the annual conference of the Society for Folk Life Studies at the National Waterfront Museum in September.
- § Celebrate Asylum seekers Week in June at the National Waterfront Museum in partnership with relevant organisations.
- § Host the learning activities associated with the *Earth from the Air* exhibition hosted by a partnership of Swansea cultural organisations.

Research

Tasks and targets for the next three months

- § Continue developing the submission for attaining AHRC Independent Research Organisation status.
- § Directorate to agree revised remit of Research Board.

Profile Raising & Corporate Communications

Official Openings and associated Press Views were held for the *Leonardo da Vinci* and *Angus McBean* exhibitions at National Museum Cardiff.

The National Wool Museum held a stall at *Wonderwool*, part of the Smallholders Festival at the Royal Welsh Agricultural Showground on 19-20 May.

Members of the Industry Department have contributed to a number of outside bodies including the editorial board of *Cymru a'r Môr/Maritime Wales*, the Advisory Committee for Historic Ships and the South Wales Record Society.

A presentation on the National Waterfront Museum was delivered at the European Museum of the Year award conference.

Following a visit by the Director General to Slate Valley Museum in Granville, upstate New York, in 2006, the Wales leg of the twinning project was marked by a PR event with the US delegation held at National Slate Museum, 19 May 2007. By December 2007, the aim is to register and digitise family history information gathered through the twinning process - thus enabling the resources to be shared with audiences both in Wales and the USA.

At St David's, a photo opportunity took place involving the President and the Director General, marking the beginning of the construction of the new Visitor Centre and Gallery on the site.

At the National Library, an event took place to celebrate the Museum's joint sponsorship, with the National Library, of the Crown that will be used at this year's National Eisteddfod.

A final list of celebrities to champion each of the sixteen objects for the 'National Treasures' TV series has been confirmed. Transmission dates for the programmes are now in place and a plan has been drawn up with BBC Wales and Bray Leino for the marketing campaign leading up to, and during the transmission period. Cerys Matthews, the celebrity for the National Wool Museum has visited the site and was photographed with a nursing shawl which was the featured object.

The National Wool Museum led the Museum's presence at the Urdd Eisteddfod. Family activities included weaving and blanket making.

Tasks and Targets for the next three months

- § Hold official opening for the *Wales and Slavery* exhibition at the National Waterfront Museum.
- § Promote North Wales Partnership Event at Bodelwyddan Castle, 9 July.
- § Deliver Press View and Official Opening for *Industry to Impressionism*, 17 July

- | |
|--|
| <ul style="list-style-type: none"> § Deliver effective presence at the Royal Welsh Agricultural Show and the National Eisteddfod. § Review the Corporate Communications Strategy, taking into account the need to engage more fully with all parties at the National Assembly. |
|--|

Digital Developments

Dafydd James, E-learning Officer attended the 'Museums and the Web' conference in the USA and conducted research into how museums in the US integrate digital media into gallery spaces, including the development and management of online and offline projects. The intention is to use the research to enable external benchmarking and to assist in the development and implementation of internal standards.

Dafydd has also secured funding from the Welsh Livery Guild for a week long study visit to Hong Kong to investigate how multi-lingual organisations deal with digital media.

Events and Press officers have now been trained and have taken over the task of inputting new content into the relevant sections of the Museum's website.

Internal All-Staff e-mails are now routed through a new system which ensures that editing, translation and branding are applied to all messages. This system runs via the 'Sgwrs' section of the Intranet.

<h3>Tasks and Targets for the next three months</h3>

- | |
|--|
| <ul style="list-style-type: none"> § Work on action points from the new Media Group regarding podcasts/downloads. |
|--|

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

Evaluation Activities

A task and finish 'Evaluation Review Group' has been established and staff invited to be core members of the group have agreed to a schedule of meetings for 2007/2008.

An evaluation of the new temporary science exhibition space at National Museum Cardiff was completed and the results are being used to inform the development of the Science portal.

An evaluation project on the Festival of Muslim Cultures has been completed by Gemma McAvoy of the Learning Department.

<h3>Tasks and Targets for the next three months</h3>

- | |
|--|
| <ul style="list-style-type: none"> § Facilitate study of the economic and social impact of the National Waterfront Museum. § Evaluate the success of the <i>Wales and Slavery</i> exhibition at the National Waterfront Museum. § Evaluate 'Gener8', the young person's engineering club held at the National Waterfront Museum on order to inform future provision at other sites. § Research users' views on the Glanely Gallery at National Museum Cardiff. |
|--|

- | |
|---|
| <p>§ Prepare scoping and preparatory papers for the first meeting of the 'Evaluation Review Group' on July 9 '07.</p> |
|---|

Learning Activities

Gemma McAvoy, Dai Price and other members of the Diversity group gave a Diversity Awareness Presentation to staff at National Museum Cardiff and St Fagans: National History Museum, focusing primarily on the work of Museum Assistants.

Ken Brassil of the Learning Department hosted and co-organised a GEM UK (Group for Education in Museums) course on 'Teaching with Objects' for museum education professionals. The Learning Department also organised a very successful two day course for teachers on 'Learning through Objects', supported by Careers Wales/ EBP (Education Business Partnership).

The Learning and HR Departments also organised two training days with Interpretive Master-planning authority, John Veverka. The first day which focussed on interpretation was arranged as a partnership programme with the interpretation network, Dehongli Cymru and was also open to external delegates. The second day on 'Walks, Talks, Tours and Trails', was arranged exclusively for Museum staff.

The Learning Department was presented with a 'Most Valued Partner' Award by Careers Wales Cardiff and Vale for its work in supporting Teacher Placements.

<h3>Tasks and Targets for the next three months</h3>

- | |
|--|
| <p>§ Arrange training for History students who will offer tours of St Fagans during the summer.</p> <p>§ Explore the development of training in communicating collections.</p> |
|--|

Human Resources

Pay negotiations have continued with Union representatives, although this process will be delayed due to parallel discussions between the Unions and the Assembly.

'360 degree' appraisals for senior management are currently being evaluated prior to feedback to the individuals involved.

The recruitment process for a new Head of HR is still ongoing, with no appointment having been made during the first recruitment round.

The Access and Diversity Groups have been amalgamated.

The Leadership and Management Development project for the Creative and Cultural Skills sector body in Wales has been progressed.

<h3>Tasks and targets for the next three months</h3>

- | |
|---|
| <p>§ Continue pay negotiations.</p> <p>§ Finalise feedback from the 360 degree appraisals for senior staff.</p> <p>§ Appoint a new Head of HR.</p> <p>§ Develop 'flexible retirement' proposals.</p> <p>§ Introduce the 'salary sacrifice' scheme for bicycle purchase for staff.</p> |
|---|

- | |
|--|
| <ul style="list-style-type: none">§ Complete 360 degree appraisal of managers at the National Slate Museum as part of the IIP programme.§ Plan for IIP preparation at the National Waterfront Museum. |
|--|

Sustainable Development

St Fagans: National History Museum has recently received Green Dragon Level 2 environmental management accreditation with National Museum Cardiff also successfully maintaining the Level 2 standard at its first twelve monthly renewal audit since gaining accreditation. The National Waterfront Museum and the National Collections Centre are now undertaking preparatory work for the Level 2 accreditation process with the aim of all Museum sites maintaining Level 2 or higher status by the end of 2007.

Members of the Sustainable Development Forum have organised staff showings of the documentary 'The Inconvenient Truth' at all Museum sites. This film explains the science of global warming and staff showings have included facilitated discussion sessions during which members of staff have been able to discuss potential changes to operational practices that could increase the Museum's energy efficiency and help to build sustainable thinking and practices into the core activities of the organisation.

Tasks and Targets for the next three months
--

- | |
|--|
| <ul style="list-style-type: none">§ Continue preparatory work at the National Collections Centre & National Waterfront Museum for Green Dragon Level 2 accreditation.§ At Big Pit, prepare for Green Dragon Level 2 twelve month renewal audit.§ Progress work on staff transport survey and with audit of internal transport usage. |
|--|

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

Planning

The Operational Plan for 2007/8 which was approved by the Board of Trustees on March 15 2007 has been received by the Welsh Assembly Government.

Following the planning meetings between the Director General and Managers during January and February, a 'Vision Agenda' for ensuring that the Museum is best positioned, culturally, structurally and financially, to realise the Vision has been drafted. Outline plans for setting up 'Executive Group' Meetings, in place of Directorate and Management Forum meetings have been introduced to Managers as a process for addressing this Vision Agenda. These 'Executive Groups' will have a wider membership embracing a range of senior and middle managers. The Director General has undertaken a series of 'all-staff briefings' to introduce this concept to staff and has invited staff to participate in one of a series of workshops to be held during July in which they can contribute to the development of the Vision Agenda.

Tasks and Targets for the next three months
--

- | |
|--|
| <ul style="list-style-type: none">§ Set up workshop sessions for staff on the 'Vision Agenda'.§ Firm up proposals and arrangements for starting the new 'Executive Group' arrangements in September 07. |
|--|

Fundraising

A Patrons Centenary Appeal was launched for St Teilo's Church and the agreed target has already been met.

Applications were submitted to two local Trusts for the West Wing project at National Museum Cardiff.

An application was submitted to the Heritage Lottery Fund for the 'Remembering Slavery' project at the National Waterfront Museum.

Funding has been secured from the Wales Council for Voluntary Action to enable St Fagans to offer a ten week art course in collaboration with Hafal, the organisation for people with severe mental health problems, which is based in the grounds of the Museum.

Funding has been secured at the National Waterfront Museum for a range of activities during 'Refugee week' including training days and education taster sessions. The National Waterfront Museum's 'Democracy Out of School' partnership project in Community First Areas has also received funding from the City and County of Swansea.

Tasks and Targets for the next three months

- § Finalise negotiations with funders for the West Wing project.
- § Agree drawdown procedures for the funding pledged by the Principality Building Society for Oriel Un.
- § Use the VIP event on the 5 June to best effect.
- § Complete expenditure on the main HLF capital project at Big Pit.

NMGW Enterprises Limited

The Draft Management Accounts for the year ending 31 March 2007 showed that the trading subsidiary had achieved the level of profit incorporated within the Museum's budget other than at the National Waterfront Museum. The shortfall of trading income at this site has resulted in adjustments to expenditure within the site's ring-fenced budget. Changes to the layout of the shop are now being carried out.

The in-house catering operations at Big Pit, the National Wool Museum and the National Slate Museum, whilst still trading at a loss, have seen the deficit reduced by £41k compared to the previous year. Corporate hire continues to grow with particularly encouraging early results the National Waterfront Museum. However, Unit 1 at Swansea remains vacant although efforts to find a tenant are being renewed, with particular emphasis on the upcoming re-opening of the Swansea Leisure Centre.

Tasks and targets for the next three months

- § Market and distribute the Centenary Book.
- § Address quality and consistency issues with the Museum's catering contractor.
- § Plan and organise shops at the Royal Welsh Show and the National Eisteddfod.
- § Make progress with alterations to the shop at the National Waterfront Museum.
- § Secure a new tenant for Gwalia Stores at St Fagans following the cease in trading of the previous tenant.

Telecommunications and ICT

Workstation builds and the network infrastructure were completed to schedule for the opening of Oriel Un at the end of March.

Work has continued on the first phase of work for the introduction of the wireless network at National Museum Cardiff with only the Reardon Smith Lecture Theatre and Education Room remaining to be completed. The network is currently being tested, with the internal launch provisionally scheduled for July.

Following the purchase of the new FTP servers, a programme of change is underway which will enable the upgrading of email services and improve the resilience of the main database servers.

The installation of the new telephone system at Big Pit: National Coal Museum is virtually complete, with BT having installed new ISDN circuits.

A joint project with UWIC for a pilot electronic guide for St Fagans: National History Museum was tested in March.

The collection of software licence information for fixed workstations is complete and equivalent work is now commencing on the organisation's laptop systems.

Tasks and targets for the next three months

- § Continue collection of laptop software licensing information.
- § Complete transfer to new voices system at Big Pit.
- § Continue testing wireless network and confirm launch at National Museum Cardiff.
- § Upgrade network equipment and backup device at the National Slate Museum.

8. Recommendations

It is recommended that this report be noted.

Michael Houlihan
Director General

June 2007

Appendix A **FINANCIAL POSITION REPORT** **AS AT 31 MARCH 2007**

1. REVENUE BUDGET (Appendix 1)

Current Budget £' 000		Cash Actual to 31-Mar £' 000	Cash Variance 31-Mar £' 000
	Income		
618	Cash B/Fwd	619	(1)
20,519	Assembly Grant in Aid	20,519	0
437	Trading Subsidiary	185	252
1,082	Self Generated Income	1,035	47
410	Contribution from CCS	410	0
206	SPG/Private Funds Transfer	85	121
23,272	Total Income	(22,853)	419
	Expenditure		
(17,458)	Staff	(17,340)	(118)
(5,343)	Operating	(5,031)	(312)
(384)	Transfer to CMP	(259)	(125)
(87)	Contingency	(33)	(54)
(23,272)	Total Expenditure	(22,663)	(609)
0	Net Income	190	(190)

All Assembly Revenue Grant in Aid amounting to £20.519m was drawn down by year end and the cash contained within Assembly carryover limits.

There was an expected contribution from NMGW Enterprises Ltd of £437,000 (which consists of £190,000 overhead recharges and £247,000 profit). The profit element has been reduced by £63,000 due to the forecast position of the Enterprise operations at the National Waterfront Museum (but which has been offset by £63,000 of budget savings against the National Waterfront Museum site budget). Recharges received amounted to £185,000, slightly below budget due to a difference between actual staff costs and estimated. Draft trading accounts to the end of March indicate a provisional profit of £275,000 which is an improvement on the revised target (with no change to the National Waterfront Museum position).

Actual self generated income to 31 March was £1.035m. Whilst appearing to be below target this was due to the awaited receipt of the 'On Common Ground' project funding amounting to £72,000 which will be received in 2007/08.

The £410,000 contribution from the City and County of Swansea is specific to the running costs of the National Waterfront Museum and all contributions were received as at 31 March.

Transfers were made from SPG and Private Funds amounting to £85,000 in line with actual expenditure to cover the cost of the Historic Buildings Unit staff costs and the Development Department operating costs. This was below budget, in the main, due to a provision being made within the revenue contingency to underwrite the costs of Development Department staff, which amounted to £104,000.

Actual staff costs were £17,340,000 against a budget of £17,458,000 giving an underspend on the face of the accounts of £118,000 (there was a total underspend of £318,000 including underspend previously clawed back to contingency but subsequently reallocated). In addition a one off payment of £50,000 was made to the Pension Fund. Actual operating costs to 31 March were £5,031,000 against a budget of £5,343,000 giving an underspend of £312,000. Much of the underspend on staffing and operating costs was in relation to the National Waterfront Museum.

To the underspend of £190,000 (shown on the table on page 1) needs to be added deferred income from the OCG project of £72,000 and trading subsidiary profit of £247,000 which gives a total carryforward of £509,000. An amount of £99,000 needs to be earmarked for the National Waterfront Museum, an amount of £152,000 is earmarked for commitments and £125k is earmarked for the CMP. This left a carryover of £142,000 available for general allocation.

2. SPECIMEN BUDGET (Appendix 2)

Current Budget £' 000		Cash Actual to 31-Mar £' 000	Cash Variance 31-Mar £' 000
	Income		
420	Cash B/Fwd	420	0
1,075	Assembly Grant in Aid	1,075	0
<u>238</u>	Other income	<u>238</u>	<u>0</u>
<u>1,733</u>	Total Income	<u>1,733</u>	<u>0</u>
	Expenditure		
(748)	Dept	(650)	(98)
(958)	Special Purchases	(341)	(617)
<u>(27)</u>	Unallocated Budget	<u>(7)</u>	<u>(20)</u>
<u>(1,733)</u>	Total Expenditure	<u>(998)</u>	<u>(735)</u>
<u>0</u>	Net Income	<u>735</u>	<u>(735)</u>

All Assembly Specimen GIA amounting to £1.075m was drawn down by year end and the cash contained within Assembly carryover limits.

Departmental spend as at 31 March was £650,000 against a total budget allocation of £748,000. The nature of the allocation of specimen budget to departments means that it is not necessarily spent.

There was a total underspend of £735,000. An amount of £571,000 needs to be earmarked for the Centenary Fund Partnership.

Major items of spend for the year include:

Dept	Description	Cost (£)
Art	Kamikazee by Peter Blake*	215,000
Art	Plate – Hafod Dessert Service, Derby 1787	7,500
Art	'Kangchenjunga from Darjeeling' by Edward Lear**	150,000
Geology	J Macculloch's geological map of Scotland (1840)	7,500
A&N	Boverton Collar	5,000

* The Blake purchase is supported by a £120,000 donation from the Derek Williams Trust and a £40,000 donation from the National Art Collection Fund.

**The Lear purchase will cost £300,000 split over two financial years supported by a £150,000 total contribution from NACF again split over two financial years.

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

Current Budget £' 000		Cash Actual to 31-Mar £' 000
	Income	
986	Cash B/Fwd (CCA)	986
558	Deferred Income (ie HLF)	396
1,957	Assembly Grant in Aid	1,957
300	Assembly Grant (CCA)	300
225	Transfer from Revenue	160
169	Revenue Contingency Allocation	109
(125)	Revenue Contingency C/fwd	0
150	Transfer from Specimens	150
327	Transfer from Private Funds	315
52	HLF (BP Educ Project)	52
<u>4,599</u>	Total Income	<u>4,425</u>
	Expenditure	
(2,126)	Main Programme & EMW	(2,126)
(1,599)	CCA Project	(1,599)
(90)	SNHM Retail & Café	(83)
(806)	SNHM Gallery 1	(791)
(2)	NMC Origins Gallery	0
(12)	NMC West Wing	(12)
(10)	NMC Science Zone	(10)
(60)	Big Pit HLF Project	(26)
(30)	Big Pit Educ Project	(9)
0	NMC Shop & Outreach Area	0
(39)	NMC Ceramic Displays	(39)
<u>0</u>	NRLM	<u>0</u>
<u>(4,774)</u>	Total Expenditure	<u>(4,695)</u>
<u>(175)</u>	Net Income/(Expenditure)	<u>(270)</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

All Assembly Capital GIA amounting to £2.257m was drawn down by year end and the cash contained within Assembly carryover limits. In addition, the cash carryforward of £0.986m which represented undrawn grant from the Assembly for the CCA project in 2005/06 and for which formal carryover approval was given by the Assembly was also all drawn down in 2006/07 (albeit £276,000 came via money handed back to the Assembly from NWMS Ltd).

The deferred income of £558,000 refers to grant due from HLF and EU for the Big Pit and National Waterfront Museum projects and for which final claims have been submitted. As at 31 March only £396,000 had been received. However the balance was subsequently received in April 07.

Expenditure had to be managed against available cash in 2006/07 however the timing of some projects (in particular the essential maintenance projects as shown in Appendix 3B) meant that the capital cash account was in deficit at year end by £270,000 (but in practical

terms this deficit was offset against the specimen cash account surplus). The capital budget (in cash terms) will balance back at the end of 2008/09.

4. PRIVATE FUNDS (Appendix 4A)

Revised Budget £' 000		Cash Actual to 31-Mar £' 000
2,500	Opening Balance	2,500
1,201	Total Income	709
(925)	Total Expenditure/Transfers	(656)
*	Investment Revaluation	83
<u>276</u>	In Year Movement	<u>136</u>
<u>2,776</u>	Closing Balance	<u>2,636</u>

The final estimated income for the Development Department for 2006/07 was £1,036,000 (against an original income target of £910,000) of which £409,000 was received at 31 March.

Development staff costs were met from the Museum's revenue budget in line with the planned provision.

The value of investments (valued at the end of March by Gerrard Ltd) shows an increase from 1 Apr 06 of £83,000 and reflects market growth for the year as a whole.

Total fund balances are £2.6m, consisting of £2.1m in investments and £0.5m in cash.

The funds can be split between Specific (£531,000), Departmental (£1,787,000) and General (£318,000).