

Amgueddfa Cymru: Operational Plan 2018/2019

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Part 1 Amgueddfa Cymru – Making a Difference to Wales

Amgueddfa Cymru – National Museum Wales is Wales's most popular and globally recognised cultural institution, at the heart of the Welsh nation. Over the past century we have supported millions of people in their exploration of the past, present and possible futures, and have collected, safeguarded and shared their collections and memories with the nation.

As Wales's national museums body, Amgueddfa Cymru has a statutory duty on behalf of the nation, established by Act of Parliament at its foundation in 1908 and reaffirmed through its Royal Charter when renewed in 2006, to acquire and care for the national collections and to achieve 'comprehensive representation of science, art [and] history of, or relevant to, Wales' for 'the advancement of the public'.

For the last century this responsibility has provided the legal and ethical foundation for our work with the public, as well as for our relationship with local museums in Wales, and nationals across the globe.

Today we reach out to many more people than at any time in the past, in ways that the Museum's founders could never have conceived. The future citizens of Wales will face their own opportunities and challenges. It is our responsibility to create the cultural legacy that they will need for their own times.

Amgueddfa Cymru tells the story of Wales in many different ways and in different places. In 2017/18 we welcomed around 1.8m visitors to our seven museums, and around 2 million people online via our website and social media channels.

Amgueddfa Cymru holds over five million items in total. Of these around three million specimens are in the natural sciences collection; through these, we hold the only national evidence base for climate change in Wales over centuries, millennia and aeons – a vital resource for the nation now and in the future. We also hold the archaeological archive for over 50% of the historic environment in Wales, a total of 1,275,000 objects, and have the most significant collections of social history and oral history in Wales, comprising 396,823 items. We also hold the national collections of Welsh and European art, including some of the finest Impressionist works in the world.

We support the Welsh Government's commitment to free admission. It has had a dramatic impact since its introduction in 2001; total visitor numbers have more than doubled, and socio-economic groups C2DE have expanded to 30% of our audience (or around 600,000 visitors per year). With 42% of our visitors coming from outside Wales, we also make a significant contribution to Wales's tourist economy.

Part 2 Statutory Responsibilities as Wales's National Museum

Under the terms of the Act of Parliament that established the National Museum of Wales in 1908 and the Royal Charter, which was renewed in 2006, Amgueddfa Cymru has responsibilities as Wales's national museum which it alone can fulfil.

Our Objects, under the Royal Charter, are 'the advancement of the public through:

- (i) Comprehensive representation of science, art [and] history of, or relevant to, Wales [and]
- (ii) The collection, recording, preservation, education, elucidation and presentation of objects and things and associated knowledge ... which are calculated to fulfil the enhancement of understanding and the promotion of research.'

As a national museum, in the furtherance of these Objects, we have responsibility to:

- (i) give independent and expert advice to Government as relevant to our national responsibilities
- (ii) as the official repository for Wales's designated collections of national and international significance, acquire and care for these on behalf of the nation, providing access for the public, including scholars
- (iii) maintain consistently high standards of collections management (including storage, conservation and documentation)
- (iv) provide intellectual and professional leadership in all areas of our national responsibilities as a national museum
- (v) consistently maintain established international standards in all areas of our work (without which, for example, national and international loans and professional exchanges will not be possible)
- (vi) maintain excellence in standards of service to the public, including gallery interpretation and display, and digital media
- (vii) undertake international activities in partnership with national museums and other organizations of other nations
- (viii) ensure that all services are supported by effective infrastructure and procedures (including digital systems)
- (ix) provide effective training and development opportunities for staff, to ensure delivery of services to national and international standards
- (x) undertake the research required in order to achieve these standards across all areas of our service to the public
- (xi) enhance the well-being and reputation of Wales
- (xii) ensure the financial sustainability and future of the organization and our cultural assets
- (xiii) ensure the provision of life-long learning, engagement and participation are embedded in our work.

As a Welsh Government Sponsored Body (WGSB) and a national institution in Wales, we also have a responsibility to support the delivery of Welsh Government priorities as agreed in the annual Remit Letter.

Part 3 Values

Amgueddfa Cymru's values are very closely aligned to our vision, purpose and responsibilities as a Welsh Government Sponsored Body (WGSB) and as a charity with a Royal Charter.

We are currently working with our staff and trustees to review and agree on our core values. These values will be agreed by June 2018. The draft values developed to date include: Integrity, Responsible, Inclusive, Collaborative and Creative (or Inspirational).

We act with **integrity** in all our museum work. This means that we are honest, trustworthy and maintain professional standards.

We are **responsible** towards each other and the people who use our museum services; we care for each other's well-being and for the national collections we hold for perpetuity.

We create an **inclusive** environment, which respects the diversity of our staff and our visitors, and seek ways to further enhance the relevance of the national collections.

We work **collaboratively** with each other, with the communities we serve and with local, national and international partners.

We **inspire creativity** through our museums, our collections and the skills of our staff.

Part 4 Our Well-being objectives

The Well-being of Future Generations (Wales) Act 2015 is about improving the social, economic, environmental and cultural well-being of Wales. Amgueddfa Cymru is included in the Act and through this we are required to set and publish 'well-being objectives' that are designed to maximise our contribution to achieving each of the well-being goals and take all reasonable steps to meet those objectives. We submit an Annual Report to the Future Generations Commissioner, detailing how we are complying with the Act.

Our Vision is already well aligned to the national goals set out in the Act, as well as other Welsh Government strategies. We are already looking to improve opportunities for learning and training, counter the impacts of poverty and exclusion, sustain the environment and the quality of place, enhance economic performance, support a creative society and the creative industries and achieve improved public health and well-being.

We have simplified our Vision Commitments and ensured that our objectives are our well-being objectives. We have also mapped each objective against the Well-being Goals to demonstrate which objectives are primary contributors and which provide opportunities to contribute towards the Well-being Goals. The table on the next page provides an overview of this mapping exercise.

Vision Objectives mapped against the Well-being of Future Generations Goals



Primary contributor

Potential opportunity

			1	2	3	4	5	6	7
Ffynnu/ Prosper	01	Act as stewards of our cultural and natural heritage	■	■	■	■	■	■	■
	02	Thrive, sustain and diversify our resources	■	■		■		■	■
	03	Build our cultural tourism offer	■	■			■	■	■
Profiad/ Experience	04	Build and maintain welcoming physical and digital spaces	■			■	■	■	■
	05	Tell inspiring stories through exhibitions and events	■			■	■	■	■
Dysgu/Learn	06	Develop the skills of our staff and the people who use our services	■			■	■	■	■
	07	Promote public understanding of health and well-being	■	■	■	■	■	■	■
	08	Promote and deliver learning for life	■		■	■	■	■	■
Cyfranogi/ Participate	09	Build sustainable, effective partnership networks and collaborations	■	■	■	■	■	■	■
	10	Involve people and communities in our work	■	■		■	■	■	■

Part 5 Our Vision and Strategic Priorities

In 2015 we developed a new and far-reaching ten-year vision: to be an organization that is **Inspiring people, Changing lives**. This vision reflects an aspiration to root our work in Welsh cultural and intellectual traditions, and to develop a new paradigm for national museums across the world.

Our purpose, in support of this vision, is to inspire people through our museums and collections to find a sense of well-being and identity, to discover, enjoy and learn bilingually, and to understand Wales's place in the wider world.

During 2017/18 we reduced and simplified our Vision Commitments. This work was done in response to the recommendations in Dr Simon Thurley's review of Amgueddfa Cymru in 2017. In 2018/19 we will develop a draft ten-year strategy, based on our vision, with our represented trade unions and the Welsh Government.

Our Commitments are in four key areas: Prosper, Experience, Learn and Participate.

Commitments	We deliver our commitments by:
Prosper	<ul style="list-style-type: none">• acting as stewards of our cultural and natural heritage for the future generations of Wales• thriving, sustaining and diversifying our resources• building our cultural tourism offer in support of the Welsh economy.
Experience	<ul style="list-style-type: none">• building and maintaining welcoming physical and digital spaces• telling inspiring stories through exhibitions and events.
Learn	<ul style="list-style-type: none">• developing the skills of our staff and the people who use our services• promoting public understanding of health and well-being• promoting and delivering learning for life
Participate	<ul style="list-style-type: none">• building sustainable, effective partnership networks and collaborations• involving people and communities in shaping and taking part in our work.

Part 6 Our Commitments and Strategic Outcomes: 2017-2021

Our responsibilities as a national museum in Wales are greater, in breadth of collections and geographical distribution, than almost any other national museum in the United Kingdom. Over the last five years, in particular through the St Fagans National Museum of History redevelopment project, we have established a strong reputation in the UK and internationally as a centre of excellence in museum practice and heritage interpretation.

We will use every opportunity in this next stage of our development to work with local museums and the Heritage Lottery Fund, Arts Council Wales, Natural Resources Wales, the Welsh Language Commissioner, the National Library of Wales, Cadw, the Royal Commission and other arts, cultural and environmental organizations in Wales, to share research, expertise and good practice. Our overall ambition is for Amgueddfa Cymru to continue to act as a catalyst to enable the nation to develop its cultural and social resources for public benefit.

Our collections and national museums belong to the people of Wales. We will expand opportunities for cultural participation and critical enquiry, using the national collections of art, natural science, history and archaeology in innovative new galleries, exhibitions and events at St Fagans National Museum of History and our other museums. We will also seek to improve our infrastructure and buildings through capital investment.

Our website and social media channels are our eighth public site. In recent years we have made a significant investment in digital systems, the design of the website and other user services. This is only the start. Through enhanced digitisation of the collections, and participative digital activities, we will create a dispersed national creative cultural resource for and about Wales, accessible across the globe.

We regard learning – both formal and informal – as one of our primary purposes. As leaders in Wales in cultural learning, we will continue to expand our services for visitors to our sites, including volunteers and apprentices, as well as online users. To ensure that this work is transformational, rigorous and effective, we will continue to develop our research and evaluation programmes on effective museum practice.

We are already leading the way for the museums sector in the UK in reaching a socially diverse audience, and this represents one of our great strengths. We recognise that engaging new audiences will mean we must continue to change our ways of working, and give greater agency to our community partners. We will further embed people's rights to cultural participation with support from the Paul Hamlyn Foundation and the Heritage Lottery Fund's initiative Kick the Dust.

We will drive real progress in each of our commitment areas over the next 3 years to 2021. We set out in this section the underpinning for the commitments; in section 7 we set out what we want to achieve for the nation and people of Wales and the actions we will take to deliver this.

PROSPER

Through our seven national museums and the National Collections Centre, we hold over 5 million items in trust for the people of Wales and future generations. We are the chief repository of material relating to Wales's natural and cultural heritage, and of international material that helps to define the nation's place in the world. Through our museums and online experiences, we are committed to improving the cultural, social, environmental and economic well-being of Wales. We also support the development of the sector through working with the Federation of Museums and Art Galleries of Wales and other partners such as Oriol y Parc.

Every £1 invested in us by the Welsh Government generates £4 of additional expenditure in Wales, contributing £83m of Gross Value Added (GVA) to the Welsh economy – the highest GVA of any publicly funded cultural institution in Wales. We expect it to rise as the proportion of our visitors from overseas has risen steadily since 2012 from 37% to 42%. In 2016/17 we raised £10.3m from all non-GIA resources (which includes our trading company NMGW Enterprises Ltd, research and expert consultancies, donations and sponsorship). In 2018/19 we will be recruiting a Commercial Director to lead a significant expansion of our income generating activities, opening a high ropes course at St Fagans and developing virtual and augmented reality experiences based on our collections. Supporting cultural tourism is another important element of our work, through working in partnership and supporting Welsh Government/Visit Wales initiatives such as the 'Year of...' campaigns.

We have an active international programme which includes long-term partnerships underpinned by Memorandums of Understanding with national governments and museums in China and Japan. We also work globally in terms of loans, collaborative research projects and consultancy. Our touring exhibitions over the past decade have been seen in the Persian Gulf, the United States of America and Japan.

EXPERIENCE

Our visitor experiences are both physical visits to our museums and the opportunity to interact through digital platforms. Both elements are growing. In 2017/18 we welcomed around 1.8 million visits to our seven museums across Wales and over 1.6 million website visits. All our museums have free entry, with the continued support of the Welsh Government. Over 90% of our visitor

feedback is positive and we actively listen to and engage with our audiences to improve our services. We also ensure that our museums are safe and well maintained by planned investment in preventative maintenance and by working with partners to invest in our museums so they are relevant and thriving for future generations.

We are developing better integration between the physical and digital experiences we offer. We work with our visitors and partners to improve the way we create welcoming museums that people can experience in the way they choose. We do this through the stories we tell using our collections and by connecting with a broad range of audiences through our exhibitions and events. In 2018/19 we have the internationally significant exhibitions *Kizuna: Japan, Wales, Design and Artes Mundi 8* at National Museum Cardiff. We are also showing exhibitions of more local significance at the National Wool Museum, Big Pit and the National Slate Museum, as well as a suite of exhibitions supporting the Year of the Sea at the National Waterfront Museum.

Our events programme has been reviewed and refreshed, and is varied in order to support the diversifying of our visitors. It is a mixture of national events and commemorations such as the First World War programme Cymru'n Cofio, the National Eisteddfod and Pride along with museum-based programmes such as the Food Festival, Halloween Nights and Christmas Nights at St Fagans, which aim to connect with visitors, generate income and encourage repeat visits.

LEARN

Learning through engaging with culture is our primary role. We aim to instil a passion to learn in our staff and in the people who use our services. Our bilingual programmes are designed to develop people's skills, promote understanding of health and well-being and support lifelong learning. We are the largest provider of learning outside the classroom in Wales. Over 180,000 school pupils and students engage with our school and accredited programmes, and a further 250,000 engage in our activity and event programmes annually. We work with the regional education consortia and support Creative Learning through the Arts. Our programmes develop the key areas of Learning and Experience in the new National Curriculum, we support the development of digital literacy, and the publishing of digital learning resources on Hwb.

As a lead provider in delivering and evaluating the scheme Fusion: Creating Opportunities through Culture, we have introduced a range of programmes across all of our museums, tailored to encourage and empower people to take an active part in culture and heritage. We have a part to play in employability and developing people's skills and provide volunteering opportunities, training placements and apprenticeships. We are a collaborative partner in delivering Cultural Ambition: Diversifying the Heritage Workforce, working with MALD, Creative & Cultural Skills, Cardiff and Vale College and others to support trainee placements as part of the Welsh Government's programme Communities for Work. As well as supporting accredited courses we support the

development of people's 'softer' skills such as creativity, confidence, communication and team-working. Our family learning programmes support the early years, and our health and well-being programmes support people living with dementia.

Research underpins all of our work, and our research strategy prioritises key areas for future development. Through strategic relationships, many of which are underpinned by Memorandums of Understanding, we work in collaboration with other research organizations and play a key role in contributing to national and international research in our areas of expertise. We are committed to advancing an internal culture of learning, supporting sector skills, staff well-being, equality and diversity. Undertaking Investors in People 40 across the organization will improve our performance and further advance our people management.

PARTICIPATE

We collaborate with a range of local, national and international partners to develop and deliver our work and to improve the cultural, social, economic and environmental well-being of Wales. We work with local museums, the Heritage Lottery Fund, Cadw, Natural Resources Wales, the Arts Council Wales, the National Library of Wales, the Royal Commission and other arts, cultural and environmental organizations in Wales to share expertise and good practice. We are committed to developing our impact within (as well as outside) Wales, and have developed significant new partnerships with all Welsh universities. We work with local authorities across Wales and collaborate with Cadw, for example in supporting the Blaenafon Industrial Landscape as a World Heritage Site. In Gwynedd we are collaborating with partners to support an application for World Heritage Site status for the north Wales slate industry.

Our belief in cultural democracy and people's right to participate in cultural activities underpins our work. We support the work of the commissioner offices in Wales, namely the Children's Commissioner, Older People's Commissioner, Welsh Language Commissioner and the Future Generations Commissioner. We have established partnership agreements with charities, public and third sector organizations in Wales in order to work together better. We have developed models of involving people in our decision-making and working practices. For us participation is not an end in itself, but a process that can take place in different forms, appropriate to people's different circumstances. We are adopting the National Participation Standards to direct our work in this area. We want our museums to be enabling and inclusive, and have initiatives designed to increase participation supported by the Paul Hamlyn Foundation and the Heritage Lottery Fund's initiative Kick the Dust. We hope, therefore, that our work will help particularly to improve and enrich the lives of those who are experiencing disadvantage.

Part 7 Amgueddfa Cymru in 2021: What Success Will Look Like

We are ambitious to continue to improve our collections, buildings and services for the public. Our vision for Amgueddfa Cymru in 2021 is based on the assumptions that we can sustain our resources at least at the levels available to us in 2018/19, and that we will be successful in attracting additional funding for major exhibitions and capital projects. It is also shaped by Dr Simon Thurley's recent review of Amgueddfa Cymru.

By 2021, we will have:

- fully re-opened St Fagans National Museum of History, with the Activity Plan delivered and Gweithdy, the redeveloped Main Building, Bryn Eryr, Llys Llywelyn and the Bronze Age Barrow completed
- increased visitor numbers to our museums
- increased self-generated income
- developed and delivered a new integrated Marketing & Communications Strategy, to support audience development and income generation
- underpinned by the Thurley Review recommendations, worked with the Welsh Government to develop ambitious plans for the future of each of the museums.
- reviewed all formal learning programmes and delivered a revised programme across all our museums to support the proposed new National Curriculum for Wales
- digitised an additional 20,000 items comprising works of art, natural sciences specimens and history and archaeology artefacts, and made them available to the public on our website with accessible contextual information
- completed the redesign of our website, with object rich resources and creative participative activities and increased website visits
- established National Museum Cardiff as a significant venue for temporary exhibitions in Wales and the West
- supported local museum and gallery partners in Wales to develop proposals for funding to enhance their capacity to create and receive touring exhibitions
- established formal strategic partnerships through Memorandums of Understanding with every major university in Wales, third and public sector organizations in Wales working to tackle disadvantage, as well as Natural Resources Wales, Cadw, the National Library of Wales and the Royal Commission on the Ancient and Historical Monuments of Wales
- developed further touring exhibitions to Europe, Asia or North America
- developed and published a new Collections Development Strategy, identifying new areas for collecting including design and 20th-century Welsh history, and expanding the role of the public in developing our collections

- consolidated our position and that of Wales as a global leader in social inclusion and combatting poverty through cultural participation
- developed and published, with partners in Wales, a Geodiversity Charter for Wales
- worked in partnership with MALD, the Federation of Museums and Galleries in Wales, the Museums Association and AIM to develop a vision and action plan to secure the future of the museums sector in Wales
- worked with partners including Visit Wales to promote our museums as key destinations for cultural tourism
- developed with partners a skills strategy for the sector
- maintained our Investors in Volunteering status.

Part 8 Our Plans 2018/2019

High Level Activities	Action / Activity (2018/19)	Date of Milestones and Targets	Director / Lead Staff
FFYNNU - PROSPER			
Strategic Objective 1: Act as stewards of our cultural and natural heritage for the future generations of Wales			
Develop and implement strategies and policies to underpin our work	Revise the Community Engagement Strategy to include future plan for Fusion (2019+) and initiatives such as Kick the Dust (HLF) and More and Better (Paul Hamlyn)	January 2019	Director General/ Director of Learning & Engagement/ Community Engagement & Participation Manager
	Review the Corporate Health and Safety Management System to update policies and systems and assess feasibility of an online bilingual H&S management system (18 month programme)	June, September and December 2018 and March 2019	Director of Gallery Development and Visitor Experience/ Head of Sites
	Monitor and report organizational performance to SMT, Board of Trustees and its committees	June, September and December 2018 and March 2019	Director of Finance & Resources
	Ensure financial stewardship, financial planning and budget management are monitored and reported	June, September and December 2018 and March 2019	Director of Finance & Resources/ Head of Finance
	Produce Annual Report and Accounts	June 2018	Director of Finance & Resources/

High Level Activities	Action / Activity (2018/19)	Date of Milestones and Targets	Director / Lead Staff
			Head of Finance
	Improve cyber security across organization via successful accreditation to Cyber Essential Plus/IASME	June 2018	Director of Finance & Resources/ Head of ICT
	Develop and implement the Customer Comments and Feedback Policy	October 2018	Director of Gallery Development & Visitor Experience
	Monitor and review annual Energy efficiency and maintain environmental accreditation through BS8555 Seren Scheme	April 2018	Head of Buildings & Estates
Develop and care for the national collections ensuring they remain relevant and accessible today and for future generations.	Develop and implement curation and collection action plans with targets for all collection areas	December 2018	Director of Collections & Research
	Museum Accreditation maintained and continue preparation work towards Archive Accreditation	March 2019	Director of Collections & Research/Director General
Implement the Welsh language standards and support a bi-cultural and Welsh Language Policy	Publish our Welsh language standards Annual Report	September 2018	Director of Learning & Engagement/ Welsh Language Co-ordinator
	Finalize our Welsh Language Action Plan for 2019/20	November 2018	Director of Learning & Engagement/

High Level Activities	Action / Activity (2018/19)	Date of Milestones and Targets	Director / Lead Staff
			Welsh Language Co-ordinator
Contribute to the feasibility study for the new Football/Sports and Contemporary Art Museums	Input as required and review recommendations once presented to the Board of Trustees for consideration	June, September and December 2018 and March 2019	Director General/ Director of Learning & Engagement/
Contribute to the Historic Wales Strategic Partnership	Attend the Steering Group and contribute to the work of the partnership	June, September and December 2018 and March 2019	Director General / Director of Learning & Engagement/ Head of HR Potentially others, depending on focus of the work
Strategic Objective 2: Thrive by sustaining and diversifying our resources			
Diversify and increase income	Appoint Commercial Director to take forward increased income generation	July 2018	Director of Finance & Resources/ Head of HR/ Director General
	Deliver income plan	March 2019	Director of Finance & Resources/SMT
	Develop organizational Income Strategy	March 2019	Commercial Director
	Diversify and increase income generation, as outlined in the Income Generation Plan	June, September and December 2018 and March 2019.	Director of Finance & Resources/SMT

High Level Activities	Action / Activity (2018/19)	Date of Milestones and Targets	Director / Lead Staff
Secure and implement fundraising plans	Increase capital and project fundraising income	June, September and December 2018 and March 2019.	Development Director
Undertake feasibility study for the redevelopment of the National Slate Museum, subject to funding	Work with partners to take forward work to progress the redevelopment, as recommended by the Thurley Review	June, September and December 2018 and March 2019	Director of Finance & Resources/ Concept Project Group
Discuss with Cadw the establishment of Roman Caerleon, subject to directive from Welsh Government	Take forward discussions with Cadw and other partners with Welsh Government support, as recommended by the Thurley Review	June, September and December 2018 and March 2019	Director General/ Director of GDVR
Undertake the brief for the National Museum Cardiff master plan	Take forward the strategic masterplan feasibility brief for National Museum Cardiff, tender and appoint contractor	October 2018	Director of Gallery Development & Visitor Experience/ Head of Buildings & Estates
Implement the capital maintenance plan	Implement the Essential Maintenance Programme as outlined in the approved scope of works	June, September and December 2018 and March 2019	Director of Gallery Development & Visitor Experience/ Head of Buildings & Estates
	Develop building maintenance plan of ready to be procured projects	September 2018	Director of Gallery Development & Visitor Experience/ Head of Buildings & Estates

High Level Activities	Action / Activity (2018/19)	Date of Milestones and Targets	Director / Lead Staff
Develop specification and procurement of a new CRM system, subject to funding	Develop specification as recommended in the Thurley Review, and begin procurement process	March 2019	Development Director/ Head of Digital Media
Strategic Objective 3: Build our cultural tourism offer			
Work in partnership with Visit Wales to deliver a cultural tourism offer	Continue to engage with Visit Wales to develop cultural tourism offer	March 2019	Director General/ Directors/ Head of Marketing & Communications/ Head of Policy & Public Affairs
Develop and implement the Marketing & Communications Strategy	Update Corporate Communication, Internal Communications, Marketing and Advocacy Strategies and ensure all are aligned to one another and the vision	March 2019	Director General/ Head of Policy & Public Affairs/ Head of Marketing & Communications
Deliver a five-year strategy for major international touring exhibitions	Develop a strategy for funding and implementing a major international touring exhibitions programme	March 2019	Director of Gallery Development & Visitor Experience/ Touring Exhibitions Manager
	Continue to deliver income generating international exhibitions	Ongoing	Director of Collections & Research/ Director of Gallery Development & Visitor Experience/

High Level Activities	Action / Activity (2018/19)	Date of Milestones and Targets	Director / Lead Staff
PROFIAD - EXPERIENCE			
Strategic Objective 4: Build and maintain welcoming physical and digital spaces			
Redesign the website to improve the user experience	Complete redesign of website	June 2018	Director of Gallery Development & Visitor Experience/ Head of Digital Media
	Ensure a continuous flow of content to improve user experience	March 2019	Director of Gallery Development & Visitor Experience/ Head of Digital Media
Transform Wi-Fi connectivity for the public across our museums	Deliver phased Wi-Fi upgrade across all museums, complete at St Fagans and National Museum Cardiff by November	November 2018	Director of Finance & Resources/ Head of ICT
	Complete at all other museums by March	March 2019	Director of Finance & Resources/ Head of ICT
Develop and improve information management	Implement GDPR Action Plan for compliance with regulations	May 2018	Director of Finance & Resources/ Information Security Manager
Provide excellence in customer care and visitor experience	Implement the Visitor Experience Strategy & Action Plan	June, September and December 2018 and March 2019	Director of Gallery Development &

High Level Activities	Action / Activity (2018/19)	Date of Milestones and Targets	Director / Lead Staff
			Visitor Experience/ Head of St Fagans/ Museum Managers
Strategic Objective 5: Tell inspiring stories through exhibitions and events			
Develop a digital museum with digitized collections and multiple platforms for creative public use	Complete Digital Experience Action Plan.	May 2018	Director of Gallery Development & Visitor Experience/ Head of Digital Media/ Director of Collections & Research
	Increase public access to Collections Online with quantitative targets for departments by increasing our collections platforms and content, including the David Hurn collection	March 2019	Director of Collections & Research
Deliver an annual exhibition programme	Deliver the planned annual exhibition programme across our museums and partnership venues	June, September and December 2018 and March 2019	Director of Gallery Development and Visitor Experience
Deliver an annual events programme	Deliver annual events programme in line with the Events Strategy	June, September and December 2018 and March 2019	Director of Learning & Engagement/ Events Manager
Ensure collection strategies support public engagement and develop co-curation/co-collecting as a methodology	Implement Collections Development Strategy with action plan and targets	December 2018	Director of Collections & Research

High Level Activities	Action / Activity (2018/19)	Date of Milestones and Targets	Director / Lead Staff
	Develop and agree new areas of collecting	December 2018	Director of Collections & Research
	Develop and agree approach to activist collecting	December 2018	Director of Collections & Research
Contribute to Wales's national events	Develop and facilitate our presence at national events and support for national initiatives	April 2018-February 2019	Director of Learning & Engagement/ Community Engagement & Participation Manager
	Deliver our presence at the RHS Show	April 2018	Director of Collections & Research
	Deliver our presence at the Urdd Eisteddfod	May/June 2018	Director of Learning & Engagement/ Community Engagement & Participation Manager
	Deliver our involvement with Refugee Week	June 2018	Director of Learning & Engagement/ Community Engagement & Participation Manager

High Level Activities	Action / Activity (2018/19)	Date of Milestones and Targets	Director / Lead Staff
	Work with the National Eisteddfod, Cardiff University, Cardiff Story Museum, Lle Hanes partners and others to deliver a successful programme linked to the National Eisteddfod	August 2018	Director of Learning & Engagement/ Head of Policy & Public Affairs
	Deliver Amgueddfa Cymru's presence at/and engagement with Pride	August 2018	Director of Learning & Engagement/ Community Engagement & Participation Manager
	Deliver events for Black History Month	October 2018	Director of Learning & Engagement/ Community Engagement & Participation Manager
	Deliver events for LGBT History Month	February 2019	Director of Learning & Engagement/ Community Engagement & Participation Manager
	Support the National Eisteddfod to develop an HLF bid for a permanent Lle Hanes	March 2019	Director of Learning & Engagement/ Head of Policy & Public Affairs
Complete the St Fagans redevelopment programme	Complete the delivery of the St Fagans redevelopment programme	October 2018	Director of Finance & Resources/

High Level Activities	Action / Activity (2018/19)	Date of Milestones and Targets	Director / Lead Staff
			Project Co-ordinator/Project Team/HBU/ Director of Learning & Engagement
	Deliver Activity Plan throughout the year	March 2019	Director of Learning & Engagement/ Learning, Participation & Interpretation Manager
	Complete Bronze Age Barrow in September 2018	September 2018	Director of Finance & Resources/ Project Co-ordinator/ Project Team/HBU/Director of Learning & Engagement
	Complete and open galleries and Llys Llywelyn	October 2018	Director of Finance & Resources/ Project Co-ordinator/Project Team/HBU/ Director of Learning & Engagement
	Commence sleepovers at Llys Llywelyn	March 2019	Director of Learning & Engagement/ Project Co-

High Level Activities	Action / Activity (2018/19)	Date of Milestones and Targets	Director / Lead Staff
			ordinator/ Project Team/HBU/ Learning, Participation & Interpretation Manager
Contribute to Wales's First World War commemorations	Deliver First World War commemoration programme of exhibitions and events for 2018/19.	Complete March 2019.	Director of Gallery Development & Visitor Experience/ Acting Head of Exhibitions & Programmes
DYSGU - LEARN			
Strategic Objective 6: Develop the skills of our staff and the people who use our services			
Deliver volunteering programmes to people of all backgrounds	Deliver volunteer programme across all sites with community partners	March 2019	Director of Learning & Engagement/ Senior Volunteer Co-ordinator
	Review current provision and establish new programme	September 2018	Director of Learning & Engagement/ Senior Volunteer Co-ordinator
Implement HR Strategy	Deliver HR Strategy	June, September and December 2018 and March 2019	Director of Finance & Resources/

High Level Activities	Action / Activity (2018/19)	Date of Milestones and Targets	Director / Lead Staff
			Director of Learning & Engagement/ Head of HR
	iRecruit is implemented and relevant staff receive training	March 2019	Director of Finance & Resources/ Head of HR
	Complete Equality Strategy and begin implementation	August 2018	Director of Finance & Resources/ Head of HR
Work towards Investors in People standard to be achieved in 2019/20	IIP roadshow to all sites	May 2018	Director of Finance & Resources/ Director of Learning & Engagement/ Head of HR
	Launch IIP survey	July 2018	Director of Finance & Resources/ Director of Learning & Engagement/ Head of HR
	Develop IIP Action Plan	October 2018	Director of Finance & Resources/ Director of Learning & Engagement/ Head of HR
	Draft IIP 40 stage 1 application to be submitted in 2019/20	January to March 2019	Director of Learning & Engagement/ Head of HR/SMT

High Level Activities	Action / Activity (2018/19)	Date of Milestones and Targets	Director / Lead Staff
Deliver skills-based programmes to support Fusion and Communities for Work	Continue to implement apprenticeship scheme at Big Pit by appointing next cohort	September 2019	Director of Learning & Engagement/ Head of Big Pit
	Develop work placements supported by MALD and Creative & Cultural Skills and commence placements	May 2018	Director of Learning & Engagement/ Community Engagement & Participation Manager
	Deliver Welsh-language learning opportunities by facilitating <i>Ar Lafar</i> festival	April 2018	Director of Learning & Engagement
Deliver staff learning and development and support Welsh-language skills	Undertake a skills audit of all staff	December 2018	Director of Finance & Resources/ Head of HR
	Develop Learning, Development & Talent Strategy and begin implementation	March 2019	Director of Finance & Resources/ Head of HR
	Deliver leadership and management training	December 2018	Director of Finance & Resources/ Head of HR
Strategic Objective 7: Promote public understanding of health and well-being			
Develop and deliver public programmes using the collections to support health and well-being	Deliver programmes to support the health and well-being of individuals, families and communities in Wales	March 2019	Director of Learning & Engagement/ Learning, Participation &

High Level Activities	Action / Activity (2018/19)	Date of Milestones and Targets	Director / Lead Staff
			Interpretation Manager (Big Pit)
Proactively support the well-being of staff	Develop Well-being Framework and begin implementing action plan	March 2019	Director of Finance & Resources/ Head of HR
Strategic Objective 8: Promote and deliver learning for life			
Deliver formal learning programmes	Deliver school programmes (Foundation Phase, Welsh Baccalaureate) and teacher CPD	June, September and December 2018, and March 2019	Director of Learning & Engagement/ Head of Learning & Interpretation
	Deliver quarterly training days for teachers	Ongoing	Director of Learning & Engagement/ Head of Learning & Interpretation
	Review new curriculum for Wales and provide case study examples	May 2018	Director of Learning & Engagement/ Head of Learning & Interpretation
	Create digital learning resources in partnership with Cadw, the National Library of Wales and the Royal Commission on the Ancient and Historical Monuments of Wales for Hwb	Monthly uploads to Hwb October 2018	Director of Learning & Engagement/ Head of Learning & Interpretation
Deliver early years, family and intergenerational	Deliver early years and family learning programmes via weekly workshops in line with programme	October 2018	Director of Learning & Engagement/

High Level Activities	Action / Activity (2018/19)	Date of Milestones and Targets	Director / Lead Staff
informal learning programmes			Head of Learning & Interpretation
Implement the Research Strategy	Complete and implement Research Strategy	June 2018	Director of Collections & Research/Head of Research
	Submit grant applications to Research Council UK and other potential funders	March 2019	Director of Collections & Research/Head of Research
	Maintain IRO status	March 2019	Director of Collections & Research/ Head of Research/Director General
Deliver impact from our research	Publish and disseminate the results of our research, report annually	March 2019	Director of Collections & Research
CYFRANOGI - PARTICIPATE			
Strategic Objective 9: Build sustainable, effective partnership networks and collaborations			
Help to deliver the strategic management of Wales's natural resources in	Work with key strategic partners to develop a Geodiversity Charter for Wales	December 2018	Director of Collections & Research

High Level Activities	Action / Activity (2018/19)	Date of Milestones and Targets	Director / Lead Staff
collaboration with key partners			
	Develop an agreement with Natural Resources Wales in relation to supporting research and provision of evidence (via SoNaRR etc.)	December 2018	Director of Collections & Research/Director General
Help to deliver the strategic management of Wales's cultural heritage	Contribute to the Welsh Government's Historic Environment Group by attending quarterly meetings and contributing to task and finish groups as required	Ongoing	Director General/ Director of Collections & Research
	Record archaeological artefacts discovered or reported in Wales through PAS Cymru scheme, in collaboration with PAS England scheme and in consultation with Cadw and MALD	March 2019	Director of Collections & Research
Support Wales's UNESCO World Heritage Sites and work with local authorities to support culture development	Support the work being led by Gwynedd Council as one of the principal partners in the Slate World Heritage Bid to develop an outline summary bid, submitted via DCMS to UNESCO	November 2018	Director of Gallery Development & Visitor Experience/ Keeper of National Slate Museum/ SMT
Advocate on behalf of the museums sector in Wales with the Museums Association and the	Work with the MA and the Federation to deliver the Welsh Museums Festival and an advocacy event/day linked to an event at the Senedd	October 2018	Director General/ Head of Policy & Public Affairs

High Level Activities	Action / Activity (2018/19)	Date of Milestones and Targets	Director / Lead Staff
Federation of Museums and Art Galleries of Wales			
Support a Museums Strategy for Wales and the implementation of the Review of Local Museums	Continue to attend Museums Strategy Steering Group and Federation committee, and input into work	March 2019	Director General/ Head of Policy & Public Affairs
Develop partnerships, including local museums, universities, public and third-sector networks across Wales and beyond	Deliver programmes with public and third-sector organizations to increase participation from diverse audiences, including Kick the Dust (HLF) and More and Better (Paul Hamlyn Foundation). Review partnership agreement in line with programme delivery for 2019/20	October 2018	Director of Learning & Engagement/ Community Engagement & Participation Manager/ Events Manager/ Head of Learning & Interpretation
	With partners, continue to deliver Saving Treasures; Telling Stories 2015-2019	March 2019	Director General/ Director of Collections & Research
	Continue to establish MoU partnerships with HEIs in Wales and key research centres/institutes	Ongoing and report on progress March 2019	Director General/ Director of Collections & Research
	Continue to facilitate sharing of the national collections with local museums, ensuring systems and procedures are as simple and accessible as possible	Ongoing and report on progress March 2019	Director General/ Director of Collections & Research

High Level Activities	Action / Activity (2018/19)	Date of Milestones and Targets	Director / Lead Staff
Develop international profile and networks	Use programme of outward loans to build international profile and income	March 2019	Director of Collections & Research
	Growing international collaborative research networks	March 2019	Director of Collections & Research
Deliver People's Collections Wales with other strategic partners	With partners deliver the People's Collection Wales Business Plan 2018/19 and review	March 2019	Director of Finance & Resources/ Programme Manager
Support the co-ordination of Welsh Government's Fusion programme	Lead Fusion evaluation with Knowledge & Analytical Services	Ongoing	Director of Learning & Engagement/ Community Engagement & Participation Manager
	Run evaluation training for co-ordinators	June 2018	Director of Learning & Engagement/ Community Engagement & Participation Manager
	Plan and host celebration event	October 2018	Director of Learning & Engagement/ Community Engagement & Participation Manager

High Level Activities	Action / Activity (2018/19)	Date of Milestones and Targets	Director / Lead Staff
	Produce draft of evaluation report	March 2019	Director of Learning & Engagement/ Community Engagement & Participation Manager
	Produce plan for future Fusion programme with MALD and other partners on Cultural Inclusion Board	July 2018	Director of Learning & Engagement/ Community Engagement & Participation Manager
Strategic Objective 10: Involve people and communities in shaping and taking part in our work			
Communicate our work effectively to staff and stakeholders	Review and implement revised Advocacy Strategy	March 2019	Director of Finance & Resources/ Head of Policy & Public Affairs
	Review and implement revised Internal Communications Policy	March 2019	Director of Finance & Resources/ Head of Policy & Public Affairs
Review and update the Public Participation Strategy	Review and revise Scheme of Consultation and Public Engagement & Consultation Policy	December 2018	Director of Finance & Resources/ Museum Secretary/ Head of Policy & Public Affairs/SMT

High Level Activities	Action / Activity (2018/19)	Date of Milestones and Targets	Director / Lead Staff
Embed cultural rights in the delivery of our vision	Work with Children's Commissioner, BAME, LGBT+, disabilities groups and other partners to secure people's right to cultural participation	April 2018	Director General/ Director of Learning & Engagement/ Community Engagement & Participation Manager
Foster community voice including youth and other participatory forums	Deliver the programme for involving forums in our work	March 2019	Director of Learning & Engagement

Part 9 Performance Indicators 2018/19

Metrics	Definition	Target 2018/19	Frequency	Director Responsible
Number of visits	Total number of visits to our museums and exhibitions.	1,800,000 *National Roman Legion Museum will be closed for roof works from September 2018	Quarterly	Director of Gallery Development & Visitor Experience
Case studies and narratives	Case studies demonstrating impacts of our public programmes including events, exhibitions and learning.	2 case studies published per quarter.	Quarterly	Director of Learning & Engagement
Number of website visits (KPM)	The number of website visits	1,600,000	Quarterly	Director of Gallery Development & Visitor Experience
Number of social media followings (KPM)	The number of followers to our social media channels	148,000	Quarterly	Director of Gallery Development & Visitor Experience
Number of formal learning participants (KPM)	Total number involved in formal learning	140,000 *National Roman Legion Museum will be closed for roof work from September 2018	Quarterly	Director of Learning & Engagement
Number of informal learning participants (KPM)	Total number involved in informal learning	260,000	Quarterly	Director of Learning & Engagement

Metrics	Definition	Target 2018/19	Frequency	Director Responsible
Impact Case Study	Impact case study demonstrating impacts of our community engagement, volunteering and Fusion programmes	Case study	Annually	Director of Learning & Engagement
Value of media coverage (KPM)	Net value of media coverage and narrative on reach and impact.	£5m	Annually	Development Director
Total net income (KPM)	Total income from Collections & Research events, Enterprises revenue, fundraising and donations	£1.8m	Quarterly	Director of Finance & Resources
Capital fundraising (KPM)	Total income from capital and project fundraising	£1.4m	Quarterly	Development Director
% staff in training and development	Number of staff in receipt of training and development (expressed as a percentage of the total number of staff)	95%	Quarterly	Director of Finance & Resources
Number of volunteers	Total number of volunteers across all our sites	700	Quarterly	Director of Learning & Engagement
Number of volunteer hours (KPM)	Number of volunteer hours (totalled cumulatively quarter by quarter)	23,000	Quarterly	Director of Learning & Engagement
Number of objects catalogued to computerised inventory level	% collections computerised to inventory standard	51.5% (Against a baseline of 5.1million)	Quarterly	Director of Collections & Research

Part 10 Income Generation Plan 2018/19

Income generation at Amgueddfa Cymru comprises six main areas:

- Section 1 Commercial income (NMGW Enterprises Ltd – see below)
- Section 2 Educational visits
- Section 3 Fundraising and visitor giving
- Section 4 Collections related and research income
- Section 5 Activities and events
- Section 6 Visitor experience and operations

Commercial income (NMGW Enterprises Ltd)

Commercial income mainly comprises the activities of NMGW Enterprises Ltd, a wholly owned subsidiary of Amgueddfa Cymru.

The main areas for NMGW Enterprises Ltd commercial activities are:

- Retail
- Catering – contract and in-house
- Car parking
- Filming and licensing
- Corporate (venue) hire
- Corporate lets

Income Generation			
Commercial income area	Key actions and activities	Milestone date	Director responsible and lead staff
Income generation – Director of Finance & Resources			
	Appoint Commercial Director		
	Advertise position	May 2018	Director General, Director of Finance & Resources, Head of HR
	Appoint Commercial Director	July 2018	Director General, Director of Finance & Resources, Head of HR
New income initiatives – target to secure additional £60K profit			
	Deliver and open high ropes course at St Fagans	July 2018	Director of Finance & Resources, Project Manager.
	Procure equipment, prepare site infrastructure and open new chip shop at St Fagans	December 2018	Director of Finance & Resources, Commercial Director, Project Manager
	Explore opportunities for virtual reality experience at St Fagans and National Museum Cardiff	August 2018	Director of Finance & Resources, Commercial Director, Project Manager
Section 1 Commercial income – NMGW Enterprises Ltd			
Retail			
	Achieve £1.4m in retail sales (March 2019)		
	Further develop the retail offer at St Fagans	March 2019	Head of Enterprises, Commercial Manager

Income Generation			
Commercial income area	Key actions and activities	Milestone date	Director responsible and lead staff
	Assess feasibility for pop-up shops at ticketed events and exhibitions	July 2018	Commercial Manager
	Decrease stock levels and stock turnover across all museums	March 2019	Commercial Manager
	Achieve annual retail sales targets	March 2019	Head of Enterprises, Commercial Manager
Venue and corporate hire – Head of Enterprises			
	Generate £503k income from venue and corporate hire at National Museum Cardiff, St Fagans and the National Waterfront Museum		
	Engage with business and travel/tourism sector to promote new spaces at St Fagans	June 2018	Head of Enterprises, Senior Functions Co-ordinator
	Develop marketing material for new St Fagans spaces	August 2018	Head of Enterprises, Marketing Department
	Develop the corporate offer (packages) across National Museum Cardiff, St Fagans and the National Waterfront Museum	July 2018	Head of Enterprises, Senior Functions Co-ordinator
	Develop a sustainable operational staffing model to meet the anticipated growth of events at St Fagans	October 2018	Head of Enterprises

Income Generation			
Commercial income area	Key actions and activities	Milestone date	Director responsible and lead staff
	Work with catering provider to increase corporate hire sales	September 2018	Head of Enterprises
	Achieve annual venue hire sales targets	March 2019	Head of Enterprises
Catering – Head of Enterprises			
	In-house catering		
	Develop group bookings offer with local and national tour operators	October 2018	Operations Manager
	Ensure sales targets and margins are delivered	March 2019	Operations Manager
	Develop catering offer at the National Slate Museum	September 2018	Operations Manager, National Slate Museum Manager
	Generate £241k income from franchise catering		
	Work with catering provider to review and adapt sales/marketing plan to support the core catering offer and increase sales	July 2018	Head of Enterprises, Elior
	Ensure the food strategy supports the growth of the catering business.	September 2018	Head of Enterprises
	Work with catering provider to deliver new chip shop	December 2018	Head of Enterprises, Project Manager

Income Generation			
Commercial income area	Key actions and activities	Milestone date	Director responsible and lead staff
	Work with catering provider to deliver sales targets	March 2019	Director of Finance & Resources, Head of Enterprises
Car parking			
	Achieve £721K of income from car parking fees at St Fagans, National Museum Cardiff and Big Pit		
	Install additional payment machines at St Fagans	June 2018	Head of Enterprises, Operations Manager - Enterprises
	Install flexible payment facility at National Museum Cardiff	July 2018	Head of Enterprises, Operations Manager
	Review coach parking payment policy for all sites	December 2018	Head of Enterprises, Head of St Fagans
	Review private events parking payment policy for all sites	October 2018	Head of Enterprises, Operations Manager
	Deliver sales targets for car parking	March 2019	Head of Enterprises, Operations Manager
Section 2 Educational visits			Director of Learning & Engagement
Educational visits			
	Achieve income of £74k from added-value education visits		
	Administer income from added-value school-based activity	June 2018	Head of Learning

Income Generation			
Commercial income area	Key actions and activities	Milestone date	Director responsible and lead staff
	Administer income from added-value school-based activity	September 2018	Head of Learning
	Administer income from added-value school-based activity	December 2018	Head of Learning
	Administer income from added-value school-based activity	March 2019	Head of Learning
Section 3 Fundraising and visitor giving			Development Director
Visitor donations			
	Increase visitor donations by 10% aiming to achieve circa £145k		
	Increase visitor donations by 10%	March 2019	Development Director, Head of Marketing & Communications, Head of Museums
	Deliver the annual visitor donations target	March 2019	Development Director, Head of Marketing & Communications, Head of Museums
Corporate fundraising			
	Secure £50k+ in corporate sponsorship income for Exhibitions and Events		
	Programme sponsor for annual Patrons scheme confirmed	April 2018	Development Director, Development Officer (Corporate Fundraising)

Income Generation			
Commercial income area	Key actions and activities	Milestone date	Director responsible and lead staff
	Key corporate sponsors confirmed for lead summer exhibition at National Museum Cardiff	May 2018	Development Director, Development Officer (Corporate Fundraising)
	Event sponsors confirmed for St Fagans Halloween and Christmas events	October 2018	Development Director, Development Officer (Corporate Fundraising)
	Annual corporate sponsorship income target achieved	March 2019	Development Director
Individual supporter schemes			
	Grow individual giving to over £350k income by March 2019 (includes Membership Scheme, Patrons, Gift Circle, major gifts and legacies)		
	Introduce a new Membership Scheme for individuals and families across all museums aiming to recruit a minimum 1,600 members by spring 2020	November 2018	Development Director, Head of Marketing & Communications, Membership Marketing Officer
	Deliver programme of Patrons' events throughout the year to include summer supporters' event at St Fagans, event at the National Waterfront Museum and	National Waterfront Museum: May 2018 St Fagans: June 2018	Development Director, Development Officer (Patrons)

Income Generation			
Commercial income area	Key actions and activities	Milestone date	Director responsible and lead staff
	Christmas event at National Museum Cardiff.	National Museum Cardiff: Nov 2018	
	Cultivate and secure major gifts to raise £100k+	March 2019	Development Director, Development Officer (Major Gifts)
	Establish and deliver new marketing literature to include all supporter schemes and to promote legacy gifts.	August 2018	Development Director, Head of Marketing and Communications, Membership Marketing Officer
	Report quarterly and deliver annual individual giving target	March 2019	Development Director
Trusts, foundations and grant applications			
	Deliver £1.28m+ in funding for projects		
	Identify and engage a range of funders throughout the year and write applications for new funding for projects	March 2019	Development Director, Development Manager (Grants)
	Establish a programme of impact reports to update and inform funders of Amgueddfa Cymru	March 2019	Development Director, Development Manager (Grants)
	Report quarterly and deliver annual target for project funding	March 2019	Development Director
Section 4 Collections related and research income			Director of Collections & Research

Income Generation			
Commercial income area	Key actions and activities	Milestone date	Director responsible and lead staff
Research			
	Report quarterly and deliver research grants target of net income of £30k	March 2019	Director of Collections & Research, Head of Research
Collections related			
	Report quarterly and deliver specimen loans to achieve annual target income of £60k	March 2019	Director of Collections & Research
	Deliver Japan tour and associated fees and target income of £72k	March 2019	Director of Collections & Research
	Report quarterly and deliver annual income target of £80k for consultancy fees	March 2019	Director of Collections & Research, Keepers of Collections & Research
	Report quarterly and deliver Collections & Research Services annual income target of £26k	March 2019	Director of Collections & Research, Keepers of Collections & Research
Section 5 Activities and events			Director of Learning & Engagement
Activities – deliver annual income of £29k			
	Deliver monthly Trails and Tours at St Fagans	March 2019	Events Manager

Income Generation			
Commercial income area	Key actions and activities	Milestone date	Director responsible and lead staff
	Facilitate and deliver holiday workshops and other seasonal activities	March 2019	Events Manager
	Facilitate monthly courses	March 2019	Events Manager
	Pilot pop-up cinema	July 2018	Events Manager
Events – deliver annual income of £145k			
	Deliver Roman Empire event at National Roman Legion Museum and target income	June 2018	Events Manager
	Deliver Food Festival at St Fagans and target income	Sept 2018	Events Manager
	Deliver Halloween Nights at St Fagans and target income	Oct 2018	Events Manager
	Deliver Christmas Nights at St Fagans and target income	Dec 2018	Events Manager
	Host markets from quarter 1 to quarter 3 at St Fagans and deliver target income	Nov 2018	Events Manager
	Pilot sleepover event at St Fagans	June 2018	Events Manager
Section 6 Visitor experience and operations			Director of Gallery Development & Visitor Experience
Visitor income – deliver annual income of £53k			
	Report quarterly and deliver the JobaKnock priority ticket	March 2019	Head of Big Pit and National Roman Legionary Museum

Income Generation			
Commercial income area	Key actions and activities	Milestone date	Director responsible and lead staff
	<p>system for underground tours at Big Pit and deliver annual income target.</p> <p>(Formal education groups and underground tour remain free.)</p>		
	Deliver livestock sales at St Fagans farm and annual target income	March 2019	Head of St Fagans

Part 11 Financial Information 2018/19

REVENUE INCOME & EXPENDITURE ACCOUNT

	Actual 2017/18 £'000	Budget 2018/19 £'000
INCOME		
Revenue Grant in Aid	22,218	21,840
One-off Grant-in-Aid re. pay remit	650	-
Income Generation (see table below)		
Trading Subsidiary profit and recharges	805	963
Net Collections & Research Charging and Research income	322	450
Core Revenue Fundraising	175	450
	1,302	1,863
Transfer from Private Funds	54	73
Cash Brought Forward from previous year		2,482
TOTAL INCOME	24,224	26,258
EXPENDITURE		
Staff Costs	16,780	18,194
Operating Costs	5,831	6,639
Contributions to costs - including contribution from City & Council of Swansea for NWMS costs, People's Collection Grant, project grants	(1,665)	(1,586)
St Fagans Redevelopment Costs	675	-
VRS Costs	14	250
Premium Payments Buy-out and Backdated Salary Increases	107	929
Carried forward commitments including third-party funds		1,832
TOTAL EXPENDITURE	21,742	26,258
In year surplus carried forward	2,482	-

Income Generation	Budget 2018/19	
	Gross £'000	Net £'000
Trading Subsidiary profit and recharges	3,750	963
Net Collections & Research Charging and Research income	975	450
Core Revenue Fundraising	450	450
Contributions to costs	1,586	-
	6,761	1,863

Comments:

- The 2018/19 figures are per the most recently available high level budget forecast.
- The 2017/18 figures are per the most recently available draft management accounts.
- Revenue grant in aid includes a £730,000 addition which is not currently included in the baseline grant in aid figure.
- The cash brought forward figure is draft. It will be fully allocated to expenditure commitments.
- Trading subsidiary profits include income from facilitated school visits, and income from Invest to Save funded activities where these have commenced.
- Contributions to costs includes £565k contribution from the City & Council of Swansea towards NWMS running costs, £290k People's Collection Wales grant and research grants.
- VRS costs include Invest to Save repayment of £250k.

DRAFT CAPITAL INCOME & EXPENDITURE ACCOUNT

	Actual 2017/18 £' 000	Budget 2018/19 £' 000
INCOME		
Capital grant in aid	4,050	166
Capital grant in aid c/f to 2018/19		3,320
TOTAL INCOME	4,050	3,486
EXPENDITURE		
Main Programme and Backlog	613	3,486
St Fagans redevelopment project	137	0
Other projects	0	477

TOTAL EXPENDITURE	750	3,963
B/FWD SURPLUS/(DEFICIT)	497	477
SURPLUS/(DEFICIT) IN YEAR	3,300	(477)
C/FWD SURPLUS/(DEFICIT)	3,797	0

Comments:

- The 2017/18 figures are per the most recent draft management accounts.

DRAFT SPECIMEN INCOME & EXPENDITURE ACCOUNT

	Actual	Budget
	2017/18	2018/19
	£' 000	£' 000
INCOME		
Specimen Grant in Aid	269	269
Cash Carried Forward	59	161
Contributions	58	0
TOTAL INCOME	386	430
EXPENDITURE		
Fieldwork & Department Allocations	165	377
St Fagans HBU	17	23
St Fagans Redevelopment Project	0	0
Special Purchases	43	30
Reserves	161	0
TOTAL EXPENDITURE	386	430

Comments:

- The cash carried forward figure is draft.
- The 2017/18 figures are per the most recent draft management accounts.