

Minutes of the **BOARD OF TRUSTEES** held on 13 March 2014 in the  
Castle Dining Room, St Fagans: National History Museum

Notes	Actions by
<p><b>PRESENT:</b> Elisabeth Elias, President, (in the Chair); Haydn Edwards, Vice President; Peter Morgan, Treasurer; Carole-Anne Davies; Christina Macaulay; David Vokes; Gareth Williams; Gareth Wyn Jones; Robert Pickard; Miriam Griffiths; Tony Atkins; Victoria Provis; David Anderson, Director General; Mark Richards, Deputy Director General / Director of Operations (from item 7); Neil Wicks, Director of Finance &amp; Corporate Resources; Peter Wakelin, Director of Collections &amp; Research; Janice Lane, Director of Learning, Exhibitions &amp; Digital Media; Judith Ingram, Head of Policy &amp; Planning; and Elaine Cabuts, Museum Secretary.</p>	
<p><b>1 WELCOME AND APOLOGIES</b></p> <p>1.1 Members were welcomed to the meeting. Peter Wakelin was welcomed to his first meeting of the Board of Trustees. Apologies were received from Glenda Jones; Jonathan Osmond; Keshav Singhal; and Lesley-Anne Kerr (CyMAL).</p>	
<p><b>In the Closed Session of the meeting the Board discussed and were briefed on Trustee recruitment, the US art tour, financial planning, the Change Programme, the six monthly meeting with the Minster, the Museum's digital strategy, reports on the role of culture in addressing poverty in Wales and Arts education in Wales, and the National Library of Wales.</b></p> <p><i>At this point the meeting was opened to the public but no members of the public were in attendance.</i></p>	
<p><b>2 MINUTES</b></p> <p>5.1 <u>Resolved:</u> That the Minutes of the Board meeting on 28 November 2013 be approved.</p>	
<p><b>3 MATTERS ARISING</b></p> <p>3.1 <b>Statutes</b></p> <p>3.1.1 <u>Reported:</u> That the Museum Secretary, on behalf of the Deputy Director General / Director of Operations, presented the revised statutes to the Board, to formally record that they had been received.</p>	
<p><b>4 TEMPORARY EXHIBITIONS AND GALLERY RE-DISPLAY STRATEGY</b></p> <p>4.1 <u>Received:</u> A report by the Director of Learning, Exhibitions &amp; Digital Media.</p>	

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<p>4.2 <u>Reported</u>: That the Board noted the context for the development of the strategy, and the internal consultation and external benchmarking that had informed its development. Existing audience research had also been reviewed. Members noted the strategic importance of the strategy, its development and implementation during a time of transition, the role of the Museum's internationally significant collections and the opportunities these presented for raising the Museum's profile. Audience perceptions were key, and the challenges the Museum faced were noted. The strategy had been developed within existing resources, which demonstrated the value of and need for collaboration. The strategy was outcome focused and looked at both the temporary exhibitions and gallery redisplays over a ten year period.</p>	
<p>4.3 Members noted the lack of capacity in Wales for venues to take very large temporary exhibitions. Historically the Museum had used what was until very recently the <i>Origins</i> gallery space at National Museum Cardiff. The whole of the public spaces at National Museum Cardiff would be considered as part of the available space for temporary exhibitions at this venue, in the same way that Artes Mundi was positioned across a number of different galleries within the National Museum of Art. Members noted the range of staff from across the Museum that had contributed to the strategy, and would continue to inform its implementation. An Exhibitions and Display group and forum, involving a range of staff from across the organisation, would positively impact on internal communications.</p>	
<p>4.4 Members noted the value of including a broad range of media and opinion formers as part of exhibition and display evaluation. The History of Wales Public Engagement Group was seeking to identify the public's understanding of and engagement with the history of Wales, for collective action amongst the group's membership (National Library of Wales, Royal Commission, National Trust, CyMAL, Cadw and the Museum). Mapping our partnerships across Wales has enabled us to demonstrate to the Minister and other stakeholders the breadth of our reach. The Museum will consider the geographical spread of our partnership work as part of our re-visioning. Developing relationships with local and regional partners provided the strongest route to supporting exhibitions at other venues. The Museum's sites have responded positively to the development of the strategy, and the Museum is taking the long-term view on the income-generating possibilities for large-scale temporary exhibitions. The possibilities for corporate sponsorship here were noted. The Museum would prioritise exhibitions and displays at its own sites and with partners, before producing a programme of international touring exhibitions.</p>	
<p>4.5 The strategic level of the paper and its format were welcomed. The Board praised the Museum for the strength of the existing exhibition and display programme under current resources, and noted how this strategy had been owned by the organisation.</p>	
<p>4.6 <u>Resolved</u>: Accordingly and that strategy be approved.</p>	

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<p><b><i>Sian Cook joined the meeting at this point.</i></b></p> <p><b>5 DEVELOPMENT STRATEGY 2013/14-2015/16</b></p> <p>5.2 <u>Received</u>: A report by the Development Director.</p> <p>5.3 <u>Reported</u>: That the Development Director reported on the context and background to the strategy. The strategy set out the Museum's immediate and future fundraising priorities, opportunities and targets. The existing fundraising approach was recorded, as well a programme for how this would be reviewed.</p> <p>5.4 Members discussed how the Museum accessed European funding and its approach to developing corporate sponsorship. The role of social media and crowdsourcing and their links to the development of a digital and other strategies were noted. A public appeal for St Fagans was being developed and timetabled to coincide with other fundraising reviews.</p> <p>5.5 The Chair of the Development Board noted the excellent progress made in the last twelve months, and the importance of communicating the role of fundraising across the organisation. The President noted the vital role of maintaining and developing relationships with existing donors. Members noted the ambitions for the department and recognised the benchmarking opportunities with Scotland and within the regions of Wales. The vital role of the Development Board and all Trustees in supporting staff was acknowledged.</p> <p>5.6 <u>Resolved</u>: Accordingly and that the strategy be approved. NMGW Enterprises Ltd to confirm the outcome of the review into the Museum selling scratch cards on its sites. The department to follow up previous discussions with individual Trustees.</p> <p><b><i>Sian Cook and Janice Lane left the meeting at this point.</i></b></p>	<p>GW / Development Director</p>
<p><b><i>June Francois joined the meeting at this point.</i></b></p> <p><b>6 VISITOR PROFILE STUDY ACTION PLAN</b></p> <p>6.1.1 <u>Received</u>: A report by the Head of Marketing.</p> <p>6.1.2 <u>Reported</u>: That the plan outlined the Museum's response to the outcomes of the BDRS Group research, reported to the Board in November 2013. The Audience Development Action Plans provided a focus for plans at each site, and for each target priority audience. The plans responded to the overarching corporate marketing and international strategies. Trustees noted that NMGW Enterprises Ltd had created its own plans as a result of the visitor research. The Museum continued to work with and engage Visit Wales in its audience development and marketing.</p> <p>6.1.3 Members noted their direct experience of how actively the reports were being used by staff, as part of their recent familiarisation visit to Big Pit. Trustees noted the ambition for the Museum to represent the demographic makeup of</p>	

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<p>the population of Wales across its sites.</p> <p>6.1.4 <u>Resolved</u>: Accordingly, and that the report was noted.</p> <p><b><i>June Francois left the meeting at this point.</i></b></p>	
<p><b>7 DIRECTOR GENERAL'S REPORT, QUARTERLY BRIEFING QUARTER 3, CURRENT ISSUES</b></p> <p>7.1 <u>Received</u>: A report by the Director General.</p> <p>7.2 <u>Reported</u>: That the Director General reported the re-visioning had commenced. The Officers had met with the Museum's advisor on the process and were identifying opportunities for the whole Board to engage with the process. The aim was to complete the vision by the end of 2014.</p> <p>7.3 At their recent meeting with the Minister, the President and Director General discussed:</p> <ul style="list-style-type: none"> <li>• Budget Planning, staffing and funding</li> <li>• St Fagans: National History Museum.</li> <li>• Tackling Poverty, noting the launch by Baroness Kay Andrews' report at the National Waterfront Museum Swansea today</li> <li>• Reaffirming that the Museum is the largest provider of learning outside the classroom in Wales</li> <li>• Launch of the Museum's research report on cultural participation of children and young people experiencing poverty and toolkit for cultural organisations on tackling poverty planned for 2 April</li> <li>• Trustee appointments</li> <li>• Partnership updates, using a map to show the geographical breadth of activity</li> <li>• Digital provision and the role of the BBC</li> <li>• The Museums Association conference in Cardiff in October 2014.</li> </ul> <p>7.4 The Director General reported the Minister's decision to maintain the Royal Commission on the Ancient and Historical Monuments of Wales' position as a separate body. Its relationship with the People's Collection for Wales remained unchanged.</p> <p>7.5 The Head of Policy &amp; Planning summarised the Quarter 3 position, noting that the Performance Review Committee had reviewed the detail concerning the objectives and milestones. The Director of Finance &amp; Corporate Resources reported on the Museum's dialogue with the Welsh Government in respect of the carryover. The President and Director of CyMAL appreciated the mutual support that existed between the Museum and CyMAL in discussions with the Minister and Welsh Government more widely.</p> <p>7.6 The Director General noted that a representative from Creative &amp; Cultural Skills would be visiting the Museum next week to discuss how St Fagans: National</p>	

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<p>History Museum might become the UK hub for traditional skills training. Visit Wales' role in supporting the work of the Museum, and our role in developing tourism, were noted.</p> <p>7.7 The President recorded her thanks to staff and those at the National Wool Museum for their support in respect of the death of Keith Rees, senior craftsperson at the museum for over thirty years. The Director General recorded his thanks to the Deputy Director General / Director of Operations and the Head of Visitor Services at National Museum Cardiff, for the professional, practical and immediate support they provided to staff at the museum. The loss was shared by the whole organisation, and the family of Amgueddfa Cymru had come together to support its colleagues.</p> <p>7.8 <u>Resolved</u>: Accordingly, and that the report was noted.</p>	
<p><b>8 COLLECTIONS MATTERS</b></p> <p><b>8.1 Collections &amp; Research Activities Report October 2013 – February 2014</b></p> <p>8.1.1 <u>Received</u>: A report by the Director of Collections &amp; Research.</p> <p>8.1.2 <u>Reported</u>: That the Director of Collections &amp; Research thanked Trustees and staff for welcoming him to the Museum, and for the stewardship by the Director of Finance &amp; Corporate Resources in acting as Director of Collections &amp; Research prior to his appointment. Strategies for the division would be the new Director's priority, using the inclusive methodology and strategic approach adopted by the Director of Learning, Exhibitions &amp; Digital Media in her earlier report. The format of the quarter's report remained largely unchanged from previous reports, other than a reorganisation of content under sub-headings. The format of future reporting would be outcome focused, and would be shaped by the new strategies and responses received from Trustees during the meeting.</p> <p>8.1.3 The first Collections &amp; Research seminar was announced for 24 September 2014. Trustees and staff were invited. The seminar will include presentations on research activity, including audience research, and an outline of the future strategy for collections and research.</p> <p>8.1.4 The Director of CyMAL confirmed her offer of support in developing opportunities for dialogue with the Chief Scientific Officer.</p> <p>8.1.5 <u>Resolved</u>: Accordingly, and that confirmation be sought on whether the Museum has indemnity insurance cover when providing advice for which it charged.</p> <p><b>8.2 Honorary Research Fellow &amp; Emeritus Keeper</b></p> <p>8.2.1 <u>Received</u>: A report by the Director of Collections &amp; Research.</p>	<p>Director of Collections &amp; Research</p>

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<p>8.2.2 <u>Reported</u>: That Members were requested to approve one Honorary Research Fellow appointment and the reappointment of Emeritus Keeper.</p> <p>8.2.3 <u>Resolved</u>: Accordingly and that Dr Jonathan Gray be appointed as an Honorary Research Fellow, and Dr Eurwyn William be re-appointed as Emeritus Keeper. Both appointments to last one year.</p>	
<p><b>9 COMMITTEE MATTERS</b></p> <p><u>Received and Noted</u>: The draft minutes of:</p> <ul style="list-style-type: none"> <li>i. Pension Trustees 26 November 2013 &amp; 12 February 2014</li> <li>ii. Natural Sciences Museum Project Commissioning Group 16 January 2014</li> <li>iii. NMGW Enterprises Ltd 30 January 2014</li> <li>iv. Audit Committee 11 February 2014</li> <li>v. Performance Review Committee 13 February 2014</li> </ul> <p>9.1 <u>Reported</u>: That the Chair of the Pension Trustees (the Museum's Vice President), noted that, in respect of the 26 November minutes, the focus was on governance and assessing the companies working for the Scheme. This was the Vice President's last meeting as Chair, and he thanked Museum Board Member Robert Pickard for agreeing to be appointed the new Chair of the Pension Scheme Trustees. The President recorded her gratitude and thanks for his contribution and work in strengthening the governance of the meetings, following a period of difficulty for the Trustees of the Museum and the Scheme, which was not of their making. The President further thanked Robert Pickard for taking over as Chair.</p> <p>9.2 Robert Pickard thanked the President and Vice President, and reported that the government would be rearranging the pension scheme, bringing contracting-out to an end. The additional commitment required of employers as a result meant it was an appropriate moment for Amgueddfa Cymru to review the scheme as a whole. The administration, actuarial and investment services of the scheme were being put out to tender, with interviews being planned for May 2014. The process aims to ensure that the eventual fees are in line with the current market position. The President noted it was the Museum's responsibility to undertake the review.</p> <p>9.3 In respect of the Natural Sciences Museum Project Commissioning Group Minutes, Members noted that the Museum has had its IRO grant status approved.</p> <p>9.4 In respect of the Performance Review Committee Minutes, the Treasurer thanked the Vice President for Chairing the meeting in his absence. A range of strategies were presented to the meeting, and the Director General was thanked for his leadership.</p>	

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<p><b>10 PROPERTY RELATED MATTERS</b></p> <p>10.1 <u>Received</u>: A report by the Deputy Director General / Director of Operations.</p> <p>10.2 <u>Reported</u>: That Members were updated on retrospective property matters relating to two leases and licence of land at St Fagans.</p> <p>10.3 <u>Resolved</u>: Accordingly, and that the two leases and licence were noted.</p>	
<p><b>11 ST FAGANS: NATIONAL HISTORY MUSEUM PROJECT – PROGRESS REPORT</b></p> <p>11.1 <u>Received</u>: A report by the Deputy Director General / Director of Operations.</p> <p>11.2 <u>Reported</u>: That Members noted the St Fagans Project Commissioning Group were to meet that afternoon, the date having been moved to enable Event to provide a timely update on progress. Members noted that the contractors invited to tender had been confirmed and interest has been received from five firms. The timescales were being kept under review. An update on planning issues has been submitted to Cardiff Council. Members considered the senior lines of communication to the Council and noted that these were being pursued in the most appropriate and effective way possible. The afternoon’s meeting would include an update on exhibition proposals and the Museum was pleased with the way the new Events team were working.</p> <p>11.3 <u>Resolved</u>: Accordingly and that the report was noted.</p>	
<p><b>12 ANY OTHER BUSINESS</b></p> <p><b>12.1 Self-evaluation questionnaires</b></p> <p>12.1.1 The Museum Secretary reported that the annual questionnaire for Members of the Board, Performance Review Committee and Audit Committee would be available for completion online. The findings to be summarised in the Annual Financial Report, and the results reported to each of the next meetings.</p> <p>12.1.2 <u>Resolved</u>: Accordingly and details to be circulated in due course.</p> <p><b>12.2 Format of meetings</b></p> <p>12.2.1 The President was aware that there was increasing pressure on time within the agenda of Board meetings. Suggestions had been made about the timing and length of Board meetings. Options would include providing regular opportunities for staff to present to the Board, with the aim of Trustees and staff receiving mutual benefit from the dialogue. It was noted that the next meeting would include a discussion on the Museum’s digital strategy.</p> <p>12.2.2 <u>Resolved</u>: Accordingly and that proposals about the timing and length of</p>	<p>Museum Secretary</p> <p>Senior</p>

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<p>Board meetings be presented at the next Board meeting in June.</p> <p><b>12.3 19 June 2014 Board of Trustees</b></p> <p>12.3.1 The Museum Secretary informed Members of the outline timetable for the next Board meeting, being held in St David's, with a visit to the National Wool Museum for all Trustees the day before.</p> <p>12.3.2 <u>Resolved</u>: Accordingly, and that further details be circulated in due course.</p> <p><b>12.4 Retirement of Trustee Gareth Williams</b></p> <p>12.4.1 <u>Reported</u>: That the President recorded this was the last Board meeting for Trustee Gareth Williams. Gareth was warmly thanked for his immense contribution to the work of the Museum, and particularly for his role as Chair of NMGW Enterprises Ltd. In response, Gareth Williams wished to record his thanks to the Museum and that it had been a privilege to be a Trustee. His advocacy for Amgueddfa Cymru would continue.</p> <p>12.4.2 <u>Resolved</u>: Accordingly, and that all Trustees were invited to join Members of the Performance Review Committee on 22 May for lunch to mark Gareth's retirement.</p>	<p>Managem ent Team</p> <p>Museum Secretary</p>
<p><b>13 STRATEGIC BOARD AGENDA</b></p> <p>13.1 Members noted the items to be discussed at the Board meeting on 19 June 2014.</p>	
<p><b>DATE AND TIME OF NEXT MEETING:</b></p> <p><u>Resolved</u>: That the next meeting of the Board of Trustees will commence at 9:00am on 19 June 2014 in the Discovery Room, Oriel y Parc, St David's.</p>	