

EXECUTIVE SUMMARY PREPARED FOR THE BOARD OF TRUSTEES

To update the Board on progress and achievements

To set out Executive objectives for January, February and March

national
museum
wales
amgueddfa
cymru

A. Financial Report

Management Accounts

The Management Accounts for the first 7 months of the year are attached at Annex A.

The report on the accounts is in the standard format and shows that both income and expenditure are largely in line with budgets. Where salary under-spend has occurred, this is generally transferred to the in-year contingency account for re-allocation, in line with the Museum's priorities. All other significant budget variances are investigated. These variances are most frequently found to be the result of changes to budget profiles caused by changes to project timings and consequently, no major management intervention is required at present.

Budgets 2008-09 to 2010-11

The Welsh Assembly Government budgets were announced on 5 November and published on its website.

A detailed paper on the budget position was presented to the Performance Review Committee on 21 November which highlighted that the outcome was better than initially anticipated. There are no changes to the Capital Grant-in-Aid or Specimen Acquisition budgets, whilst the Revenue Grant-in-Aid will increase cumulatively by £1.2m, £471k and £540k over the next three years.

After comparing these increases to the pay requirements, increased utility costs and other inflationary increases, initial indications suggest a requirement for cuts to the existing base budgets of £347k in 2009-2010 and a further £280k in 2010-11, resulting in a necessary cumulative saving to be found of £627k. The Joint Executive Group had commenced budget planning for these three years at a meeting on 18 October and workshops held at that meeting generated a list of areas that could be examined for budget reductions. These areas are now being prioritised in terms of minimising the adverse impact on the Museum's work and ease of delivery. Calculations of the savings arising are also being produced.

Alongside budget planning for the next three years, the Staff Executive Group has also prioritised the desired areas for increased resource allocation emanating from the Vision Based Budgeting exercise. The ability to deliver these desired allocation increases will be dependant upon the level of delivery that is possible with reference to the savings referred to above.

Tasks and Targets for the next four months

Detailed budget preparations for 2008-09 are scheduled for completion and areas for reduction in resources identified for 2009-10 and 2010-11.

B. External Audit

The Wales Audit Office Additional Assurance Report and Management Letter in respect of their audit work for the year ending 31 March 2007, was agreed and presented to the Audit Committee on 21 November. There were no substantive issues of non-compliance by the Museum during the year concerned and three minor internal control recommendations were noted for action.

The Museum's progress under the Making the Connections agenda formed the majority of the Additional Assurance work and the WAO noted satisfactory progress against that agenda. It is pleasing to report that the WAO identified two areas, covering commercial activities and consultation with our users, for inclusion in a web site that has been established for "good practice exchange".

The Audit Committee also received a detailed report of the impact on the Museum of the proposal by HM Treasury to apply International Financial Reporting Standards (IFRS) to the production of all Government and Government funded bodies' accounts, commencing 2008-09. Many issues of detail arise due to the differences between IFRS and UK Generally Accepted Accounting Practices, which underpin the Charities Statement of Recommended Practice with which the Museum must comply in the production of its Statutory Accounts. The net effect could be that the Museum will be forced to produce two sets of accounts, one to meet its legal obligations, and the other for consolidation into Government accounts. This could possibly result in increased costs of approximately £25k for the Museum, due to increased audit costs and valuation fees on the premises. This major concern is a UK - wide issue, and the Wales Audit Office and Welsh Assembly Government are working with the Museum to minimise the impact of these proposed changes.

Tasks and targets for the next four months

In addition to the Wales Audit Office's internal audit in respect of the 2007-08 accounts, which commences on 25 February, the Museum will also continue to work with WAO and Welsh Assembly Government regarding the impact of IFRS and seek the opinion of the Charity Commission regarding the possible increase in costs incurred as a result.

C. Internal Audit

At its meeting on 21 November 2007, the Audit Committee received reports on Risk Management, Corporate Governance, Key Financial Controls, Follow-up audits and Health & Safety, together with a progress report on the Annual Audit Plan and an update on outstanding audit recommendations.

Tasks and targets for the next four months

The Museum will continue to work on the Audit Plan for 2007/2008 and will prepare reports for a presentation to the Audit Committee on 20 February 2008.

D. Risk Management

A report from the Risk Management Group was presented to both the Performance Review Committee and the Audit Committee on 21 November 2007. The President reported a problem with the increased volume of traffic coming into Swansea, making it increasingly difficult to turn into the car park from the Main Road. It was noted that there was a risk that this would become worse when the leisure centre was re-opened in 2008, and that this could have an adverse effect on visitor numbers at National Waterfront Museum Swansea. A risk register was also created for NWMS Limited and presented to the Board on 19 October 2007.

At the meeting of the Risk Management Group on 23 October 2007, the Group discussed the effects on the Museum of the recent flooding in the UK; the ever increasing reliance on ICT systems; the use of web-based technology; succession planning, utility costs and the recently reported increase of the theft of metals.

Tasks and targets for the next four months

The NWMS Limited risk register will be refined following feedback from the Board members

Priority Areas:

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

Masterplanning

The installation of artworks in Galleries 1-3 in the East Wing at National Museum Cardiff has been successfully completed. Gallery 10 has now been handed over and it is also intended that this gallery should be opened to the public before Christmas. The floor in Gallery 17 has been reinstated and it is planned that this area should also be ready for opening during the Christmas/New Year period. The building works to Gallery 18 have been completed and the gallery will re-open in early February with a selection of Impressionist paintings.

Essential Maintenance Works at National Museum Cardiff are now almost complete, with the final account currently under assessment by the design team. Other specialist packages will now be put together for any works outside the main contract. The contract for the Essential Maintenance works at St Fagans: National History Museum will commence in January. The building contract to develop the Education space at Big Pit: National Coal Museum is now complete.

An Energy workshop is being held to review operational activities, with an aim to reducing energy consumption, particularly at National Museum Cardiff.

Visitor Services & Site Operations

Cot blankets woven at the National Wool Museum are now on sale in the National Wool Museum shop. Traditional black and white striped blankets are currently with the finishers and will be on sale before Christmas. There are also plans to feature the products in the other Museum shops.

Work has begun on the agreed changes to the display and orientation of the welcome/café/shop area of the National Wool Museum with the removal of the curved wall into the museum. A display panel has also been installed to improve the access, visibility and security within this area. Work is also due to commence on the development of a child friendly area at the National Wool Museum following the appointment of the new Education Officer.

Herian information points have now been installed at Big Pit: National Coal Museum and St Fagans: National History Museum. The information point at National Waterfront Museum Swansea is installed and currently awaiting activation.

Tendering is complete on shop alterations at National Waterfront Museum Swansea and work is scheduled to begin in January 2008. The installation of auxiliary cooling systems at National Waterfront Museum Swansea will be complete by the end of December.

At the National Roman Legion Museum, a successful appeal has been made to the planning inspectorate, allowing the removal of five trees in the garden

during December as part of the development of the space to create a 'Roman Garden'.

Tasks and targets for the next four months

The National Wool Museum will continue working with Programmes & Presentations to complete the improvements to the welcome/café/shop area and funding awarded by the Friends will be used to develop a child friendly area in this area of the Museum. Work to improve the Museum's welcome and orientation signage is also scheduled to begin.

Temporary exhibition facilities in Ystafell Padarn at National Slate Museum are scheduled to be complete by February 2008. The 'Roman Garden' project at National Roman Legion Museum will progress with the removal of existing trees, the laying of a new footpath and the creation of new planting schemes.

Learning and Access

The *Treasures that Travel* area opened in the main hall at National Museum Cardiff in October and is currently showing objects from the Outreach collection which link to the *Flood 400* project, a community history project commemorating the Great Flood of 1607 that devastated the south Wales levels, featuring art work by Magor Primary School, in Monmouthshire. The area will be used to feature changing displays of objects from the Outreach collection and work inspired by it with a display about 'Blue Tongue' recently installed in the Outreach Display Area.

The SCAN Learning Officer created a main hall display at National Museum Cardiff looking at issues of global warming.

The Art Learning Officer worked with colleagues from the Art department to finalise text for the *Your View* and *Curators Choice* displays for the new Art *Insight* gallery in the East Wing of National Museum Cardiff. The aim of the displays is to introduce the idea of multiple interpretations and voices into the gallery.

At St Fagans: National History Museum, the Oriel 1 'community dresser' was launched on 10 November with the choices of Johnstown Community Youth Management on display to the public. The Learning Department organised a pre-launch day for St Teilo's church which was attended by over 200 members of the Pontarddulais Community.

The guided walk programme at the Vivian Slate Quarry, Llanberis, led by National Slate Museum staff, operated very successfully between July and September 07 and will be repeated during 2008. Post-trial evaluation has been undertaken. National Slate Museum staff also facilitated participation in the *One Million Words* reading project, the Meifod poetry project and the *Big Draw* art project.

The development of the interpretation for the 'Roman Garden' at National Roman Legion Museum is ongoing following the successful appeal to the planning inspectorate. Evaluation for the *Discover the Fortress* interactive is now complete and its display kiosk is undergoing modification to allow more effective presentation. The *Walking with Romans* event, in partnership with

CADW, was successfully delivered in September with 1119 formal education visitors taking part.

Tasks and targets for the next four months

Planning and design of interpretation for *Exploring Our Woodlands* will begin shortly and a new pathway will be cleared in the woods at St Fagans: National History Museum. *Myfyrdodau/Journals*, a community curated display in Oriel 1 will open to the public on 15 December with workshops and an official reception for contributors on 12 January. Planning for the re-display of the whale and dolphin gallery at National Museum Cardiff will commence shortly in addition to the development of learning stations and new interpretation for galleries 4 and 7 within the East Wing at National Museum Cardiff.

Programming and Exhibitions

Origins: National Museum Cardiff

The final installation of this exhibition into the gallery space has been undertaken.

Art Galleries: National Museum Cardiff

The *Industry to Impressionism* exhibition continues, at National Museum Cardiff. It has received 49,126 visitors in 111 days, an average of 443 visitors per day, 68% of all visitors to National Museum Cardiff.

'Science Space': National Museum Cardiff

The *Exploring our World* exhibition, which highlights the science based research work undertaken by Amgueddfa Cymru, opened on 22 September and will run until January 2008.

Other Exhibition & Display projects: National Museum Cardiff

The *Everywhere in Chains* exhibition opened in Gallery 20 at National Museum Cardiff on 2 October and closed on 11 November. The third Photographic Portrait Competition display opened in the same space on 13 November, featuring new images of Sian Lloyd, Rhodri Morgan and Ryan Giggs, made by young Welsh graduate photographers.

Oriel 1: St Fagans: National History Museum

The temporary exhibitions programme for Oriel 1 at St Fagans: National History Museum is now well established.

The Style Show: National Wool Museum

The Style Show, an evening presented by S4C fashion expert Huw Rees, was a great success and the popular S4C magazine programme *Wedi 7* was also broadcast live from the event. The evening highlighted a collection of garments made by Dr. Sheila Harri in the 1960's and 1970's, using flannel purchased at Cambrian Mills. This event presented an opportunity to see these clothes being worn before they became part of the National Collection. The evening also featured the work of two young welsh fashion designers: Kate McKenna and Helen Rhiannon.

A competition was launched at the evening, challenging amateurs or students to develop a contemporary collection of garments made from Welsh flannel which will run over the next three years. The prize money is being provided by

Dr Sheila Harri and, as a result of the evening, the Fashion Department at Coleg Sir Gâr have expressed an interest in holding their final year fashion show at the Museum next summer.

At National Wool Museum, planning is also taking place to create and install film loops in the galleries, to illustrate the working machinery.

Myths, Magic & Monsters: National Roman Legion Museum

A temporary exhibition, focusing on superstition in the Roman World, was delivered for October Half term, featuring a very successful Halloween Roman Horror Night.

Big Pit: National Coal Museum

At Big Pit: National Coal Museum, preliminary discussions have been taking place regarding the creation of a temporary exhibition space at the site.

National Slate Museum

A new temporary exhibition space at National Slate Museum is under construction with completion planned for the end of January 2008. A long term development programme for the galleries and temporary exhibition spaces is also being developed.

Touring Exhibitions

The *Flight* exhibition is still in Sharjah, UAE at the the Al Mahattah Museum. The Head of Programmes & Presentation and a Technician visited during November to perform the annual maintenance on this exhibition.

Meetings with the National Gallery to agree a finalised transport budget for the *Sisley* partnership exhibition have taken place and the final contract is now being drafted.

Tasks and targets for the next four months

Planning will continue to develop a programme of events and activities across all sites based on a theme of 'Music' for 2009 which will include new presentations as well as new interpretations of familiar objects and collections.

National Museum Cardiff

Installation guidelines for artists and volunteers are being put together for *Artes Mundi* and guidelines are being produced for artists and volunteers who will be working on the installation.

National Waterfront Museum

Research content and interpretation is scheduled to commence for an exhibition on Industrial Emigration programmed for July 2008 alongside final preparations for a display of Gilbern Cars programmed for April 2008. A new Maintenance Contract for digital displays will be agreed once its terms have been defined.

National Slate Museum

A range of appropriate temporary exhibition opportunities for Ystafell Padarn at National Slate Museum will undergo evaluation to inform future development.

National Roman Legion Museum

A temporary exhibition, *Saturnalia*, looking at Christmas customs past and present is programmed to open on 15 December.

Development of St Fagans: National History Museum

An internal Project Initiation Group has been formed and meetings have taken place to confirm the necessary next stages for the development of the project. Meetings have taken place with representatives from CADW at the St Fagans site and preliminary agreements have been made regarding potential locations for 'Exhibition Pavilions' at the site.

Tasks and targets for the next four months

A Dinner will be hosted on 5 December which will enable members of the External Advisory Panel for the project to meet a small number of those presenting papers at the Centenary Conference and discuss the development of the intellectual concept for the project.

Internal consultation will take place in January and February 2008, with a number of workshops taking place that will enable all interested staff to contribute their ideas for the development of the project. Detailed plans will also be developed for a programme of external consultation.

2. Sustaining prosperous, well-used collections**Collections Care and Access Project**

The construction programme for the Domestic Collections Centre at St Fagans: National History Museum, is scheduled for completion on 23 November and the installation of the racking on both floors will be complete by Christmas so that the first collections can be installed in January 2008.

Work on the *Atcost* Store at the site has now been completed and handed back to the Museum and following a further period of testing and evaluation, a sustainable solution has been identified for the operation of the environmental control systems at the National Collections Centre.

Preparation work for the move of the collection of industrial textile machinery from the off-site store to the National Collections Centre is now progressing.

Tasks and targets for the next four months

The installation of racking in the Domestic Collection Centre will be complete by Christmas and additional works to the environmental control systems at Nantgarw will be complete by March 2008. The relocation of collections from the Craft Store to the Domestic Collection Centre and the installation of new racking will be complete by April 2008.

The relocation programme for collections at St Fagans will be finalised and a programme established for refurbishment of the existing textile store at St Fagans: National History Museum as a painting store. Plans to develop rooms currently used as ceramic storage areas in the Centre Block at National Museum Cardiff as a store for large pictures will progress as well.

The planned move of the industrial textile machinery from the off site store to the National Collections Centre will be completed and the Research and Collections Centre reorganised in order to provide dedicated study space and improved access to the library and paper archive.

Acquisitions and Curation

A replica of the Caerleon Roman Gates *genius togatus* statuette, stolen in 1995, has been accessioned and placed on permanent display in the Religion and Superstition display case at National Roman Legion Museum.

Collections and Conservation

Three new buildings have been offered to the Museum for installation at St Fagans: National History Museum. The first, an agricultural building, has been dismantled and is currently being re-erected at the Llwyn-yr-eos site. The remaining two buildings, formerly belonging to Kennixton Farmhouse on the Gower, are currently being taken down and recorded, prior to re-erection at St Fagans.

A Mezzanine has been installed in Store 126 at the National Collections Centre and the transfer of industry collections into Store 126 has commenced.

The Telemetric environmental monitoring system to cover the *Origins* exhibition gallery at National Museum Cardiff has been installed.

The Action Plan for the Museum's Storage requirements has been completed and approved by the Collections and Knowledge Executive Group.

Tasks and targets for the next four months

The dismantled buildings from Kennixton, Gower, will be moved to St Fagans: National History Museum and formal planning approval will be sought for their re-erection.

Transportation of the restored base and engine of the Waddle Fan to the National Collections Centre will be completed by the end of March 08, following a delay due to the transfer of collections to St. Fagans.

A review of conservation laboratory needs will continue at National Museum Cardiff and St Fagans: National History Museum alongside a continuing review of storage conditions and environmental impact. A feasibility study for a central system for managing loans is also scheduled to begin.

A mobile plinth system will be prepared for the display of large artefacts in the Main Hall of the National Waterfront Museum.

3. Helping our visitors to make sense of the world

Learning and Access

National Waterfront Museum Swansea

The *My Favourite Things* wall activity at National Waterfront Museum Swansea ran throughout the summer and into the autumn, featuring a trail of 20 objects across the Museum and a voting activity at the end. Each object

was championed by a different member of Museum staff and a luggage tag voting system was used to collect visitor votes and comments. Outcomes of the activity fed into a successful end of summer holiday *Draw it, Bag it* activity workshop.

Two exhibitions relating to the *Earth From The Air* summer exhibition were opened on 25 September featuring a public photographic competition and an exhibition of school projects.

Across the Sail Bridge, a week long event organised by the Institute of Mechanical Engineers group used *Chance Encounters* actors to portray famous people associated with Swansea at the Museum. The Nanotechnology Department of Swansea University also gave a presentation and 580 students attended the four days.

The Design Commission for Wales launched a display of work created by schools to illustrate their local environment in the Frontiers display area, entitled *My Square Mile*. The launch on 11 October was attended by all participating school groups and the exhibition, including panels and displays on Frontiers 'pods' ran until 22 October.

National Museum Cardiff

The Art Learning Officer delivered a programme of art/literacy workshops in the *Industry to Impressionism* exhibition. The Science Learning Officer trialled early years learning sessions with the *Holibods*, who are specialist early years providers. Excellent evaluation feedback was received from participants and future work is planned.

The Glanely theme *Exploring Colour* provided the starting point for family workshops during October half term and almost 200 children took part in the activities. These activities created a link to the *Industry to Impressionism* exhibition and also complemented another family workshop entitled *Paint a Picture*, which was also very popular. Each workshop was fully booked for the eight days.

The Archaeology Learning Officer, together with curators, has developed two trails for families visiting the *Origins* exhibition.

St Fagans: National History Museum

480 people attended family workshops as part of the *Big Draw* in Oriel 1 and families worked with the artist Tracey Williams in response to the *Iaith Gyntaf/First Language* exhibition by Mary Lloyd Jones. The workshops were funded by the Principality Building Society and the visitors' finished work will be displayed in the gallery.

Over 100 school students attended the Travel and Tourism days for Key Stage 4 and Art A Level Study Days at Oriel 1.

The Museum also hosted the Launch of *The Stute* project with Wales Youth Film School, Cinetig and twenty 14-18 year olds in October.

Workshops for teachers were held as part of the British Council/ Dolen programme, which sends teachers from Wales to Lesotho. Talks and discussion sessions with students from Glamorgan, Newport and Cardiff Universities as part of Heritage Studies and Modern Welsh Studies have also proved popular.

Taster sessions of selected workshops were organised with the Assembly's Language and Play co-ordinators as part of the 'Families Learning Together' initiative to develop Basic Skills. In another Basic Skills-related initiative, tutors were trained in developing an understanding of Wales.

Weekend talks and workshops with the Wales Puja Committee were attended by 681 visitors.

National Slate Museum

Poetry workshops were held for Key Stage 2 school groups at the Museum, working with poets recruited through the Meifod agency and partly funded by Academi. The sessions were over-subscribed by a factor of three, demonstrating a demand for creative literacy opportunities.

The National Slate Museum also gave the general public an opportunity to get involved in the *Big Draw* activities over half term. Visitors worked with artist Catrin Williams in the foundry, using pattern inspiration found there, to create a mural that will be displayed in the pattern loft to help bring the space to life.

A special study day was delivered to Welsh Baccalaureate students from Ysgol Syr Huw Owen, Caernarfon, who were required to research a local industry. The museum was able to provide a live experience, including a tour of the site and a lecture.

Big Pit: National Coal Museum

A temporary exhibition looking at the Spanish Civil War through the life of Brigadier Edwin Greening was brought to life for two weekends, through live interpretation from the La Columna re-enactment group. The group set up a camp at the museum and the general public were given the opportunity to watch re-enacted scenes and to interact with the performers.

Discovery Trails were developed to help families focus on the exploration of the Pithead Baths during half term.

Tasks and targets for the next four months

A school and community programme is in development for the 25th anniversary celebrations at Big Pit: National Coal Museum.

Gallery interpreters will be recruited and trained at National Museum Cardiff to deliver the *Artes Mundi* learning programme and volunteers from the Friends and Museum Assistants will be trained as facilitators for the *Origins* exhibition. Display and activities relating to 'Polar Year' for the Glanely gallery, with supporting workshops on globes, icecaps and animal adaptations, are to be developed as well as a programme to support *Origins*.

New family trail booklets for Oriel 1, sponsored by Westco, entitled *Animals and Traditions*; *Symbols and Patterns* and *Music* - are due to be developed and a History A' Level Study Day focusing on St Teilo's church and Oriel 1 will be organised for Spring 2008.

National Waterfront Museum Swansea's autumn exhibition in the main hall, *Formations – Amazing Magnified Minerals*, featuring artistic representations of minerals from Wales, Britain and the world opens on 24 November and will run until 6 April 2008. Work produced by participants in the *Everywhere in Chains* slavery project will be displayed at National Waterfront Museum Swansea during December and a draft of the Community Heritage Resource toolkit will be prepared. The touring exhibition *Brunel* will visit the Blaenavon World Heritage site during December.

Mainstreaming the Welsh Language

A half-yearly review of the 2007-08 Mainstreaming Strategy is in progress and the Welsh Language Scheme Action Plan has been drafted.

The Learning Department succeeded in securing funding for a Welsh for Adults initiative at the National Wool Museum from DCELLS (Department for Children, Education, Lifelong Learning and Skills).

Tasks and targets for the next three months

Work is planned to begin on Welsh for Adults learning materials at St Fagans: National History Museum and work on similar materials will be completed at National Wool Museum. The Welsh Language Scheme Action Plan will be sent to the Welsh Language Board for feedback.

4. Listening to and learning from our audiences and partners

Learning and Access

Evaluation at National Museum Cardiff of how visitors use the Glanely gallery and the Science Education room was undertaken by the Learning Department as part of the funding bid to develop learning spaces at the Museum. The evaluation looked at both casual museum visitors and formal educational groups.

The Art Learning Officer gave a presentation to secondary teachers at a GCSE conference, promoting the new art gallery spaces and the 2008 art exhibition programme to over a hundred teachers.

The Science Learning Officer worked in collaboration with MSc students on evaluation of the new science gallery, studying family learning and testing visitors' understanding of terminology.

The majority of the participatory work relating to *Everywhere in Chains*, the HLF Funded Community Project on slavery, has now been completed. In skill-sharing days at museums in Swansea, Cardiff and Newport, Curatorial and Learning staff members worked to identify objects of possible interest to the

participants, for re-interpretation. These same individuals then facilitated visits of community groups, helping them to gain an insight into the project themes.

National Waterfront Museum Swansea also provided a work placement every Monday in October and November for an individual with special needs, which was a positive learning experience for the individual and for the museum staff.

As part of the *Read a Million Words* project, a national initiative to encourage children to read, the National Slate Museum hosted a dragon-themed day for two specifically identified schools, with rapper Martin Dawes and story teller Angela Roberts, which was funded through the Basic Skills Agency.

St Fagans: National History Museum staff worked with the Women's Arts Association Community Arts scheme, with financial support from the Arts Council Wales and Communities First, to deliver a series of taster workshops and faith awareness training sessions to support the *Journals* exhibition in Oriel 1. The aim was to provide women with free access to creative workshops held at venues in Ely, Canton, Riverside and Butetown.

A variety of training days and placements were delivered for teachers from across our museums, including a placement for secondary school teachers at National Museum Cardiff and National Waterfront Museum Swansea, in partnership with the University of Wales, looking at 'meteorites, impacts and extinctions'. At National Waterfront Museum Swansea, Foundation Phase teachers were trained to use themed backpacks to enable them to lead sessions for early years classes in the galleries.

The UK Higher Education Funding Councils and Research Councils UK (RCUK), supported by the Wellcome Trust, recently announced the successful applicants for the Beacons for Public Engagement initiative. It aims to enable members of the public to play a more interactive role in the work of higher education institutions. The grant has been awarded jointly to University of Cardiff and University of Glamorgan working in collaboration with ourselves, Techniquet and BBC Wales.

Tasks and targets for the next four months

An evaluation report on the results of focus group sessions, baseline comparative and behavioural mapping for Oriel 1 at St Fagans: National History Museum will be completed in 2008.

A new reminiscence/inter-generational loan box is in development for the Outreach Service.

Learning opportunities for teachers in relation to the *Origins* exhibition will be developed through collaboration with Careers Wales, Education Business Partnerships, General Teaching Council Wales Network and a teacher on sabbatical at National Museum Cardiff.

Workshops for disadvantaged adults, will be developed with Fairbridge Youth Project at Big Pit: National Coal Museum as well as a programme of activities in collaboration with Prospect, for adults with learning difficulties, at National Slate Museum.

Ownership

The Director General and the Public Consultation Co-ordinator have begun delivering staff awareness-raising sessions, promoting the Consultation Policy and Ownership Action Plan 2007-2008, and setting out next steps for staff.

A programme of staff training is being agreed with the appointed external trainers and the Museum's Public Engagement and Consultation Forum. The training will cover ethical research practices and the Data Protection Act 1998, and will also incorporate case studies from staff regarding consultation methods used, to share best practice and skills across the Museum.

The Consultation Database Review Group has met, agreed its Terms of Reference, and considered current legislative requirements and logistical parameters for its management. It was agreed the database should be renamed the Corporate Contact Database, reflecting the future multiple uses of the data collected. Work has begun to sort and clean the data already stored and to collect further data from departments.

National Museum Cardiff hosted a training day for evaluation and visitor studies professionals working within cultural and natural heritage organisations across Wales and England. The event was run by the UK-wide Visitor Studies Group and was an opportunity for delegates and Museum staff to share skills and experiences.

Tasks and targets for the next four months

A contribution will be made to the Strategy for Museums in Wales. Arrangements will be made for a second 'Partnerships Consultation' event at Pontypool Museum, following the postponement of the event originally planned for November.

Staff Awareness Raising sessions will be completed by January 08 and the Staff Training Programme will then be implemented from February 08.

5. Communicating - Expanding our local and global reach

Visitor Figures

The cumulative visitor figures (Apr-Oct) stands at 1,173,465 (against a target of 1,087,500) which is 85,965 (7.90%) above target and represents a 82,587 (7.57%) increase on last year.

Marketing and Consumer Press & PR

Key consumer Press & PR campaigns have generated extensive press, broadcast and web coverage in Wales and beyond, including: the Official Opening of St Teilo's Church on 14 October, which was attended by The Most Reverend Rowan Williams, First Minister Rhodri Morgan, representatives of the Church in Wales, Roman Catholic Church, as well as the non-conformist denominations and non-Christian faiths in Wales; the Style Show at the National Wool Museum on 25 October which was filmed and broadcast live by

S4C's *Wedi 7* magazine programme; the Official opening of the National Photography Portrait Commission at National Museum Cardiff on 14 November, attended by Sian Lloyd, one of the 2007 portrait sitters.

An external evaluation of marketing and media activity conducted over the last 6 months reported an increase in coverage of significant value compared with a previous evaluation exercise. Expressed as advertising value equivalent (AVE), the Museum secured £794,951 worth of coverage for the first half of the Centenary year (January – June 2007), compared to £1m over a twelve month period during 2005-06. A full Centenary year report will be available in February 2008.

A Christmas Retail Marketing campaign is in the process of being implemented. Specific products have been highlighted through promotional print and supported by online marketing in the form of e-flyers and web banners. Around 30,000 cards were also printed and distributed to residential and commercial properties within pre-selected post code areas of Cardiff, St Fagans, Swansea and the Gower.

A comprehensive communications plan has been drafted by Artes Mundi in consultation the Museum.

The Head of Marketing & Media has been appointed to the Board of the arts marketing and research agency, *Audiences Wales*.

Tasks and targets for the next four months

An internal brand development programme will be launched during the autumn, involving a series of workshops with staff, aimed at reviewing brand interpretation and practical usage over the last two years in addition to researching staff training needs for progression of internal ownership of the brand.

Planning work for the 08-09 marketing and media plan will be completed with the overarching aim of conveying the 'people's history museum' concept to a wide range of audiences.

The annual market research budget will be profiled once an appropriate method has been identified which allows for the profiling of visitors according to their motivation to visit Amgueddfa Cymru and this will support the usual socio-demographic profiling.

A media plan will be implemented to support the opening of *Origins* in December.

Action points arising from the recent internal review of the press office function will continue to be implemented in addition to implementing a PR campaign ahead of the *Artes Mundi* exhibition opening in March 2008.

Profile Raising & Corporate Communications

The Official Opening of St Teilo's Church was utilised to raise awareness of Amgueddfa Cymru's wider profile and the future direction of the organisation as whole.

Similarly, the launch of the Annual Report 2006-07 (25 October) at Y Senedd provided an opportunity to announce plans for the development of St Fagans as a National History Museum. Activity included press and media coverage on the day and a public presentation of the Report hosted by Heritage Minister, Rhodri Glyn Thomas AM.

The National Slate Museum hosted a visit by a delegation from the Ministry of Culture of Luxembourg on 20 November regarding the establishment of a Slate Museum in Luxembourg.

National Waterfront Museum Swansea was used as a location for a TV programme on the family history of Lord Heseltine on 10 October.

Tasks and targets for the next four months

Plans for Amgueddfa Cymru presence at the three National Events, the Urdd Eisteddfod, the Royal Welsh Agricultural Show, and the National Eisteddfod continue to develop.

Findings of a MORI opinion poll of Assembly Members' views on Amgueddfa Cymru and its activities will be reviewed as part of an ongoing programme of briefing for Assembly Members on the future direction of the organisation.

Communications staff will continue to work with key staff across the Museum to develop a draft External Communications Strategy by the end of March 2008.

Publications

Marketing and advertising campaigns for *Things of Beauty* and *Cyfoeth, celf a chydwybod* have been implemented and both titles are selling successfully. Design, artwork and print was commissioned for a book on pit ponies, with the text edited and sent for translation and a production schedule agreed. Content for the first edition of a series of Romans activity books, co-published with CADW, continues to be developed. Annual and Financial Reports were both delivered in mid-October.

Tasks and targets for the next four months

A Christmas advertising campaign for *Things of Beauty* and *Cyfoeth, celf a chydwybod* has been planned.

The Welsh text for a 'pit ponies' book is due to be edited, a design concept agreed and a marketing campaign designed. Development of a Roman activity book series continues.

An end of year stock management and stocktaking exercise is planned and production of a trade books catalogue will be arranged.

The development of new homepages for the museums is also due to be arranged and a more comprehensive style guide for print and web developed, in line with brand development.

Digital Developments

The hardware and software necessary for the production of podcasts is now in place and the first podcasts are now live on *Rhagor* and the Amgueddfa Cymru website. Production of a programme of podcasts based on the Centenary programme is now being developed.

Tasks and targets for the next four months

The recording, editing and production work of the podcast programme will continue and a new programme will be designed for spring 2008.

Development of *Rhagor*

Work is progressing on 'The 100 Top Objects' section, the St. Teilos Church interactives and the Ty Gwyrdd online interpretation guide. The *Make Your Own Lovespoon* interactive, featured in Oriel 1, was made available online via *Rhagor* and a number of new blogs were created, coinciding with an increase in visitor comments and article ratings.

Tasks and targets for the next four months

Virtual materials to support St Teilo's are in development and a feasibility study of further investment in *Rhagor* is due to be reviewed.

Learning & Access

The Museum's On Common Ground conference, *Young People, Heritage and Culture: Creating a Future from the Past* was attended by over a hundred delegates, including the Minister for Heritage, Rhodri Glyn Thomas. Speakers included academics and practitioners from the youth, heritage and art sectors, together with young people and funders.

St Fagans: National History Museum, National Roman Legion Museum and National Museum Cardiff hosted benchmarking visits from ten Historic Scotland Learning staff members, on a four day visit to Wales. Seven Learning Officers from English Heritage also engaged with the Learning Department's work at St Fagans: National History Museum.

A case study on the use of Generic Learning Outcomes (GLO's) in the development of Oriel 1, was written in response to a request from CyMAL for their new *Inspiring Learning for All* website.

The Archaeology Learning Officer completed the development of web-based learning resources about Mynydd Parys on Anglesey, undertaken with teachers from north Wales, and funded by Menter Mon.

More than 140 teachers from all over Wales attended one of 6 training days organised and delivered by the SCAN Learning Officer on the 'Spring Bulbs for Schools' project. As a result there are now 141 schools taking part and 17 of those schools are in Communities First areas. The Learning Officer also presented sessions at Career Wales training day for teachers on Education for Sustainable Development and Global Citizenship.

The Marine Education Interpreter collaborated with the Marine Life network to develop the *Explore the Sea Floor* project in Devon and Cornwall and the 500th *Explore the Seafloor* workshop took place in November.

The Geology Interpreter from Glanely worked with staff at Carmarthen Museum as part of the *Cyfoeth Cymru Gyfan - Sharing Treasures* programme to deliver training for the interpretation of Geology collections and the development of Geology learning workshops.

Johanne Langley, Glanely Gallery Facilitator, briefed clients and professionals at a Visual Impairment conference about the gallery's work with visually impaired visitors.

Art workshops are in development with the *Artes Mundi* Community Development Officer for 'hard to reach' audiences at National Waterfront Museum Swansea every Sunday in January.

Tasks and targets for the next three months

Art workshops are planned for hard to reach audiences in collaboration with the *Artes Mundi* Learning team.

Newsletters for schools are to produced by National Museum Cardiff and National Waterfront Museum Swansea in addition to the creation of web-based learning materials for National Slate Museum in collaboration with National Grid for Learning Cymru (NGFLC).

Partnerships

Cyfoeth Cymru Gyfan – Sharing Treasures

The proposed project at Abergavenny Museum has been postponed for one year with CyMAL's agreement, due to the absence of the Curator on maternity leave. Work has continued in the Geology and BioSyB departments on assessing the Field Club Collection held at Llandudno Museum and contact has also been made with Archaeology & Numismatics staff regarding a proposed loan to Llandudno Museum as part of the project.

Dinosaurs in your Garden closed at Newport Museum in September and it is hoped to tour the exhibition to at least three further venues in Wales in 2008.

The Tregwynt Hoard - Coins, Cromwell & Cavalier closed at the end of October after a successful display at Scolton Manor Museum.

Tasks and targets for the next three months

Work will continue to be progressed regarding the proposed loan and wider project work at Llandudno Museum. The three temporary exhibitions on Wales and Slavery will continue to tour, in partnership with CyMAL, to a variety of local museums, record offices and libraries. Further dates and venues for the *Dinosaurs in your Garden* tour are also due to be confirmed.

Planning and evaluation is planned for a possible contribution by National Slate Museum to the Smithsonian Folk Life Festival in 2009.

External Liaison

In late August the Museum's National Partnerships Manager attended the inaugural meeting of the Oriel Parc Committee in Pembrokeshire and in September attended Segontium Cyf's Board Meeting. A meeting was also

held in September at Newport Museum & Art Gallery with the Museums Officer (Collections) to coincide with the display of *'Dinosaurs in your Garden'*.

At a meeting to review the British Museum-co-ordinated International Curatorial Training Programme in September, the Museum confirmed its commitment to remain in the programme and to host trainees in 2008.

As a member of the Project Steering Group, the National Partnership Manager participated in interviews in Wrexham to appoint consultants for the forthcoming North & Mid Wales Partnerships Study and also attended the Annual General Meeting of The Federation of Museums and Art Galleries of Wales held in Builth Wells in October.

A number of meetings have been held to progress the forthcoming American tour of artworks. A meeting was also held with staff at Visit Wales to discuss the tour with the Head of Marketing in attendance..

Partnership opportunities with Denbighshire Museums Service, in respect of their proposed seafront museum at Rhyl, have been assessed in conjunction with the National Partnerships Manager, following a site visit and meeting with the County Museums Officer.

National Waterfront Museum Swansea hosted a very successful annual conference of the Society for Folk Life Studies from 13-16 September as well as hosting visits by the Gateway Gardens Trust as part of the HLF-funded slavery heritage project, *Everywhere in Chains*.

A presentation on interpretation at National Waterfront Museum Swansea to a Heritage 365 seminar at the National Portrait Gallery took place on 24 September and also at the International Congress of Maritime Museums held in Valetta, Malta.

Tasks and targets for the next three months

The service level agreement for Oriel Parc with the Pembrokeshire National Park Authority is due to be finalised and signed.

Work continues on the American Art tour with a view to signing contracts before Christmas.

Interviews are to be held at Segontium Museum for a Project Officer and will be attended by the National Partnerships Manager.

Research

Tasks and targets for the next four months

AHRC forms and requirements have changed since draft submission which necessitates a delay in submission until January 2008 at the earliest.

Mechanisms are to be developed to ensure that all our research projects have a public element. A progress review of the Museum's Library is also scheduled to take place.

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

Evaluation Activities

The Evaluation Review Group has held a series of meetings to discuss feedback generated by a number of 'expert sub-groups', representing a range of the Museum's areas of work and work will take place during February 2008 to produce a draft Evaluation Plan based on this programme of work.

Work has continued with the Economic and Social Impact study at the National Waterfront Museum, with interviews with key stakeholders being carried out by the consultants appointed to undertake the process.

Tasks and targets for the next four months

A second phase of evaluation at National Roman Legion Museum gallery through a Visitor Led Interpretation Exercise, is to be carried out and work towards raising the Investors in People profile will begin by holding a workshop at National Roman Legion Museum to look at the 'values' of the site.

Learning Activities

The Science Learning Officer attended a text writing course and Interpretation conference at the British Museum and cascaded information to Learning staff.

A strategy for future professional development was developed by the Learning Department, on behalf of GEM (Group for Education in Museums) Cymru.

At St Fagans: National History Museum, 9 members of the front of house team were trained to use handling collections in Gwalia Stores and the Tailor's Shop, to enhance their interaction with visitors.

St Fagans: National History Museum was also awarded the prestigious Sandford Award for Excellence in Heritage Education.

Tasks and targets for the next three months

A GEM training day on Families and Museums is planned at St Fagans as well as a training day with interpretation expert, John Veverka, for staff at National Slate Museum.

Training will be arranged for those involved in interpretation in the *Origins* exhibition and training will also be provided to teachers involved in the *Spring Bulbs* project.

Human Resources

Wales Assembly Government approval was received in relation to the draft pay remit and was progressed to union ballot stage, however whilst two unions voted in favour, PCS voted against the offer and the aggregated vote left a majority against the offer. A meeting was subsequently held with all 3 unions and as additional funding cant be found, management felt that it had little option but to impose the pay settlement and this will be reflected in the December pay. The management has however agreed to early talks about the 2008/9 pay round and are seeking to open these negotiations as soon as practical.

The Museum Continues to wait for guidance from DWP regarding the flexible retirement proposal and work will progress in this area once this has been received. The handover of the Pension Scheme to the new administrators was successfully completed.

Investors In People (IIP) has progressed at National Slate Museum to assessment stage and will be assessed between December 2007 and January 2008.

Departmental engagement with the Diversity agenda was successful and specialist training for advocates has been undertaken to increase awareness. Further training will be undertaken in the New Year on Equality Impact Assessment.

Tasks and targets for the next four months

Following the appointment of a new Head of HR, a new HR Strategy has been scheduled for production in 2008. Other proposed initiatives for 2008 include an all staff survey, a new Induction programme, new working arrangements at Big Pit: National Coal Museum, pay negotiations with the Welsh Assembly Government, Equality Awareness training for Directorate and .Heads of Department and the conclusion of '360 degree' feedback to Directorate.

An Investors In People assessment at National Slate Museum is planned to take place by January 2008 and an Investors In People advisor is to be appointed at National Waterfront Museum Swansea.

Sustainable Development

The Coity Tip project to interpret the area adjacent to Big Pit: National Coal Museum, which is now rich in biodiversity, received a BALI (British Association of Landscape Industries) award, together with a principal award for the use of recycled materials within the interpretation.

A meeting was held with representatives from Cardiff Council and a travel plan is being developed for the Museum based on the model developed by Cardiff Council and other selected Councils around Wales.

Initial Assessment visits by Assessors for the Green Dragon Accreditation scheme have taken place at the National Waterfront Museum and the National Collections Centre. Work has continued at all other sites to maintain accreditation status via annual re-assessment processes.

Tasks and targets for the next four months

National Slate Museum and National Roman Legion Museums' Green Dragon accreditation is due to be renewed in December 07.

Work will progress on a Travel Plan for the organisation and work will continue on the implementation of mechanisms and activities that will help to reduce the energy consumption of the organisation.

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

Planning

Preliminary work has taken place relating to the production of the Operational Plan for 08-09 with Heads of Departments being kept informed of the planning timetable via the Executive Group structure.

Tasks and targets for the next four months

Operational Planning templates will be circulated for completion by Heads of Department in early December and a draft of the Operational Plan for 08-09 will be completed by mid-February 2008. This will include a brief update section relating to the information contained within the Museum's Development Plan for the years 2006/07 – 2015/16.

Fundraising

The Fundraising Strategy was completed and presented to the Performance Review Committee in November.

A meeting was held with an expert advisor to the Clore Duffield Foundation in relation to the application for developing Learning Spaces at National Museum Cardiff. As a result of this meeting, an application will be made in 2008.

Discussions have continued with two private trusts for financial support for the West Wing project at National Museum Cardiff.

An application has been submitted to the Paul Hamlyn Foundation for an archaeology project at St Fagans: National History Museum.

Tasks and targets for the next four months

The funding pledged by the Wolfson Foundation can now be drawn down and details finalised for a visit to National Museum Cardiff by their representatives. Negotiations on the funding for the refurbishment of the Upper West Wing at National Museum Cardiff and the Patrons Appeal for St Teilo's Church at St Fagans: National History Museum are due to be concluded.

An application is due to be submitted to The Sports Council of Wales under their Active Workplace Scheme for shower and changing facilities at National Museum Cardiff and St Fagans: National History Museum

A meeting of the Development Board will be held to explain the forthcoming projects, which they may be able to assist us with, and information will be placed on 'The Big Give' website about key funding needs.

The Legacy campaign will receive a formal launch.

Learning & Access

Learning Officers and Development staff attended a training day on fund-raising for small projects, organised by the two departments with support from HR and delivered by Martin Price.

The Learning Department secured £1,000 from the National Institute for Adult and Continuing Education (NIACE) to fund taster workshops for the launch of the *Journals* exhibition at Oriel 1 St Fagans: National History Museum.

Funding has been granted by DCELLS for Welsh for Adults projects at St Fagans: National History Museum (£17,930) and the National Wool Museum (£14,730).

NMGW Enterprises Limited

Outline priorities have been agreed by the Enterprise Board for directing future commercial marketing activity and there will be further mainstreaming of Enterprises marketing with other forms of consumer marketing campaigns. The marketing work will be seasonal, include incentives where feasible and/or appropriate, to be supported by benchmarking activity and specific research projects to ascertain consumer expectations.

A range of Christmas cards, decorations, seasonal foods and gifts are on sale in all museum shops and the products have been supported with a focussed marketing campaign targeting our largest shops at National Museum Cardiff, St Fagans: National History Museum and National Waterfront Museum Swansea. Christmas shopping has been highlighted through a dedicated webpage, double page spread in "What's On", e-flyers and a postcard mail shot to 30,000 selected postcodes in and around Cardiff and Swansea.

The re-fitted shop at National Museum Cardiff opened in mid September and has traded very successfully. Particularly well received is the large space in the entrance devoted to cards & prints. For the first two months turnover is 36% up on last year with a broad range of products, including many new lines, all selling well. At the National Waterfront Museum plans to alter the front of the shop improving access and visibility have been finalised and contractors appointed. The work will take place during January to avoid disrupting Christmas trade.

The vacant commercial unit at the National Waterfront Museum has continued to be marketed and a firm offer is now being pursued, however another tenant has since ceased trading and vacated another of the units at the museum. The liquidation was sudden and we are currently working with the Finance Department, the Liquidator and our solicitors to recoup losses incurred as a result.

Some improvements have been noted with our catering contractor's quality and consistency of operation, particularly at St Fagans. The series of formal review meetings will be continued with another planned for February 2008. The planning process for re-tendering the catering contracts for National Museum Cardiff and National Waterfront Museum Swansea is also beginning.

Tasks and targets for the next four months

Losses from the liquidated tenant at National Waterfront Museum Swansea are to be mitigated and Unit 4 re-let. The letting process for Unit 1a at Swansea will also be completed.

The shop redevelopment at National Waterfront Museum Swansea will be managed to ensure the shop is ready for February Half Term and the early Easter.

Enterprises Budget for 2008/09 and review papers on Image Licensing for Enterprises Board and Sustainability Executive are due to be completed. Year end stock-takes are also due to be completed.

Re-tendering for National Museum Cardiff & National Waterfront Museum Swansea catering contracts will be fully scoped and planned.

Telecommunications and ICT

The wireless network has been launched for use by Museum staff and academic guests and all Museum laptops are being recalled for audit and to review their suitability for wireless operation.

Trial use of the new email servers is underway. Web access is available and under test. Subject to having appropriate handsets, mobile access to email and calendar services is now available to any member of staff requiring it.

The voice support contract was awarded to Azzurri Communications Limited and plans are underway to upgrade the telephone systems software at each site. Upgrade of the network at National Slate Museum has been rescheduled to coincide with the upgrade of the telephone software in January 2008.

The tender for the new Network Storage System has been issued and a change in the way storage is provided is being developed to enable staff to access multiple shared and project drives. Detailed plans to improve management of images are being prepared by a cross-departmental working group. The Finance system has been successfully transferred to the new SQL server and upgraded.

The new Acceptable Use Policy (AUP) for Internet and Email access has been agreed by all staff and implemented.

Tasks and targets for the next four months

Procurement of new ICT equipment, new network storage system and the annual upgrade cycle are due to begin as well as completion of telephone system software upgrades.

8. Recommendations

It is recommended that this report be noted.

Michael Houlihan
Director General

December 2007

Annex A
FINANCIAL POSITION REPORT
AS AT 31 OCTOBER 2007

1. REVENUE BUDGET (Appendix 1)

Current Budget £' 000		Accrued Actual to 31-Oct £' 000	Cash Actual to 31-Oct £' 000	Cash Budget to 31-Oct £' 000	Cash Variance 31-Oct £' 000
	Income				
519	Cash B/Fwd	519	216	216	0
21,301	Assembly Grant in Aid	11,720	11,720	11,809	(89)
468	Trading Subsidiary	96	84	83	1
662	Self Generated Income	557	538	472	66
438	Contribution from CCS	255	307	307	0
99	SPG/Private Funds Transfer	39	22	26	(4)
23,487	Total Income	13,186	12,887	12,913	(26)
	Expenditure				
(18,018)	Staff	(9,995)	(10,003)	(10,018)	15
(4,970)	Operating	(2,546)	(2,689)	(2,895)	206
(360)	Transfer to CMP	(335)	0	0	0
(139)	Contingency	0	0	0	0
(23,487)	Total Expenditure	(12,876)	(12,692)	(12,913)	221
0	Net Income/(Expenditure)	310	195	0	195

There was a cash carry forward of £519,000 which awaits the cash transfers of the Trading Subsidiary gift aided profit from 2006-07 of £246,417 (due for transfer in December) and deferred grant income of £72,000 (final claims have been submitted and the final element is awaited).

We have budgeted for a contribution from NMGW Enterprises Ltd of £468,000 (which consists of £165,000 overhead recharges and £303,000 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). As at 31 October 07 there have been recharges of £84,000. Trading Accounts to the end of September indicate that there may be a deficit against profits available for distribution to the Museum of approx £23,000 (reported to the Enterprise Board at their meeting on 7 November 07). No contingency provision has been made as this mostly all relates to the Enterprise operations at National Waterfront Museum Swansea and budget savings against the National Waterfront Museum Swansea site budget have been identified to offset this.

The total departmental self generated income target has increased from £432,000 to £662,000 due to the profiling of additional in year income/grant e.g. BioSyB, National Waterfront Museum Swansea (but for which there will be additional matched expenditure). Actual income to 31 October was £538,000 against a target of £472,000. Variances have been investigated and are in the main due to profiling.

The £438,000 contribution from the City and County of Swansea is specific to the running costs of the National Waterfront Museum Swansea. Contribution received to 31 October, was £307,000. This is below budget as we are awaiting agreement with CCS of the contribution inflation increase for 2007-08. Transfers from SPG and Private Funds are due to cover the cost of the Historic Buildings Unit staff costs and Development Department operating costs. There has been a transfer of £22,000 from SPG as at 31 October.

Actual staff costs were £10,003,000 against a year to date budget of £10,018,000 giving an under spend on the face of the accounts to date of £15,000 (an amount of £76,000 has already been clawed back to contingency for the period April – September). Major variances are being investigated, but most issues are likely to relate to profiling (the budget profile excludes the pay award provision). The extent to which under spent budgets can be clawed back to contingency and reallocated per Museum priorities is being investigated, but provisional work indicates an amount of £26,000 for October.

Actual operating costs, to 31 October, were £2,689,000 against a budget profile of £2,895,000. Again major variances have been investigated and are in the main due to profiling (some budgets require re-profiling).

The carry forward/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 surplus balance of £57,000.

2. SPECIMEN BUDGET (Appendix 2)

Current Budget £' 000		Accrued Actual to 31-Oct £' 000	Cash Actual to 31-Oct £' 000
Income			
735	Cash B/Fwd	735	735
1,075	Assembly Grant in Aid	21	21
169	Other income	144	144
1,979	Total Income	900	900
Expenditure			
(642)	Dept	(397)	(358)
(1,337)	Special Purchases	(370)	(416)
(1,979)	Total Expenditure	(767)	(774)
0	Net Income/(Expenditure)	133	126

Departmental spend as at 31 October was £358,000 against a total budget allocation of £642,000. Special Purchases spend was £416,000 against a budget allocation of £1.3m. This includes unspent Centenary Fund Partnership cumulative funds of £735,000.

Major items of spend during October include:

Dept	Description	Cost (£)
S&CH	Replica Altar Cross for Talybont Church	7,300

3. CAPITAL MASTERPLAN BUDGET (Appendix 3)

Current Budget £' 000		Accrued Actual to 31-Oct £' 000	Cash Actual to 31-Oct £' 000
	Income		
253	Deferred Income (HLF)	253	253
2,475	Assembly Grant in Aid	2,475	2,325
215	Transfer from Revenue	190	15
20	Revenue Contingency Allocation	20	0
125	Revenue Contingency C/fwd	125	0
269	Transfer from Specimens	269	165
756	Transfer from Private Funds	87	0
52	HLF (BP Educ Project)	0	0
298	Other (ie Development fundraising)	20	0
4,463	Total Income	3,439	2,743
	Expenditure		
(2,083)	Main Programme & EMW	(1,099)	(1,068)
(1,178)	CCA Project	(806)	(863)
(4)	NMC Gallery 35-37	0	0
(9)	SNHM Retail & Café	0	(22)
(89)	SNHM Gallery 1	(13)	(61)
(465)	NMC Origins Gallery	(360)	(213)
(50)	NMC Upper West Wing	(10)	(10)
(80)	NMC East Wing & Centre Block	(33)	(20)
(40)	NMC Science Zone	0	0
(65)	Big Pit HLF Project	(19)	(19)
(195)	Big Pit Educ Project	(151)	(72)
(80)	NMC Shop & Outreach Area	(80)	(80)
(31)	NMC Ceramic Displays	0	0
(33)	NRLM	0	0
(150)	NGA Feasibility Study	0	0
(4,552)	Total Expenditure	(2,571)	(2,428)
(89)	Net Income/(Expenditure)	868	315

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 has been revised in line with current project planning, tenders etc), and needs to be viewed over a four year financial period. The nature and timing of the capital expenditure is such that the aim is to balance the budget over this time frame.

The deferred HLF income relates to the Big Pit: National Coal Museum redevelopment project, for which a final claim has been submitted and the payment received.

The Assembly grant in aid is made up of three elements. The first being the ongoing main programme grant of £925,000, the second being the final essential maintenance works grant of £1.4m (which totalled £3m over three years) and thirdly additional grant funding of £150,000 will be received this year for the National Gallery of Art feasibility study.

Planned expenditure this year equates to £4.6m (revised in line with current project planning) of which £2.4m was spent as at 31 October 07. A more detailed breakdown of the Main Programme and EMW budget is shown in Appendix 3B.

A cash deficit of £359,000 (i.e. b/fwd cash deficit from 2006-07 of £270,000 plus a budgeted cash deficit of £89,000 in 2007-08) on the Capital Masterplan is planned for this year but coming back into balance by the end of the 2008-09 financial year.

4. PRIVATE FUNDS (Appendix 4)

Revised Budget £' 000		Accrued Actual to £' 000	Cash Actual to £' 000
2,636	Opening Balance	2,636	2,636
1,614	Total Income	717	712
(1,457)	Total Expenditure/Transfers	(223)	(78)
*	Investment Revaluation	8	8
<u>157</u>	In Year Movement	<u>502</u>	<u>642</u>
<u>2,793</u>	Closing Balance	<u>3,138</u>	<u>3,278</u>

The current estimated income for the Development Department for 2007/08 is £1,464,000 of which £545,000 was received at 31 October 07. Coin box donations to date amount to £52,000 (compared to £54,000 in October 06).

The value of investments (valued at the end of September by Gerrard Ltd) shows an increase from 1 April 07 of £8,000 (an increase of £43,000 from last month and reflects the improvement in the market).

Total fund balances are £3.3m, consisting of £2.1m in investments and £1.2m in cash. The decision on whether there is a need to encash investments to finance the Capital Master Plan works will be kept under review and be made in light of capital programme spend and Development department achieving targets and the realisation of cash this financial year. The investments managers have been advised accordingly.

The funds can be split between Specific (£715,000), Departmental (£1,778,000), General (£378,000) and Development Holding Account (£407,000).

Annex B

Outlined below, are three case studies, accompanied, at Appendix C, by a 'Forthcoming Activities' Chart. Following feedback from the briefing sessions in which Directors have used the Executive Summary document to inform staff members about recent developments and to highlight issues discussed at the Board of Trustees Meeting, the format of the Executive Summary document is being re-developed to include more information about forthcoming activities. The examples appended below illustrate the way in which greater levels of detail could be included in future reports regarding a selection of strategically and or operationally important activities. The development of a chart format to show areas of forthcoming activities will also allow an overview of the Museum's activities across all subject areas and sites.

Human Resources Strategy

Following the appointment of Kaye Blanche, the new Head of Human Resources in August 2007, Amgueddfa Cymru identified the need to develop a Human Resources Strategy which aims to help the Organisation achieve its core objectives efficiently and effectively. The strategy will seek to meet the needs of Amgueddfa Cymru within the constraints of the recruitment market, offer value for money, provide a Management team with the right structure and employ people who are engaged, motivated, efficient, and satisfied in their roles.

The strategy will aim to deliver tangible improvements in the following core areas with an overall aim of improving Amgueddfa Cymru's performance:

- Enable effective change
- Drive business efficiency
- Manage talent effectively
- Build people capability
- Champion diversity
- Facilitate communication and engagement

An all staff survey will be distributed before the end of 2007.

'Exploring our Woodlands'

This is a project to install nesting boxes with cameras at St Fagans: National History Museum, so that visitors can observe the activity of different bird species living in the woodlands at the Museum. The images will be available to view on site at the Ty Gwyrdd – Sustainable Living resource and also online at Amgueddfa Cymru's website, along with resources for families and schools, photos of St Fagans' wildlife and a blog written by the interpreter.

A path through the woodland on-site will be upgraded to provide access for all visitors to this area of the Museum with a trail of sensory interpretation panels featuring the wildlife that can be found within the woodland. The trail will also link the woodland to Ty Gwyrdd where further resources will be available for visitors to take away.

An interpreter was appointed in May 2007 to improve contact with educational groups, wildlife groups and special interest groups to evaluate and develop ideas, as well as delivering and developing educational materials and activities. Over the course of the summer, a pathway through the woodland was cleared and resources for visitors developed in collaboration with schools and organisations such as Education Business Partnership (EBP) and Royal Society for Protection of Birds (RSPB).

'Exploring our Woodlands' will be launched in Spring 2008, featuring workshops and events as part of Wales Biodiversity Week. Evaluation of the project will be ongoing in order to develop activities, events and onsite interpretation through a positive engagement with existing and new visitor groups. Ultimately, the project aims to make the woodlands area at St Fagans: National History Museum accessible to all visitors, allowing them to interpret the area and experience the wildlife on site as well as in their own, local environment.

Active Workplace Programme – Sports Council Wales

A bid will be submitted to the Sports Council Wales' Active Workplace Programme in December 2007 which it is hoped will feed into organisation wider strategies for Amgueddfa Cymru. If successful, the bid for £105,000 will fund the development and provision of facilities at National Museum Cardiff and St Fagans: National History Museum to support staff members' physical fitness and well-being, as well as helping to reduce the Museums' carbon footprint.

Our bid will seek to fund the provision of 'Pool Bicycles' for Amgueddfa Cymru as an alternative means of transport and for use at lunchtimes for exercise. Existing bicycle racks and showering facilities at National Museum Cardiff and St Fagans: National History Museum will be upgraded, in addition to the establishment of walking, cycling and jogging groups and the provision of 'Trail Walking Leaflets', with information on safe exercise routes.

As part of the bidding process, a questionnaire was provided by Sports Council Wales for Museum staff to complete which would gauge the likely use of any facilities we provided, and provide a context for the submission of the bid. Ultimately, it is hoped that all Amgueddfa Cymru sites will benefit from future applications to Sports Council Wales and will work towards creating a happier, fitter and more productive work force.