

Minutes of the **BOARD OF TRUSTEES** held on 30 June 2016 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; Carol Bell, Vice President Elect; Carys Howell; Glenda Jones; Kay Andrews, Keshav Singhal, Rachel Hughes; Tony Atkins; David Anderson, Director General; Steph Mastoris, Acting Director of Operations; Neil Wicks, Director of Finance &amp; Corporate Resources; Janice Lane, Director of Learning, Exhibitions &amp; Digital Media; Richard Bevins, Keeper of Natural Sciences; Diane Gwilt, Keeper of Collection Services; Judith Ingram, Head of Policy &amp; Planning; and Elaine Cabuts, Museum Secretary.</p> <p><b>IN ATTENDANCE:</b> Kate Clark, Chief Executive Cadw, and Museums Archives &amp; Libraries Division.</p>	
<p><b>Declaration of Interests:</b> Rachel Hughes – Item 6.1.5 Urdd Eisteddfod 2016 was held on land owned by her father.</p>	
<p><b>1 WELCOME AND APOLOGIES</b></p> <p>1.1 Members, and Kate Clark were welcomed to the meeting. John Morgan was welcomed to the meeting as a member of the public to observer proceedings. Apologies were received from Hywel Ceri Jones, Jessica Seaton, Robert Pickard, Victoria Provis and Lesley-Anne Kerr, Museums Archives &amp; Libraries Division.</p>	
<p><b>In the Closed Session of the meeting the Board discussed and were briefed on Trustee recruitment, the Change Programme, Financial Planning and Horizon Scanning.</b></p> <p><i>At this point the meeting was opened to the public. One member of the public was in attendance.</i></p>	
<p><b>2 MINUTES</b></p> <p>5.1 <u>Resolved:</u> That the Minutes of the meetings held on 17 March 2016, 31 March 2016 and 25 April 2016 be approved.</p>	
<p><b>3 MATTERS ARISING from the minutes of 17 March 2016</b></p> <p>3.1 7.2.2 That the Strategic Plan 2016-19 was approved by the Performance Review Committee at its meeting on 25 May 2016.</p>	
<p><b>4 Interpretation Strategy 2016-21</b></p> <p>4.1 <u>Received:</u> A report by the Head of Learning, Participation &amp; Interpretation.</p>	

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<p>4.2 <u>Reported</u>: The strategy defined what was meant by museum interpretation and focused on developing consistent standards and a coherent character of interpretation at the Museum. The five year strategy set out objectives for improving the Museum’s approach to interpretation, building on past successes and good practice already adopted. Members noted the collaborative way in which the strategy was developed and contributors from across the organisation were thanked for their involvement. The task and finish group would continue to monitor and develop the strategy, and would support each individual museum in adapting the strategy to suit local needs. Recording the process of creating the interpretation strategy was, in itself, an important element of the work. The strategy set out four standards: (1) Develop a consistent national standard; (2) Achieve high impact; (3) Develop shared success criteria; (4) Establish an international reputation for interpretation. The Museum believed that the strengths of its international reputation would be based on the way the Museum worked bilingually and collaboratively through co-production – two aspects that are particular to Wales and the way communities in Wales have historically worked.</p> <p>4.3 The President thanked the Head of Learning, Participation &amp; Interpretation for the work involved, and for the clarity of the report. Members noted the importance of identifying users’ needs. The collaborative way in which the strategy had been developed and the principles agreed upon, meant that the contested issues around interpretation across the Museum had been fully addressed. Members noted other examples of best practice, at Cadw for example, and that emotional and active engagement were critical factors of success. Members considered how the Museum might establish quality standards and promote these within and beyond Wales. The role of front of house staff, engaging with visitors to enhance interpretation and reinforce messages, was key. The Museum was also aware of the different learning styles and the need to cater for intellectual and emotional needs.</p> <p>4.4 <u>Resolved</u>: Accordingly, and that the strategy was approved.</p>	
<p><b>5 ST FAGANS NATIONAL HISTORY MUSEUM MAKING HISTORY PROJECT UPDATE</b></p> <p>5.1 <u>Received</u>: A report by the Director of Finance &amp; Corporate Resources.</p> <p>5.2 <u>Reported</u>: That the work to Gweithdy was nearing completion and that progress in respect of the Main Building was visible. Work was increasing in respect of the Activity Plan, now that buildings were developing. The Head of HLF attended a site visit and meeting and commended the work that had been achieved. The procurement process for the showcases, and the tender fit-out at Gweithdy and the Main Building, would be completed by the end of the week.</p> <p>5.3 <u>Resolved</u>: Accordingly.</p>	

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<p><b>6 DIRECTOR GENERAL'S REPORT</b></p> <p><b>6.1 Quarterly Briefing Quarter 4; Current Issues</b></p> <p>6.1.1 <u>Received</u>: A report by the Director General.</p> <p>6.1.2 <u>Reported</u>: That the Head of Policy &amp; Planning reported on the highlights in the report, including the visitor figures, formal education visits, website visits and progress against the Internal Vision Map and Enabling Objectives.</p> <p>6.1.3 Members noted the year end visitor figure for 2015/16 was 1,674,807 – up 5.33% on target, but just below the 2014/15 figure of 1.685.954 by 0.66%. The number of formal education visits was below target, and Members noted the internal and external factors that were involved, and how the Museum continued to benchmark its results with other UK museums.</p> <p>6.1.4 Members noted the opportunities presented by the Welsh Baccalaureate in driving the creative economy through further / higher education. Volunteering was also a key component of the Welsh Bacc, and Members noted the Museum's work in relation to the Fusion Programme in support of this.</p> <p>6.1.5 Members noted that the annual visitor figures for National Museum Cardiff (c500,000) were approaching those of St Fagans National History Museum – Amgueddfa Cymru's most visited museum. Welsh Government funding had played a transformational role in this success. Members noted the role that sponsorship and funding from trusts and foundation played in securing match-funding. Trustee Rachel Hughes recorded her thanks for Amgueddfa Cymru's contribution to the Urdd Eisteddfod.</p> <p>6.1.6 <u>Resolved</u>: Accordingly and the report was noted.</p>	
<p><b>7 COLLECTIONS &amp; RESEARCH</b></p> <p><b>7.1 Collections &amp; Research Report</b></p> <p>7.1.1 <u>Received</u>: A report by the Director General.</p> <p>7.1.2 <u>Reported</u>: That the Keeper of Collection Services noted the format of the report highlighted activity around advocacy and communication, public programmes, strategic partnerships, income generation and the connected digital museum.</p> <p>7.1.3 <u>Resolved</u>: Accordingly and that approval for a loan of works to Japan be sought by the Art Advisory Group before being presented to the Board of Trustees for approval.</p> <p><b>7.2 Acquisitions and Donations List</b></p>	<p>Keeper of Collection Services</p>

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<p>7.2.1 <u>Received</u>: A report by the Director General.</p> <p>7.2.2 <u>Reported</u>: That the report demonstrated the value of the Specimen Acquisition Grant in leveraging additional support from others such as the Heritage Lottery Fund, ensuring the Museum could continue to make acquisitions. The Board reiterated its appreciation for the support received from the Derek Williams Trust.</p> <p>7.2.3 <u>Resolved</u>: Accordingly.</p> <p><b>7.3 International Loans</b></p> <p>7.3.1 <u>Received</u>: A report by the Director General.</p> <p>7.3.2 <u>Reported</u>: That the Keeper of Collection Services reported that the Art Advisory Group had considered the loan requests, and their recommendations were noted. The Museum had reviewed the cost of making loans and any income-generating opportunities they represented. The international loan previously approved by the Board on 25 April 2016 to Moesgaard Museum in Denmark did not proceed.</p> <p>7.3.3 <u>Resolved</u>: Accordingly, and that the loans were approved.</p> <p><b>7.4 De-accessioning</b></p> <p>7.4.1 <u>Received</u>: A report by the Director General.</p> <p>7.4.2 <u>Reported</u>: That the Keeper of Collection Services confirmed that the Museum would still have access to the Evan Morgan film collection once it had been transferred to the National Screen and Sound Archive of Wales.</p> <p>7.4.3 <u>Resolved</u>: Accordingly, and that the de-accession was approved.</p>	
<p><b>8 ANNUAL EXHIBITIONS REPORT</b></p> <p>8.1 <u>Received</u>: A report by the Acting Head of Exhibitions and Programmes and the Director of Learning, Exhibitions and Digital Media.</p> <p>8.2 <u>Reported</u>: That the report highlighted the Museum's activities as the leading producer of cultural, heritage and natural science exhibitions in Wales. The Museum worked with communities, partners and stakeholders across its museums to generate exhibitions and displays that appealed to all visitors and target audiences: tourists, families and young people. Key highlights included refurbishing the temporary exhibition space and creating the <i>Treasures: Adventures in Archaeology</i> exhibition within nine months. Staff were thanked for their hard work in achieving the transformation, which was supported by funding from Welsh Government. Other highlights included celebrating the Rugby World Cup, and <i>Cymru'n Cofio/Wales Remembers 1914-1918</i> the commemorations across all the national museums marking the centenary of the First World War. The key temporary exhibitions programme were breaking</p>	

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<p>new ground with new audiences.</p> <p>8.3 Members congratulated the staff on achieving close to 500,000 visits at National Museum Cardiff, in one of the most challenging years for the Museum. Members noted the way in which all museums had transformed their exhibitions into personal experiences for visitors. The importance of continuing to work collaboratively with new and existing partners was highlighted.</p> <p>8.4 <u>Resolved</u>: Accordingly.</p>	
<p><b>9 CORPORATE GOVERNANCE FRAMEWORK</b></p> <p>9.1 <u>Reported</u>: That the Director of Finance &amp; Corporate Resources reported that the draft framework had been considered by the Audit Committee. It was being developed further through a sub-group consisting of the Chair of the Audit Committee, the Vice President, the Treasurer and two independent Members of the Audit Committee.</p> <p>9.2 <u>Resolved</u>: Accordingly, and that when complete, the document be presented to the Audit Committee first for final approval before coming to the Board of Trustees.</p>	<p>Director of Finance &amp; Corporate Resources</p>
<p><b>10 MEMBERSHIP OF COMMITTEES</b></p> <p>10.1 <u>Received</u>: A paper was tabled setting out the existing membership of the various committees and sub-committees. Other than the appointment of Carys Howell as Chair designate of the Caerleon AGM, no other changes were proposed until new Trustees had been appointed.</p> <p>10.2 <u>Resolved</u>: Accordingly, and that Carys Howell be appointed as Chair of the Caerleon AGM. If a quorum becomes an issue for any meeting before the new Trustees are appointed the President to revisit the membership list.</p>	<p>President</p>
<p><b>11 BOARD EFFECTIVENESS SELF-EVALUATION SURVEY REPORT 2016</b></p> <p>11.1 <u>Received</u>: A report by the Museum Secretary.</p> <p>11.2 <u>Reported</u>: That the President reported the corporate governance-related comments would be addressed through the Corporate Governance Framework.</p> <p>11.3 <u>Resolved</u>: Accordingly, and that the report was approved. Members to be consulted on their choice of meeting day and how they would wish to access meeting papers. An audit of Members' key contacts to be carried out. The Museum to develop a document setting out Amgueddfa Cymru's key messages.</p>	<p>Museum Secretary / Corporate Affairs &amp; Advocacy Manager</p>

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<p><b>12 WHISTLEBLOWING POLICY FOR TRUSTEES</b></p> <p>12.1 <u>Received</u>: A report by the Director of Finance &amp; Corporate Resources.</p> <p>12.2 <u>Reported</u>: That as part of governance procedures the policy was to be reviewed every three years. The policy, and that relating to staff, had been approved by the Audit Committee.</p> <p>12.3 <u>Resolved</u>: That the Whistleblowing policy for Trustees was approved.</p>	
<p><b>13 LEGAL AND REGULATORY UPDATES, INTERNAL AND EXTERNAL AUDITORS</b></p> <p>13.1 <u>Reported</u>: That the Director of Finance &amp; Corporate Resources reported that the Board would be updated annually on any issues. Members noted that the process for approving the internal auditors was being conducted jointly with the National Library of Wales. The Chair of the Museum's Audit Committee was chairing the procurement process.</p> <p>13.2 <u>Resolved</u>: Accordingly.</p>	
<p><b>14 HEALTH &amp; SAFETY ANNUAL REPORT</b></p> <p>14.1 <u>Received</u>: A report by the Deputy Director of Operations.</p> <p>14.2 <u>Reported</u>: That the report summarised all reported incidents across the year, as well as the legislative updates. Members noted that the Performance Review Committee had the delegated authority to monitor Health &amp; Safety at its quarterly meetings.</p> <p>14.3 <u>Resolved</u>: Accordingly.</p>	
<p><b>15 DRAFT MINUTES OF VARIOUS MEETINGS</b></p> <p>15.1 <u>Received and Noted</u>: The draft minutes of:</p> <ul style="list-style-type: none"> <li>15.1.1 Art Advisory Group 22 April 2016</li> <li>15.1.2 Appointments &amp; Remuneration Committee 28 April 2016</li> <li>15.1.3 NMGW Enterprises Ltd 10 May 2016</li> <li>15.1.4 Audit Committee 24 May 2016 &amp; Chair's Annual Report</li> <li>15.1.5 Research Advisory Committee 24 May 2016</li> <li>15.1.6 Pension Trustees 25 May 2016</li> <li>15.1.7 Performance Review Committee 25 May 2016</li> <li>15.1.8 St Fagans: National History Museum Project Commissioning Group 9 June 2016</li> </ul> <p>15.2 <u>Reported</u>: That in respect of the Audit Committee Trustees noted that Members</p>	

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<p>were now receiving more information about the Museum and the heritage sector generally to ensure they were briefed on relevant developments.</p> <p>15.3 In respect of the Research Advisory Committee, the President recorded her appreciation for the Chair's contribution to the work of the Committee. Members noted that European funding bids were currently being accepted until 2019.</p> <p>15.4 In respect of the Pension Trustees meeting, Members noted that the Chair had contacted the Investment Managers as part of a regular review. There was nothing significant to report.</p> <p>15.5 In respect of the Performance Review Committee the Chair reported that the last meeting was a short meeting to accommodate the additional meeting of the Board of Trustees (held in Closed Session). Those Trustees that were not Members of the Performance Review Committee could take assurance from the minutes that the Committee considered the Museum's performance in detail. It was particularly important that this was noted when Trustees were completing the self-evaluation survey.</p> <p>15.6 <u>Resolved</u>: Accordingly.</p>	
<p><b>16 ANY OTHER BUSINESS</b></p> <p>16.1 The Treasurer reported that former Trustee Miriam Griffiths had previously Chaired the Caerleon AGM. This year the meeting was Chaired by the Treasurer with Carys Howell in attendance as Chair designate. Members were pleased to note the very positive atmosphere that existed at the National Roman Legion Museum and the way in which the AGM members were involved with staff there. Members noted that 42% of the income raised from facilitated visits across all events came from this museum.</p> <p>16.2 Trustees recorded their thanks, both for the positive focus of the meeting, and for the way in which the President had supported the Museum in recent months.</p> <p>16.3 The President recorded her thanks, on behalf of the Board, to Steph Mastoris and the staff at the National Waterfront Museum. They had been welcoming hosts for the Board meeting and gave invaluable insight into the Creative Learning Partnerships in Swansea, as part of the Board's briefing on the Fusion Programme. This museum is a catalyst for, and leader of, this work and the work being delivered was appreciated by all who attended.</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 29 September 2016 in the Court Room, National Museum Cardiff.</p>	