

Minutes of the **BOARD OF TRUSTEES** held on 12 March 2015 in the Court Room, National Museum Cardiff

Notes	Actions by
<p><b>PRESENT:</b> Elisabeth Elias, President (in the Chair); Haydn Edwards, Vice President; Laurie Pavelin, Treasurer; Carole-Anne Davies; Christina Macaulay; Gareth Wyn Jones; Glenda Jones; Hywel Ceri Jones; Kay Andrews; Miriam Griffiths; Robert Pickard; Tony Akins; Victoria Provis; David Anderson, Director General; Mark Richards, Deputy Director General / Director of Operations; Neil Wicks, Director of Finance &amp; Corporate Resources; Janice Lane, Director of Learning, Exhibitions &amp; Digital Media; Judith Ingram, Head of Policy &amp; Planning and Elaine Cabuts, Museum Secretary.</p> <p><b>IN ATTENDANCE:</b> Linda Tomas (CyMAL) and Hannah Iqbal as observers.</p>	
<p><b>1 WELCOME AND APOLOGIES</b></p> <p>1.1 Members, Linda Tomos, and Hannah Iqbal (mentee of the President on the Women in Public Life programme) were welcomed to the meeting. Apologies were received from Carol Bell; Keshav Singhal and Lesley-Anne Kerr (CyMAL).</p>	
<p><b>In the Closed Session of the meeting the Board discussed and were briefed on the Change Programme, financial planning, and horizon scanning.</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 subject to a correction at 8.2 in the minutes of 11 December 2014 to note that Laurie Pavelin also left the meeting to attend the funeral of former Trustee David Vokes, the Minutes be approved. Subject to the correction at 1.3 in the minutes of 20 January 2015 to correct the spelling of the Welch Regiment, the Minutes be approved.</p>	
<p><b>3 MATTERS ARISING from the minutes of 11 December 2014 and 20 January 2015</b></p> <p>3.1 There were no matters arising that were not covered as part of the agenda.</p>	
<p><b>4 AMGUEDDFA CYMRU'S VISION: INSPIRING PEOPLE, CHANGING LIVES</b></p> <p>4.1 <u>Received:</u> A report by the Director General.</p> <p>4.2 <u>Reported:</u> That the Director General reported that the Deputy Minister expressed his positive support for the Museum's new vision during the Museum's regular six monthly meeting. The Vision presented included feedback from the recent public consultation. Members noted that the</p>	

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<p>document would be designed for internal and external publication and communication, across a range of platforms and print material.</p> <p>4.3 Members emphasised the advocacy value of “Inspiring people, changing lives” and urged that it should be used widely in Museum branding and communications.</p> <p>4.4 Members noted the importance of strategic stakeholders in terms of informing the Museum’s advocacy work.</p> <p>4.5 <u>Resolved</u>: Accordingly, and that the Vision was approved, the three-year Strategic Plan be presented to the Board in September, and that the Museum consider opportunities for the Trustees to discuss partnerships, stakeholders and advocacy.</p>	<p>Senior Management Team</p>
<p><b>5 LEARNING AND PARTICIPATION STRATEGY</b></p> <p>5.1 <u>Received</u>: A report by the Head of Learning Participation and Interpretation.</p> <p>5.2 <u>Reported</u>: That the Head of Learning Participation and Interpretation reported that the strategy was one for the whole Museum. Consultation with staff across all sites and with departments had helped embed this and the process encouraged a new way of working. The strategy was an active one, to be reviewed on a regular basis to ensure it continued to reflect emerging issues and the wider context. Being research and evidence-led, it was hoped that the Museum’s work would become sector leading. Opportunities for learning within the museum context were different to learning opportunities in other settings. As the largest provider of learning in Wales we continue to have dialogue with important bodies such as Esytn. We are also developing more strategic approaches to collaborative programmes with partners such as the National Library of Wales. Members noted the relationship between this strategy and the developing Community Engagement Strategy.</p> <p>5.3 The Director of Learning, Exhibitions and Digital Media outlined the way in which the Learning team had worked and developed the strategy over the last two years, through the Change Programme and the developing Vision. The auditing of existing provision, and the evidenced-based nature of the research, enabled the Learning team to identify key strategic areas. These included the Pioneer Areas which supported the recommendations of the Culture and Poverty Review, as well as Health and Wellbeing.</p> <p>5.4 Members congratulated the Head of Learning Participation and Interpretation, the Director of Learning, Exhibitions and Digital Media, and the wider team for the strategy, and for developing a Museum-wide approach. Members noted the partnership and income-generating opportunities the strategy presented as well as the holistic links that it made to other strategies. Members were pleased to see that the strategy noted it would build on the positive work already achieved, and that it pursued the development of target audiences. Members noted the relationships between partnerships, international work, funding and</p>	

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<p>the digital environment. The Museum may wish to map Estyn's evaluation criteria of quality and cost-efficiency against its own learning outcomes. Members noted the opportunities for the Museum to provide qualifications as part of its provision.</p> <p>5.5 Members noted the ways in which staff were rewarded and how they shared their learning experiences with others. Accredited coaching courses were being developed with the Human Resources Department for the whole organisation, and being piloted by the Learning Department. Partnership work with other organisations as well as the Development Department helped create effective fundraising bids.</p> <p>5.6 The President expressed her appreciation to the team and to the important leadership provided by the Head of Learning, Participation and Interpretation.</p> <p>5.7 <u>Resolved</u>: Accordingly and that the strategy was approved. That the Executive consider how the Board can reflect on the philosophical and strategic issues arising out of its partnership work.</p>	<p>Senior Management Team</p>
<p><b>6 INTERIM COLLECTION DEVELOPMENT STRATEGY</b></p> <p>6.1 <u>Received</u>: A report by the Keeper of Collection Services.</p> <p>6.2 <u>Reported</u>: That the Director of Finance &amp; Corporate Resources reported the interim strategy was to enable the Museum to maintain its status as an Accredited Museum; a status granted by Arts Council England.</p> <p>6.3 Members noted that some updating had already been made to the document, but that the document required further changes before submission. Members noted the important role that partnership play in helping develop key collecting areas for the future, for example in design.</p> <p>6.4 <u>Resolved</u>: Accordingly and that the Interim Collection Development Strategy be approved for submission to Arts Council England, subject to the following amendments: that reference to the new Vision be included; that the Museum's unique and important role, status and reach as a national institution be recorded; and that it is noted these will be further developed in the new strategy. Also, reference to the specimen acquisition grant be revised to reflect the current funding situation, and reference to the important work of the Arts Advisory Group be included. That the date-related content be updated to ensure that, overall, the document would positively support the Museum's bid to maintain its accreditation.</p>	<p>Keeper of Collection Services</p>
<p><b>7 DIRECTOR GENERAL'S REPORT, QUARTERLY BRIEFING QUARTER 2, 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 Head of Policy &amp; Planning recorded that excellent progress</p>	

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<p>had been made in the last quarter with visitor figures up on target and up on the previous year. Members were pleased to note that there was only a minimal reduction in website visits, following the website redesign process.</p> <p>7.3 The President reported on the recent six-monthly meeting with the Deputy Minister. Matters discussed included financial planning and the Museum's new Vision. The President, Treasurer and Director General agreed it was a positive meeting. However there have been further developments connected to the Museum's financial planning, and discussions are being taken forward with both Linda Tomos – Director of CyMAL, and the Deputy Minister.</p> <p>7.4 Linda Tomos reported that the Museum's presentation to the Deputy Minister was excellent, and she will try to ensure that the issues are dealt with promptly.</p> <p>7.5 The Director General thanked colleagues, and in particular the Director of Finance and Corporate Resources, for their work in preparing the briefings for the Deputy Minister. Members noted the Director General's positive meeting with Julie Williams - Chief Scientific Advisor for Wales recently, and that she spoke positively of the Museum's work with partners and in its work to address child poverty. The Director General highlighted the fact that there were certain areas of our scientific and inclusion work that only the Museum could deliver.</p> <p>7.6 <u>Resolved</u>: Accordingly and that the Museum regularly updates CyMAL with further formal and informal positive news stories that demonstrate the Museum's reach and impacts.</p> <p><b><i>David Anderson and Neil Wicks left the meeting at this point.</i></b></p>	<p>Senior Management Team</p>
<p><b>8 THE ST FAGANS: NATIONAL HISTORY MUSEUM MAKING HISTORY PROJECT UPDATE</b></p> <p>8.1 <u>Received</u>: A report by the Deputy Director General / Director of Operations.</p> <p>8.2 <u>Reported</u>: That as an endorsement of their positive review of the Museum's work at St Fagans, HLF were promoting the redevelopment project as a reference site for further applications. The minutes of the recent Project Commissioning Group recorded the group's discussions. Members noted that the Wolfson Foundation application had now been submitted, and that there were opportunities to link the People's Health Trust with the Museum's work around wellbeing. Members noted progress on naming the Museum.</p> <p>8.3 <u>Resolved</u>: Accordingly.</p>	
<p><b>9 COLLECTION MATTERS</b></p> <p><b>9.1 Collections &amp; Research Report</b></p> <p>9.1.1 <u>Received</u>: A report by the Director General.</p>	

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<p>9.1.2 <u>Reported</u>: That the Deputy Director General / Director of Operations presented the report to Members.</p> <p>9.1.3 Members recorded their appreciation for the quality of the Artes Mundi exhibition and its presentation across various sites, including at Turner House Gallery.</p> <p>9.1.4 <u>Resolved</u>: Accordingly.</p> <p><b>9.2 International Loans</b></p> <p>9.2.1 <u>Received</u>: A report by the Deputy Director General / Director of Operations.</p> <p>9.2.2 <u>Reported</u>: That the International Loans requests would be considered by the Arts Advisory Group at its meeting in April.</p> <p>9.2.3 <u>Resolved</u>: Accordingly, and that the loans be approved, subject to the approval of the Arts Advisory Group.</p> <p><b>9.3 Additional item - Items for De-accessioning</b></p> <p>9.3.1 <u>Received</u>: A report tabled by the Director of Learning, Exhibitions &amp; Digital Media.</p> <p>9.3.2 <u>Reported</u>: That the Board was requested to consider the items for de-accessioning.</p> <p>9.3.3 <u>Resolved</u>: Accordingly and de-accessioning was approved.</p>	
<p><b>10 COMMITTEE MATTERS</b></p> <p>10.1 <u>Received and Noted</u>: The draft minutes of:</p> <ul style="list-style-type: none"> <li>i. Natural Sciences Museum Project Commissioning Group 23 October 2014</li> <li>ii. NMGW Enterprises Ltd 29 January 2015</li> <li>iii. Audit Committee 10 February 2015</li> <li>iv. Performance Review Committee 11 February 2015</li> <li>v. Pension Trustees 21 October and 11 February 2015</li> <li>vi. St Fagans: National History Museum Project Commissioning Group 26 February 2015</li> <li>vii. Appointments &amp; Remuneration Committee 11 March 2015 (tabled)</li> </ul> <p>10.2 <u>Reported</u>: That in respect of the Audit Committee, Members were pleased to note that the Committee received a financial planning presentation outlining the position that had been previously presented to the Performance Review Committee and the Board. Given the Committee's duties and responsibilities, it was important it received an overview of the Museum's position. In respect of the Performance Review Committee Members noted its role in overseeing the Strategic Risk Register. The President had invited Trustee Kay Andrews to sit</p>	

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<p>on the Performance Review Committee. The Board recorded its thanks to the Director General for attending the Pension Scheme Trustees meeting. The Board was grateful to the Scheme's Trustees for its positive and constructive approach to addressing the necessary changes. Its priorities were to ensure the health and wellbeing of the scheme whilst at the same time achieving the best possible results for the maximum number of staff. In relation to the presented and revised tabled minutes of the St Fagans Project Commissioning Group meeting on 26 February, Members noted an additional update was required.</p> <p>10.3 <u>Resolved</u>: Accordingly, and that the Strategic Risk Register be added to the Trustee's webpages, that Kay Andrews' appointment to the Performance Review Committee was agreed, and that the St Fagans Project Commissioning Group minutes be further amended.</p>	<p>Museum Secretary</p>
<p><b>11 ANY OTHER BUSINESS</b></p> <p>11.1 <u>Reported</u>: The President updated Members on the Trustee Appraisal process currently being organised. Following advice from the Senior Management Team, the President recommended that the Effectiveness Surveys undertaken by the Board, the Performance Review Committee and the Audit Committee be staggered so that these reviews and the Trustee Appraisals do not take place on the same year.</p> <p>11.2 <u>Resolved</u>: Accordingly and that the Effectiveness Surveys be run in 2016.</p>	<p>Museum Secretary</p>
<p><b>12 STRATEGIC BOARD AGENDA</b></p> <p>12.1 Members noted the items to be discussed at the Board meeting on 18 June 2015.</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 18 June 2015 in the Seiont Manor Hotel, Llanberis.</p>	