

Minutes of the **BOARD OF TRUSTEES** held on 15 March 2018  
National Museum of Cardiff

Notes	Actions by
<p><b>PRESENT:</b> Laurie Pavelin, Treasurer (in the Chair); Carys Howell, Catherine Duigan, Hywel Ceri Jones; Hywel John; Kay Andrews; Keshav Singhal; Jessica Seaton; Michael Prior; Robert Pickard; Tony Atkins; Victoria Provis; David Anderson, Director General; Neil Wicks, Director of Finance &amp; Corporate Resources; Janice Lane, Director of Learning, Exhibitions &amp; Digital Media; Richard Bevins, Joint Acting Director of Collections &amp; Research; Diane Gwilt, Joint Acting Director of Collections &amp; Research Nia Williams, Director of Learning &amp; Engagement, Heledd Fychan, Head of Policy &amp; Public Affairs and Elaine Cabuts, Museum Secretary.</p> <p><b>IN ATTENDANCE:</b> Peter Owen, Acting Director of MALD.</p>	
<p><b>DECLARATIONS OF INTEREST – Baroness Kay Andrews in respect of items relating to HLF.</b></p>	
<p><b>1 WELCOME AND APOLOGIES</b></p> <p>1.1 Members and Peter Owen were welcomed to the meeting. Apologies were received from Carol Bell (Acting President), Glenda Jones and Rachel Hughes.</p>	
<p><b>In the Closed Session of the meeting the Board discussed and were briefed on the process to recruit a new President and Trustees, Thurley Review, Operational Plan 2018/19, National Gallery of Art; National Museum of Natural Sciences, Financial Planning, Historic Wales Strategic Partnership, Horizon Scanning, International Loans and Turner House.</b></p> <p><i>At this point the meeting was opened to the public. 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 meetings held on 14 December 2017 be approved.</p>	
<p><b>3 MATTERS ARISING from the minutes of 28 September 2017</b></p> <p>3.1 <b>Item 9.1 Research Advisory Committee meeting</b> That the meeting scheduled for February 2018 had been cancelled and would be rescheduled.</p> <p>3.2 <b>Item 9.5 Draft Research Strategy</b> That the strategy is being progressed. Applications for the post of Director of Collections &amp; Research had been received and the timetable for recruitment, including the involvement of Trustees in the interview process, was noted.</p> <p>3.3 <b>Director General’s general remarks</b> The Director General recorded the general position of the Museum in relation to its core activities and aspirations.</p>	

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<p>Whilst the Museum had ambitions for the future, it was limited in what it could achieve in the current climate, because of the financial constraints it was under. There were positive opportunities within the Thurley Review, the Historic Wales Strategic Partnership, and the two feasibility studies for a National Museum of Contemporary Art and a Sport / Football Museum. Members noted the pressure on the Senior Management Team at the present time. Good progress was being made with the recognised trade unions and staff. The Board was asked for their patience in relation to achieving targets by the milestones that had been set.</p> <p>3.4 The Board noted the successful event held the previous evening to mark the 25<sup>th</sup> anniversary of the partnership between the Derek Williams Trust and Amgueddfa Cymru. The Minister was present and the Board was pleased to note his public support for the Museum, and for his view that there should be fewer reviews of Amgueddfa Cymru's activities going forward. Peter Owen noted how this positive tone was reflected in the Remit Letter, and he endorsed the Minister's view that the Welsh Government should not add unduly to the Museum's workload.</p>	
<p><b>4 REMIT LETTER</b></p> <p>4.1 <u>Received</u>: A report by the Director General.</p> <p>4.2 <u>Reported</u>: That the draft Remit Letter had been received by the Museum, and was welcomed by the Executive and Board.</p> <p>4.3 <u>Resolved</u>: Accordingly, and that the Remit Letter was noted.</p>	
<p><b>5 BUDGET ALLOCATION 2018/19</b></p> <p>5.1 <u>Reported</u>: That the Director of Finance &amp; Corporate Resources reported that the Remit Letter confirmed the Grant In Aid for 2018/19 was £21,840k</p> <p>5.2 <u>Resolved</u>: Accordingly, and that the update was noted.</p>	
<p><b>6 THURLEY REVIEW</b></p> <p>6.1 <u>Reported</u>: That the Director General reported on the key priorities that the Museum would be taking forward, including the National Slate Museum, and the National Roman Legion Museum. The Board would be updated at each stage as projects developed. Members noted the areas where positive progress had already been achieved, including establishing new strategic routes of communication with the recognised trade unions, and with staff relations generally.</p> <p>6.2 Members noted the importance of the Western Frontier project for Caerleon, and its position as the western frontier of Europe.</p>	

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<p>6.3 The Museum had been working in partnership with Cardiff City Council and Visit Wales to develop funding opportunities that would support and promote exhibitions such as the forthcoming <i>Japan Past and Present</i> exhibition across Cardiff.</p> <p>6.4 The Board recorded its concerns regarding the timescale for recruiting a new President, and that the leadership role this position demanded was vitally important to the Museum.</p> <p>6.5 <u>Resolved</u>: Accordingly, and that staff to be congratulated on the positive achievements being realised and that these continue to be promoted.</p>	Senior Management Team
<p><b>7 VISITOR EXPERIENCE STRATEGY</b></p>	
<p>7.1 <u>Received</u>: A report by the Director of Gallery Development &amp; Visitor Experience.</p> <p>7.2 <u>Reported</u>: The Director introduced the Head of Museum – St Fagans National History Museum, and the Digital Content Officer – both of whom led on the creation of the strategy. The Trustees were asked to note their own roles in promoting positive visitor experiences. The central message was that all Amgueddfa Cymru museums benefit from a vast majority of positive comments and feedback. The strategy and action plan set out to make these positive experiences count by sharing these successes, and developing them. The Museum also recognised the vital role of responding well to less positive comments or complaints.</p> <p>7.3 Members noted the establishment of Visitor Experience Groups (one corporate, and one for each museum), where every department would be represented. Trustees Carys Howell, Jessica Seaton and Rachel Hughes had agreed to support this work.</p> <p>7.4 The Board noted how aspects of best practice will be shared across all museums. For example the new signage at St Fagans has been successful and will be rolled out to other sites. Members also noted how the strategy links to fundraising and the improvement in corporate brand recognition. Visit Wales had advised on a suitable trainer to help with visitor experience and customer service training. Front of House staff are being trained, and the Board noted the income-generating opportunities that could arise from training others in best practice. Train the Trainer accredited courses were being considered.</p> <p>7.5 Members were pleased to note the way this activity was working across areas such as the Well-being of Future Generations Act and the Welsh Language Standards. The Commissioners for both are in an active dialogue with the Museum.</p> <p>7.6 <u>Resolved</u>: Accordingly, and that the Strategy was approved.</p>	Director of Gallery Development & Visitor Experience

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<p><b>8 HERITAGE WALES STRATEGIC PARTNERSHIP</b></p> <p>8.1 <u>Reported</u>: That the Director General reported that the partnership was moving ahead with its plans.</p> <p>8.2 <u>Resolved</u>: Accordingly, and that the progress was noted.</p>	
<p><b>9 SPORT MUSEUM AND NATIONAL GALLERY OF CONTEMPORARY ART; MUSEUM STRATEGY FOR WALES</b></p> <p>9.1 Peter Owen reported that the feasibility studies are progressing and that additional funding to support further developmental work may be available in the financial year 2019/20.</p> <p>9.2 In respect of the National Gallery of Contemporary Art twelve potential options had been presented by the consultants Event. Peter Owen felt the report was a good report that included realistic and potentially deliverable options. He noted all needed financial investment. There was some scope for a distributed collection and Amgueddfa Cymru would be a central partner, whatever final recommendation(s) were taken forward. When the final report is available it will be presented to the Minister for his consideration, including the need to allocate funds to support the development of the proposal(s).</p> <p>9.3 In respect of the Football / Sport Museum, Peter Owen noted the project would take a few years before it would be fully realised. The initial report had been concluded and options included a hub for the collections centred in Wrexham, with distributed collections at partner venues.</p> <p>9.4 The Director General welcomed the opportunity for the Museum to contribute to both feasibility studies and that it was a partner with both Welsh Government and the Arts Council of Wales in relation to the development of a National Gallery of Contemporary Art. Collaboration would continue to be vital for the success of any venture and the Museum would need to have an opportunity to discuss the feasibility studies in full with the partners. Both reports identified the central role that the Museum could play and this was welcome. Peter Owen noted this view was shared by the Minister.</p> <p>9.5 The Chair noted that the Board had discussed the long-term, strategic issues surrounding the feasibility studies, and the findings of the ABL report on the in relation to gallery provision for contemporary art in Wales, produced in 2008. The Director General noted the Museum needed to take the wider strategic view on the proposals from the feasibility studies, within a ten-year vision. The Board noted the need for strategic parameters for culture across the whole of Wales that included establishing a set of values, and also noting current initiatives underway such as at the Old College in Aberystwyth.</p> <p>9.6 <u>Resolved</u>: Accordingly, and that the update was noted.</p>	

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<p><b>10 DIRECTOR GENERAL'S QUARTER 3 REPORT</b></p> <p>10.1 <u>Received</u>: A report by the Director General.</p> <p>10.2 <u>Reported</u>: That the Board would continue to receive the report in this format until all reporting for this financial year had been completed. Progress was noted in relation to activity for the quarter, including the current financial position. Member noted in particular the positive education figures, and that Welsh Government was giving creativity a stronger role within the Welsh curriculum. The Museum had been invited to contribute to the discussions around changes to the curriculum in Wales. Trustee Baroness Andrews was pleased to report that the Museum had travelled further with the Fusion programme – tackling poverty through culture – than she had proposed in her initial report to Welsh Government.</p> <p>10.3 Members also noted the importance of this Fusion work in relation to increasing levels of employability in Wales, but that funding from Welsh Government to support apprenticeships was not possible within the publicly funded heritage sector. Other possible sources of funding included Erasmus 2.</p> <p>10.4 The Director General reported that he, the Director of Finance &amp; Corporate Resources and the Director of Learning &amp; Engagement appeared before the Culture, Welsh Language &amp; Communications Committee of the National Assembly for Wales on 15 February 2018. The Committee was updated on the Museum's work and progress in responding to the recommendations within the Thurley Review. Members were pleased with the outcomes of the discussions.</p> <p>10.5 <u>Resolved</u>: Accordingly, and that the report was noted. That the Ethical Research Policy be an agenda item for the Research Advisory Committee.</p> <p><i>Kay Andrews left the meeting towards the end of this item.</i></p>	<p>Joint Acting Director of Collections &amp; Research</p>
<p><b>11 ST FAGANS REDEVELOPMENT PROJECT UPDATE</b></p> <p>11.1 <u>Received</u>: A report by the Director of Collections &amp; Research.</p> <p>11.2 <u>Reported</u>: That the Board was updated in respect of the Activity Plan, visitor figures, fundraising and income generation. The Board noted the positive momentum at the museum, and that events were returning to the site. Snagging issues were being addressed, and the museum was on target for the launch date of 18 October 2018. A communications plan was in development.</p> <p>11.3 Members noted that a panel of expert historians contributed in the very early stages of the redevelopment project. They continue to be a source of expertise on which Amgueddfa Cymru can draw. Members noted the financial constraints placed upon the Museum that meant it was limited in its ability to cover certain aspects of Welsh history expertise within its compliment of staff.</p> <p>11.4 <u>Resolved</u>: Accordingly, and that the Research Advisory Committee considers</p>	<p>Joint Acting Director</p>

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<p>the future role of external expert historians in the Museum's work.</p> <p><i>Hywel Ceri Jones left the meeting at this point.</i></p>	<p>of Collections &amp; Research</p>
<p><b>12 APPROVAL OF APPOINTMENT OF TRUSTEE CARYS HOWELL TO NWMS LTD BOARD</b></p> <p>12.1 <u>Reported</u>: That the Chair outlined the need to fill the vacancy on the NWMS Ltd Board, created by the retirement of former President Elisabeth Elias as a Museum representative Director.</p> <p>12.2 <u>Resolved</u>: Accordingly, and that the Board unanimously approved the appointment of Carys Howell as Museum representative Director of NWMS Ltd.</p>	<p>Director of Gallery Development &amp; Visitor Experience</p>
<p><b>13 LEGAL &amp; REGULATORY UPDATES – GENERAL DATA PROTECTION REGULATIONS (GDPR) UPDATE</b></p> <p>13.1 <u>Received</u>: A report by the Director of Finance &amp; Corporate Resources.</p> <p>13.2 <u>Reported</u>: That the Museum continued to make good progress in its preparedness for the introduction of the Regulations on 25 May 2018. The Board were assured that there would be no major compliance issues, but that providing 100% assurance would not be possible. The Director thanked the Head of IT for his leadership role in preparing the Museum.</p> <p>13.3 <u>Resolved</u>: Accordingly, and that the Board to receive updates on progress with GDPR at appropriate intervals. That the presentation delivered to the Pension Scheme Trustees by Osborne Clarke be shared with the Museum.</p>	<p>Director of Finance &amp; Corporate Resources</p>
<p><b>14 DRAFT MINUTES OF VARIOUS MEETINGS</b></p> <p>14.1 <u>Received and Noted</u>: The draft minutes of:</p> <p>14.1.1 Pension Trustees 28 February 2018</p> <p>14.1.2 Performance Review Committee 07 February 2018</p> <p>14.1.3 Audit Committee 08 February 2018</p> <p>14.1.4 St Fagans Project Commissioning Group 06 March 2018</p> <p>14.2 <u>Reported</u>:</p> <p>14.2.1 <b>Pension Trustees</b> – The minutes of the meeting had not been tabled as they had not yet been approved for submission to this meeting. The Chair reported however that the Scheme was 92-93% funded. The Committee hoped that retiring Trustee Tony Atkins would consider accepting an invitation to stay on as a Pension Scheme Trustee for an interim period until such time as a new</p>	

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<p>Trustee had been appointed.</p> <p>14.2.2 <b>Performance Review Committee</b> – That the Treasurer reported that the Committee carefully monitored the Museum’s financial position.</p> <p>14.2.3 <b>St Fagans</b> – The minutes of the meeting had not been tabled as they had not yet been approved for submission to this meeting by the Chair.</p> <p>14.2.4 <u>Resolved</u>: Accordingly, and that minutes of the Pension Scheme Trustees on 28 February, and the St Fagans Project Commissioning Group on 6 March be presented to the next Board of Trustees meeting.</p>	<p>Museum Secretary</p>
<p><b>15 ANY OTHER BUSINESS</b></p> <p>15.1 <b>Women in Society</b> – That Trustee Catherine Duigan congratulated the Museum on the many and varied ways in which the contribution of women to society in Wales had been promoted as part of the International Women’s Day.</p> <p>15.2 <b>Other Robert Windsor-Clive 3<sup>rd</sup> Earl of Plymouth</b> – It was with great sadness that the Director General reported the death of the Earl of Plymouth. The Earl had been President of the Museum between 1967 and 1972 and had played a unique and significant role in the Museum’s development, not least of which was his gift of St Fagans Castle. Letters of condolence had been sent to the family by the Acting President and the Director General.</p> <p>15.3 <b>Keshav Singhal and Tony Atkins</b> – That the Chair, on behalf of the Board of Trustees, recorded his thanks to Keshav and Tony, who would be retiring as Trustees on 31 March 2018, having completed two full terms of office. The Chair thanked them for their work and commitment, and wished them well.</p>	
<p><b>DATE AND TIME OF NEXT MEETING:</b>  <u>Resolved</u>: That the next meeting of the Board of Trustees will commence at 9:00am on 28 June 2018 in the Seiont Manor Hotel, Llanberis.</p>	