

Minutes of the **BOARD OF TRUSTEES** held on 18 June 2015 in the
Seiont Manor Hotel, Llanberis

Notes	Actions by
<p>PRESENT: Elisabeth Elias, President (in the Chair); Haydn Edwards, Vice President; Laurie Pavelin, Treasurer; Carole-Anne Davies; Glenda Jones; Hywel Ceri Jones; Kay Andrews; Keshav Singhal; 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 & Corporate Resources; Janice Lane, Director of Learning, Exhibitions & Digital Media; and Elaine Cabuts, Museum Secretary.</p> <p>IN ATTENDANCE: Linda Tomas (Museums Archives & Libraries Division) and Dafydd Roberts (Keeper National Slate Museum) as observers.</p>	
<p>1 WELCOME AND APOLOGIES</p> <p>1.1 Members, Linda Tomos, and Dafydd Roberts were welcomed to the meeting. Apologies were received from Carol Bell; Gareth Wyn Jones; Christina Macaulay; Judith Ingram, Head of Policy & Planning, and Lesley-Anne Kerr (Museums Archives & Libraries Division).</p>	
<p>In the Closed Session of the meeting the Board discussed and were briefed on the Pension Scheme Review, Trustee appointments, the Change Programme, financial planning, the Welsh Government’s Review of Local Authority Museums in Wales and horizon scanning.</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>2 MINUTES</p> <p>5.1 <u>Resolved:</u> That the Minutes of the meeting held on 12 March 2015 be approved.</p>	
<p>3 MATTERS ARISING from the minutes of 12 March 2015</p> <p>3.1 There were no matters arising that were not covered as part of the agenda.</p>	
<p>4 ROYAL CHARTER & STATUTES – PUBLIC ENGAGEMENT AND CONSULTATION: SCHEME AND POLICY</p> <p>4.1 <u>Received:</u> A report by the Museum Secretary.</p> <p>4.2 <u>Reported:</u> That the Scheme was drafted in 2007 following the revisions to the Royal Charter & Statutes in 2006. It set out the Museum’s legal obligations to engage and consult with stakeholders. The Policy, also drafted in 2007 set out the Museum’s abiding principles and approach to engagement when</p>	

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<p>implementing the Scheme. Both were revised substantially to reflect contemporary museological practice, Amgueddfa Cymru's Vision, and the approach to participation, co-production, co-curation, and co-creation. The Policy now represented the over-arching framework for the more detailed policies that were now being produced, such as the Learning and Participation Strategy, approved at the Board meeting in March 2015, and the Community Engagement Strategy being presented to this meeting. The Human Resources Strategy, which had been approved by the Performance Review Committee in May 2015, also reflected the embedded nature of engagement and consultation in decision-making processes.</p> <p>4.3 Members noted that the Museum would continue to use a suite of appropriate methods of engagement based on the needs of audiences. This included the use of public meetings. Members noted how far the Museum had come since 2006 in developing an inclusive and participatory way of working that was sector leading.</p> <p>4.4 <u>Resolved</u>: Accordingly, and the Scheme and Policy were approved, subject to the following amendments: the inclusion of the 'United Kingdom' within the last sentence of point 3 of the Scheme; stronger reference to the role of governance within the titles of both the Scheme and Policy; that all future reference to CyMAL now be noted as Museums Archives and Libraries Division (MALD).</p>	<p>Museum Secretary / Amgueddfa Cymru</p>
<p>5 COMMUNITY ENGAGEMENT STRATEGY</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 Director of Learning, Exhibitions & Digital Media reported that, like the Learning and Participation strategy, this strategy was one for the whole Museum. The strategy was developed and written jointly by staff and community partners. Members noted the context for the strategy and the research that underpinned it.</p> <p>5.3 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 the Museum-wide approach. It was important to ensure that internal and external engagement sat at the heart of the Museum's work.</p> <p>5.4 It was noted how the strategy addressed the Deputy Minister's key proposals. The Museum was exploring ways in which it could begin to better capture social impacts, including the introduction of appropriate metrics and Key Performance Indicators (KPIs).</p> <p>5.5 Members noted how the strategy enabled staff to work actively with it as a live document that could be referred to and updated, and how combined outcome-reporting across a range of strategies was being developed. Work with a range</p>	

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<p>of partners, including the Higher Education sector in Wales, was on-going.</p> <p>5.6 <u>Resolved</u>: Accordingly and that the Strategy was approved, subject to the following amendments: the second sentence of the summary introduction includes ‘...being rooted in local needs, <i>aspirations and resources</i>’; that section 3 be titled ‘Political <i>Policy</i> Context’. That the Museum, with its community partners, develops an Easy To Read version of the policy. That Linda Tomos liaises with the Museum to develop a wider awareness of the issues with the Deputy Minister, and that the Museum supports MALD in the development of KPIs for the Future Generations Act.</p>	<p>Head of Learning & Participation / Director of Learning, Exhibitions & Digital Media</p>
<p>6 GOVERNANCE – ANNUAL FORMALITIES</p> <p>6.1 Terms of Reference</p> <p>6.1.1 <u>Received</u>: A report by the Director General.</p> <p>6.1.2 <u>Reported</u>: That the Director General presented the Terms of Reference for the Standing Committees (the Appointments & Remuneration Committee, the Audit Committee and the Performance Review Committee) and the Research Advisory Committee.</p> <p>6.1.3 Members noted that the Terms of Reference for the other groups and committee would be addressed through the Governance Handbook currently being drafted.</p> <p>6.1.4 <u>Resolved</u>: Accordingly and that the Terms of Reference for the Standing Committees be approved, and that those for the Research Advisory Committee be approved subject to the corrections noted.</p> <p>6.2 Membership</p> <p>6.2.1 <u>Received</u>: A schedule by the Museum Secretary.</p> <p>6.2.2 <u>Reported</u>: That the President proposed that Chris Jackson, currently the Chair of NMGW Enterprises Ltd Board, be co-opted to the Performance Review Committee.</p> <p>6.2.3 <u>Resolved</u>: Accordingly, and that Chris Jackson be appointed as a co-opted member of the Performance Review Committee, and that Laurie Pavelin be recorded as an attendee of the NMGW Enterprises Board. That Tony Atkins be appointed as a member of the Research Advisory Committee and that the membership of the National Waterfront Museum Swansea Ltd be updated to reflect the changes to the City and County of Swansea members.</p> <p>6.3 Trustee Appraisal</p> <p>6.3.1 <u>Received</u>: A report by the President.</p> <p>6.3.2 <u>Reported</u>: That the President was grateful to the Trustees for their</p>	<p>Museum Secretary</p> <p>Museum Secretary</p>

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<p>contributions to the appraisal process. The priorities and recommendations were noted.</p>	
<p>6.3.3 <u>Resolved</u>: Accordingly and that the report was noted.</p>	
<p>6.4 Caerleon AGM Chair's report</p>	
<p>6.4.1 <u>Received</u>: A report by Trustee Miriam Griffiths.</p>	
<p>6.4.2 <u>Reported</u>: That the AGM had been very useful opportunity for that site to reflect each year with its local community on their achievements. Miriam Griffiths recorded her thanks to the Deputy Director General / Director of Operations, and the Museum Manager and his team.</p>	
<p>6.4.3 The President extended her thanks to Miriam Griffiths for her valuable contribution to the National Roman Legion Museum.</p>	
<p>6.4.4 <u>Resolved</u>: Accordingly and that the report was noted.</p>	
<p>6.5 Audit Committee Chair's Annual Report</p>	
<p>6.5.1 <u>Received</u>: A report by the Chair of the Audit Committee.</p>	
<p>6.5.2 <u>Reported</u>: That the report had been approved by the Committee, and the independent Chair was thanked for his stewardship.</p>	
<p>6.5.3 <u>Resolved</u>: Accordingly and that the report was noted.</p>	
<p>6.6 Performance Review Committee Chair's Annual Report</p>	
<p>6.6.1 <u>Received</u>: A report by the Chair of the Performance Review Committee.</p>	
<p>6.6.2 <u>Reported</u>: That the Treasurer (Chair of the Committee) reported that the Committee was considering the content of the agendas, with a view to ensuring the Committee provided adequate scrutiny to those areas the Board wished it to review.</p>	
<p>6.6.3 Members noted that the top risk on the Strategic Risk Register was the reduction in funding from the Welsh Government. Linda Tomos confirmed that a reduction would be realised.</p>	
<p>6.6.4 <u>Resolved</u>: Accordingly, and that the report was noted.</p>	
<p>6.7 New Pension Scheme Design</p>	
<p>6.7.1 <u>Reported</u>: That the Director of Finance & Corporate Resources reported that the Scheme's design incorporated three sections, for existing and new members. The Pension Scheme Trustees had also considered the draft proposals, as had a sub-group of Trustees and the Executive.</p>	
<p>6.7.2 <u>Resolved</u>: Accordingly and that Linda Tomos would ensure the Museum is</p>	<p>Linda Tomos</p>

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<p>advised in respect of required timescales for completion.</p> <p>6.8 Delegated Authorities</p> <p>6.8.1 <u>Received</u>: A report by the Director of Finance & Corporate Resources.</p> <p>6.8.2 <u>Reported</u>: That the annual presentation of the revised Delegated Authorities reflected the current staffing, and proposed procurement thresholds.</p> <p>6.8.3 <u>Resolved</u>: Accordingly and that the revisions were approved.</p>	
<p>7 DIRECTOR GENERAL'S REPORT, QUARTERLY BRIEFING QUARTER 4, CURRENT ISSUES</p> <p>7.1 <u>Received</u>: A report by the Director General.</p> <p>7.2 <u>Reported</u>: That the number of visits to sites had reached almost 1.7m for the year 2014/15. Comparison with other national museums was noted. The number of website visits was below target due to the radical redesign of the website. A different set of metrics would be applied in the future to the way research was reported. Members noted that the Deputy Minister was keen to see an increase in volunteering activity, and that in this respect the Museum compared favourably with other museums.</p> <p>7.3 Members were updated in respect of recent exhibition launches, the Welsh Language Standards consultation, recent media coverage and the First Minister's announcement in respect of free entry to Big Pit. The Staff Survey had been mentioned in the media and the Museum's management was taking the results of the survey very seriously with a detailed action plan having been drafted. Financial planning was being actively pursued with Museum staff to manage budgets going forward.</p> <p>7.4 In respect of the Future Generations Bill, Linda Tomos noted that this work was a challenge for everyone, and that identifying relevant KPIs was key. The Director General recorded his thanks on behalf of the Museum for the financial support received from MALD for the Treasures and other exhibitions.</p> <p>7.5 <u>Resolved</u>: Accordingly and that presentation be made available to Trustees.</p>	<p>Museum Secretary</p>
<p>8 ANNUAL EXHIBITIONS REPORT</p> <p>8.1 <u>Received</u>: A report by the Director of Learning, Exhibitions & Digital Media.</p> <p>8.2 <u>Reported</u>: That the report provided an overview of the exhibition programme for 2014/15 as well as outlining future activity and development. Members noted the activity for the temporary exhibition programme, the First World War commemoration, and related commercial opportunities that have been explored. Partnership work would continue to inform the Museum's</p>	

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<p>programme.</p> <p>8.3 The President recorded the Museum's thanks to the Colwinston Charitable Trust for their continued support. The exhibition <i>Pastures Green and Dark Satanic Mills: The British Passion for Landscape</i>, on tour in America until May 2016, was well received and it was helping raise the Museum's profile. Visit Wales had recorded their appreciation for the exhibition's role in improving the profile of Wales overseas.</p> <p>8.4 <u>Resolved</u>: Accordingly and that the Museum explores appropriate ways in which to acknowledge and thank the Colwinston Charitable Trust.</p>	<p>President / Director General</p>
<p>9 THE ST FAGANS: NATIONAL HISTORY MUSEUM MAKING HISTORY PROJECT UPDATE</p> <p>9.1 <u>Received</u>: A report by the Deputy Director General / Director of Operations.</p> <p>9.2 <u>Reported</u>: That there had been a delay in building works because rock levels were impeding progress. In addition, excavated material had to be removed from the site. The exhibition work continued and the project expenditure remained on target. Members were pleased to note that the Wolfson Foundation had that day confirmed its support for the project with a £100,000 grant. The Development team continued to secure further funding.</p> <p>9.3 <u>Resolved</u>: Accordingly.</p>	
<p>10 ANNUAL REPORT ON MUSEUM PARTNERSHIPS</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 the report outlined the Museum partnerships as they related to other museums within Wales. The Board had discussed partnerships in broader terms as part of its visit to the National Slate Museum the previous day.</p> <p>10.3 <u>Resolved</u>: Accordingly.</p>	
<p>11 ANNUAL REPORT ON HEALTH AND SAFETY</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 matters were monitored by the Museum's Health and Safety Policy Group. The annual report set out the legislative updates and how the Museum had adapted its procedures as required.</p> <p>11.3 <u>Resolved</u>: Accordingly.</p>	

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<p>12 COLLECTIONS MATTERS</p> <p>12.1 Collections & Research Report</p> <p>12.1.1 <u>Received</u>: A report by the Director General.</p> <p>12.1.2 <u>Reported</u>: That two external research-related groups that the Director General and the Director of Finance & Corporate Resources chaired had met twice each since the Board's last meeting in March. The Museum's own internal research Board had also met. The Collections Development Strategy was being developed through the appointment of a facilitator, funded by the Paul Hamlyn Foundation. In addition, the Foundation has also asked the Museum to present the Our Museum work to its Board. The Head of Research job description is being progressed.</p> <p>12.1.3 Trustees Miriam Griffiths and Carole-Anne Davie attended the Our Museum Peer Review event in London with Museum staff and community partners. Amgueddfa Cymru was regarded by the Foundation as the 'stand-out' museum within the programme.</p> <p>12.1.4 <u>Resolved</u>: Accordingly, and that the Museum, and MALD consider options for working with Cadw in respect of community development opportunities relating to buildings with collections in situ.</p> <p>12.2 International Loans</p> <p>12.2.1 <u>Received</u>: A report by the Director General.</p> <p>12.2.2 <u>Reported</u>: That the Board considered the recommendations of the Arts Advisory Group.</p> <p>12.2.3 <u>Resolved</u>: Accordingly and that the International Loans were approved.</p>	<p>Museum / MALD</p>
<p>13 DRAFT MINUTES OF VARIOUS MEETINGS</p> <p>13.1 <u>Received and Noted</u>: The draft minutes of:</p> <ul style="list-style-type: none"> i. Arts Advisory Group 24 April 2015 (tabled) ii. NMGW Enterprises Ltd 14 May 2015 iii. Audit Committee 19 May 2015 iv. Pension Trustees 20 May 2015 v. Performance Review Committee 21 May 2015 vi. Research Advisory Committee 2 June (tabled) vii. St Fagans: National History Museum Project Commissioning Group 3 June 2015 <p>13.2 <u>Reported</u>: That in respect of the Pension Scheme Trustees, Museum Trustee Robert Pickard (Chair of the Pension Scheme Trustees) reported that they</p>	

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<p>were seeking to identify the current legal position on the meaningfulness of the Crown Guarantee. The Pensions Regulator had stated they were content with it being in place. In respect of the Research Advisory Committee, external experts Nigel Llewellyn and Richard Sandell had been appointed and had attended the recent meeting. The Director General had invited nominations from staff and Trustees to fill three further places. The Director General had approached two of those nominated and they had informally accepted.</p> <p>13.3 <u>Resolved</u>: Accordingly, and the Board may be invited to approve the appointment of the additional external members of the Research Advisory Committee through an electronic meeting of the Board, in order that they can be appointed before the Committee's next meeting.</p>	<p>Director General</p>
<p>14 ANY OTHER BUSINESS</p> <p>14.1 That the Director of Finance & Corporate Resources reported that the PCS Union had made a further formal approach to the Museum requesting to meet with the Trustees. The Officers of the Board are considering this request.</p>	
<p>DATE AND TIME OF NEXT MEETING:</p> <p><u>Resolved</u>: That the next meeting of the Board of Trustees will commence at 9:00am on 24 September 2015 in Oakdale, St Fagans: National History Museum.</p>	