

# Amgueddfa Cymru: Operational Plan 2019/2020

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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 2018/19, this story was enhanced with the completion of the redevelopment of St Fagans National Museum of History which included the opening of the new galleries, Gweithdy and Llys Llywelyn. For the second year in a row, our visitor figures hit an all-time record with 1,887,196 visitors to the seven national museums. This once again cements the success of the free entry policy to all national museums in Wales which was introduced by the Welsh Government in 2001/2 as visitor figures in 2018/19 were 147% higher than they were prior to this policy. .

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 of Amgueddfa Cymru

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.

In 2018, we worked with our staff and trustees to review and agree our core values, which are now being embedded throughout the organisation.

## Ein Gwerthoedd

### Creadigrwydd

Rydym yn ysbrydoli creadigrwydd trwy ein hamgueddfeydd, casgliadau a thrwy ddoniau ein staff a'n gwirfoddolwyr.

### Cyfrifol

Rydym yn gyfrifol am ein gilydd ac eraill ac yr amgylchedd, gan ofalu am les ein gilydd yng ogystal a'r casgliadau cenedlaethol.

### Gonest

Rydym yn gweithredu'n onest ym mhob agwedd ar ein gwaith. Gellid ymddiried ynom ac rydym yn arddel safonau proffesiynol.

### Cynhwysol

Mae ein hamgueddfeydd yn gynhwysol, ac rydym yn parchu amrywiaeth ein staff a'n hymwelwyr.

### Cydweithio

Rydym yn cydweithio – boed hynny gyda'n gilydd, gyda chymunedau neu gyda'n partneriaid lleol, cenedlaethol neu ryngwladol.



## Our Values

### Creativity

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

### Responsibility

We are responsible towards each other, our visitors and the environment, caring for each other's well-being as well as the national collections.

### Integrity

We act with integrity at all times, maintaining professional standards by being honest and trustworthy.

### Inclusion

Our museums are inclusive, and we respect the diversity of both our staff and visitors.

### Collaboration

We work collaboratively, with each other, with communities, and with local, national and international partners.

# Part 4 Our Vision and 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 – Inspiring People, Changing Lives, is already well aligned to the national goals set out in the Act, as well as other Welsh Government strategies including Prosperity for All. We are continuously working with partners to provide and 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.

Our Vision Commitments and 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, whilst our commitments can be seen below.

## Ysbrydoli Pobl, Newid Bywydau

### Ein Hymrwymiadau

Mae pedwar maes allweddol i'n hymrwymiadau:

#### Ffynnu

- Gweithredu fel stiwardiaid ein treftadaeth ddiwylliannol a naturiol er lles cenedlaethau'r dyfodol yng Nghymru.
- Datblygu, cynnal ac arallgyfeirio ein hadnoddau.
- Datblygu ein harlwy twristiaeth ddiwylliannol i gefnogi economi Cymru.

#### Dysgu

- Datblygu sgiliau ein staff a'r bobl sy'n defnyddio ein gwasanaethau.
- Hyrwyddo dealltwriaeth y cyhoedd o iechyd a llesiant.
- Hyrwyddo dysgu am oes a darparu cyfleoedd.

#### Profiad

- Adeiladu a chynnal gofodau ffisegol a digidol croesawgar.
- Adrodd straeon ysbrydoledigtrwy arddangosfeydd a digwyddiadau.

#### Cyfranogi

- Datblygu cyweithiau a rhwydweithiau partner effeithiol a chynaliadwy.
- Cynnwys pobl a chymunedau yn ein gwaith.

## Inspiring People, Changing Lives

### Our Commitments

Our commitments for delivering the Vision are in four key areas:

#### Prosper

- 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

- Building and maintaining welcoming physical and digital spaces.
- Telling inspiring stories through exhibitions and events.

#### Participate

- Building sustainable, effective partnership networks and collaborations.
- Involving people and communities in shaping and taking part in our work.

#### Learn

- 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.



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



Primary contributor

Potential opportunity

			1	2	3	4	5	6	7
<b>Ffynnu/ Prosper</b>	01	Acting as stewards of our cultural and natural heritage for the future generations of Wales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	02	Thriving, sustaining and diversifying our resources	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	03	Building our cultural tourism offer in support of the Welsh economy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Profiad/ Experience</b>	04	Building and maintaining welcoming physical and digital spaces	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	05	Telling inspiring stories through exhibitions and events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Dysgu/Learn</b>	06	Developing the skills of our staff and the people who use our services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	07	Promoting public understanding of health and well-being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	08	Promoting and delivering learning for life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Cyfranogi/ Participate</b>	09	Building sustainable, effective partnership networks and collaborations	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	10	Involving people and communities in shaping and taking part in our work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

## **Part 5 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 are expanding 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 are also seeking 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 are further embedding people's rights to cultural participation with support from the Paul Hamlyn Foundation and the Heritage Lottery Fund's initiative Kick the Dust.

We are driving real progress in each of our commitment areas over the next two years to 2021. We set out in this section the underpinning for the commitments; in section 6 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 2017/18 we raised £7.2m from all non-GIA resources (which includes our trading company NMGW Enterprises Ltd, research and expert consultancies, donations and sponsorship). In 2019/20 we will be recruiting a Commercial Director to lead an expansion of our income generating activities. This will build on the successes achieved in this area in 2018/19, which included the opening a high ropes course at St Fagans and developing 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. Within the limits of the funding available to us, we also try to 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 had the internationally significant exhibitions *Kizuna: Japan, Wales, Design* and *Artes Mundi 8* at National Museum Cardiff. We also had 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, and sleepovers at National Museum Cardiff, 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 6 Amgueddfa Cymru in 2021: What Success Will Look Like

We are ambitious to continue to improve our collections, buildings and services for the public and in 2016, we set out our aspirations of our plans for the next five years. Our vision for Amgueddfa Cymru in 2021 was based on the assumptions that we are able to sustain our resources at least at the levels available to us in 2019/20, 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 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 of England
- 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 7 Our Plans 2019/20

Acronyms used in table: Senior Leadership Team (SLT); Museum Leadership Team (MLT); Performance Review Committee (PRC)

ACTIVITY	Reporting/ Delivery date	Director Lead and Project Lead	For Future Operational Plans 2020-21 onwards
<b>FFYNNU – PROSPER</b>			
<b>Strategic Objective 1: Acting as stewards of our cultural and natural heritage for the future generations of Wales</b>			
1 Monitor and report organisational performance	1.1 Monthly SLT Quarterly Board and its committees	Director General; SLT and Head of Policy and Public Affairs	
2 Ensure Financial Stewardship, Financial Planning budget management and Governance are monitored and reported	2.1 Monthly SLT Quarterly Board and PRC 2.2 Unqualified audited accounts approved by Trustees and signed off by WAO by July 2019	Director of Finance & Corporate Resources; Head of Finance	
3 Ensure GDPR compliance and protection of our digital assets and information	3.1 Quarterly Board and PRC	Director of Finance & Corporate Resources; Head of ICT	Maintain CyberEssentials certification
4 Implement the Welsh Language Standards as outlined in Amgueddfa	4.1 Sign off Action Plan for 2019-20, April 2019	Director of Learning and Engagement; Welsh Language Coordinator	Develop international recognition for bi-lingual and plurilingualism interpretation.

<p>Cymru's Welsh Language Policy, by March 2020</p>	<p>4.2 Report against Action through the Welsh Language Monitoring group, quarterly to Board and committees</p> <p>4.3 Publish Annual Report on Welsh Language Compliance, September 2019</p> <p>4.4 Support activities relating to UNESCO's Year of Indigenous Languages</p>		<p>Establish Welsh in the workplace lessons for staff with progression pathways.</p> <p>Audit Welsh language provision across public programme.</p>
<p>5 Progress the review of the Corporate Health and Safety Management System</p>	<p>5.1 Induct new H&amp;S advisory contractor by May 2019</p> <p>5.2 Delivery of plan for progressing development of bi-lingual H&amp;S management system by September 2019</p>	<p>Director of Gallery Development and Visitor Experience; Head of Museums</p>	<p>Delivery plan rollout, and testing of system will continue into 2020/21</p>
<p>6 Review and update Strategic 10 year maintenance backlog programme</p>	<p>6.1 Review and update Essential Maintenance Works programme by May 2019</p>	<p>Director of Gallery Development and Visitor Experience; Head of Buildings and Estates</p>	
<p>7 Deliver Sustainability Action Plan</p>	<p>7.1 Sustainability Forum to deliver Carbon Literacy in the Workplace training to all departments by October 2019</p>	<p>Director of Gallery Development and Visitor Experience; Head of National Wool Museum</p>	<p>Annual – explore strategic energy saving partnerships</p>

	7.2 Quarterly progress reports against plan targets to SLT and PRC  7.3 Annual progress report to Board		
8 Develop museum-wide storage strategy to increase access to national collections	8.1 Complete remedial action for storage works that are vulnerable or inaccessible by June 2019  8.2 Complete draft storage strategy by September 2019	Director General Keepers of Art, History and Archaeology, Natural Science and Collections Services	Implement action plan arising from strategy
9 Implement Collection Development Strategy	9.1 Deliver against Action Plan for 2019-20. Report quarterly to SLT and annually to Board	Director of Learning and Engagement; SLT; Keepers of Collections Service; Art; History and Archaeology and Natural Sciences	As per priorities in Action Plan
10 Work towards application for archive accreditation	10.1 Quarterly reporting to SLT  10.2 Submit application for archive accreditation by March 2020	Director General; Keeper of Collections Services	
11 Develop Action Plan to further deliver against the Environment (Wales) Act	11.1 Action plan developed for implementation January 2020	Director of Gallery Development and Visitor Experience; Keeper of Natural Sciences	Transfer knowledge gained to other departments, divisions
<b>Strategic Objective 2: Thriving, sustaining and diversifying our resources.</b>			

<p>12 Increase Income from Enterprises Ltd and diversify and increase commercial income generation across Amgueddfa Cymru</p>	<p>12.1 Actions outlined and reported via separate Income Plan</p> <p>12.2 Develop and deliver ERM (CRM) system, pending funding by quarter 4</p> <p>12.3 re-run recruitment process for Commercial Director, subject to Welsh Government approval, by quarter 3</p>	<p>Director of Finance and Corporate Resources; and Commercial Director</p>	
<p>13 Creating &amp; delivering a digital environment that enables agile working and collaboration.</p>	<p>13.1 Review Stôr and Office 365 by July 2019</p>	<p>Director of Finance and Corporate Resources; and Head of IT</p>	
<p>14 Deliver against Our Equality Objectives and Action Plan</p>	<p>14.1 Internal Steering group Established, April 2019</p> <p>14.2 Training Needs analysis developed by September 2019</p> <p>14.3 Training Plan implemented by December 2019</p> <p>14.4 Quarterly reports against Action Plan</p>	<p>Director of Learning and Engagement; Director of Finance and Corporate Resources; Head of HR</p>	

<p>15 Deliver Essential Maintenance Work packages to programme and scope in line with confirmed funding package</p>	<p>15.1 Reporting against programme schedule via Monthly SLT Quarterly PRC and Board</p> <p>15.2 Reopen National Roman Legion Museum by October 2019</p>	<p>Director of Gallery Development and Visitor Experience; Head of Buildings and Estates</p>	<p>Programme of work in scheduled to end in 2021</p>
<p>16 Diversify and increase income generation across Collections and Research</p>	<p>16.1 Deliver actions outlined and reported via separate Income Plan</p>	<p>Director of Learning and Engagement; Director of Gallery Development and Visitor Experience; All Keepers</p>	<p>Continue to deliver to targets</p>
<p>17 Develop an approach to international touring exhibitions and a portfolio of viable exhibition projects</p>	<p>17.1 Portfolio agreed by December 2019</p>	<p>Director General. Director of Gallery Development and Visitor Experience; Keeper of Art</p>	<p>Expand touring exhibition portfolio</p>
<p>18 Review criteria for loans</p>	<p>18.1 Review and simplify criteria for loan processes by October 2019</p>	<p>Director of Learning and Development, SLT and all Keepers</p>	
<p>19 Review the way in which we engage with our audiences as supporters, customers, and opinion formers</p>	<p>19.1 Publish results of new, extensive visitor profile survey by December 2019</p> <p>19.2 Using results of the visitor profile survey begin work on producing a new Marketing Strategy in Q4</p>	<p>Development Director; Head of Marketing and Communications</p>	<p>Adoption of new CRM system, dependent on funding.</p> <p>Upskill team to be able to use the system effectively.</p>

<p>20 Deliver increased philanthropic support for restricted projects, unrestricted funding and capital fundraising through individual donations, trusts, legacies and sponsorship</p>	<p>20.1 £1.3m raised for capital and restricted projects by 31 March 2020</p> <p>20.2 0.55m raised in unrestricted donations by 31<sup>st</sup> March 2020</p>	<p>Director General; Development Director</p>	
<p><b>Strategic Objective 3: Building our cultural tourism offer in support of the Welsh economy</b></p>			
<p>21 Complete the delivery of St Fagans redevelopment programme</p>	<p>21.1 Commence Sleepovers in Llys Llywelyn by May 2019</p> <p>21.2 Complete summative evaluation outline by September 2019</p> <p>21.3 Complete summative evaluation report by March 2020</p>	<p>Director of Finance and Corporate Resources; Director of Learning and Engagement; Central Project Team</p>	<p>Ensure evaluation informs future redevelopment</p>
<p>22 Develop options for redevelopment of National Slate Museum</p>	<p>22.1 Complete options appraisal by March 2020</p>	<p>Director of Finance and Corporate Resources; Head of the National Slate Museum; Project Team.</p>	<p>On the basis of our experience at St Fagans, this could extend for up to eight to ten years</p>

23 Continue to support the Slate Landscapes World Heritage Bid	23.1 As required during the course of 2019-20	Director of Gallery Development and Visitor Experience; Head of the National Slate Museum	Extend access to all other slate related collections and curatorial expertise held by Amgueddfa Cymru
24 Agree strategic goals for Roman Caerleon working with Cadw and other partners to develop visitor experience and future concept potential	24.1 Work with Cadw to develop strategic goals and seek Welsh Government support. Pause all other work on project until this is in place, then progress as agreed	Director General. Director of Gallery Development and Visitor Experience; Head of the National Roman Legion Museum; Project Team.	Delivery as part of 10 Year Strategy.
25 Take forward Masterplanning at National Museum Cardiff	25.1 Establish core National Museum Cardiff masterplan project team by May 2019 and agree terms of reference and work plan  25.2 Report quarterly to SLT Report annually to PRC	Director of Gallery Development and Visitor Experience; Project Team	Up to 10 years – phased and funding dependent
26 Support WG in taking forward recommendations of the National Gallery of Contemporary Art	26.1 Dependent on timetables set out by Welsh Government	Director General; SLT; Head of Policy and Public Affairs; Keeper of Art	Continue to contribute as required

27 Support WG in taking forward recommendations of the Welsh Football Museum.	27.1 Dependent on timetables set out by Welsh Government	Director General; SLT; Head of Policy and Public Affairs; Keeper of History and Archaeology	Continue to contribute as required
28 Link the Marketing Plans for each Museum site to the marketing plans of Visit Wales, Welsh Government and local authorities	28.1 Develop an RTEF bid focussed on the 'Wales Way' by April 2019  28.2 Dependent on funding deliver new marketing plans to promote cultural tourism in Wales by January 2020	Development Director; Head of Marketing and Communications	Promote itineraries as part of campaign planned for 2020 to refresh and promote Amgueddfa Cymru's core offer.
<b>PROFIAD - EXPERIENCE</b>			
<b>Strategic Objective 4: Building and maintaining welcoming physical and digital spaces</b>			
29 Develop and continuously improve the Amgueddfa Cymru website	29.1 Commission accessibility testing of the website by May 2019  29.2 Implement an accessibility action plan based on recommendations by March 2020  29.3 Continue improving reach of the website by producing wide ranging and diverse content through Editorial	Director of Gallery Development and Visitor Experience; Head of Digital Media	

	<p>Group, Curatorial Content Group (ongoing)</p> <p>29.4 Audit and redesign the About Us sections of the website to incorporate the Vision, Commitments and Values by December 2019</p>		
30 Creating and enabling a digital environment that supports the visitor experience	30.1 Further develop Virtual Reality and Augmented Reality experiences, based on pilot at National Museum Cardiff by Dec19 (VR) and Mar20 (AR)	Director of Gallery Development and Visitor Experience; Head of Digital Media	Provide secure, robust, scalable infrastructure
31 Deliver the Visitor Experience Action Plan – outcome to deliver excellence	<p>31.1 Quarterly reporting on VE action plan to SLT/MLT and annual to the Board</p> <p>31.2 Embed the Visitor Charter across Amgueddfa Cymru by September 2019</p> <p>31.3 Maintain Visitor Attraction Quality Assurance Service (VAQAS) award and create Action Plan following report by October 2019</p>	Director of Gallery Development and Visitor Experience; Head of St Fagans National Museum of History	

	31.4 Scope and test Digital visitor feedback system (pilot NMC) by March 2020		
32 Review and develop the Collections Digitisation Strategy	32.1 Develop Action Plan by September 2019  32.2 Deliver Action Plan, including digitisation of David Hurn Collection by March 2020  32.3 Report quarterly to SLT and annually to Board	Director General; SLT, Keepers of Collections Services; Art, History and Archaeology, Natural Sciences	
<b>Strategic Objective 5 – Telling inspiring stories through exhibitions and events</b>			
33 Review presence at National Events by March 2020	33.1 Deliver Amgueddfa Cymru presence at the RHS show, April 2019; Urdd Eisteddfod, May 2019; National Eisteddfod, August 2019; Pride, August 2019	Director of Learning and Engagement; Head of Marketing and Communications; Events Manager; Head of Policy and Public Affairs; Development Director	Review all national events, provide recommendations to inform programme for 2020-21
34 Deliver an annual programme of events by March 2020	34.1 Quarterly and annual reporting against activity	Director of Learning and Engagement; Events Manager	Further develop the out of hours programme, courses programme and other income generating events
35 Promote and advocate AC-NMW's work re Cultural Rights, through multiple channels	35.1 Incorporate into Communications and Advocacy Strategy by September 2019	Director General; Head of Communications and Marketing; Head of Policy and Public Affairs	Focusing on increasing engagement and participation presence on AC-NMW website and elsewhere

36 Update strategy action plan for Exhibitions 2014 – 24	36.1 March 2020	Director of Gallery Development and Visitor Experience, Head of Exhibitions	Development of future exhibitions will also be part of the work around the ten year strategy of Amgueddfa Cymru
37 Deliver annual Exhibition programme for 2019/20	37.1 Quarterly reporting to SLT/MLT and annual report to Board  37.2 Approval of programme by SLT	Director of Gallery Development and Visitor Experience, Head of Exhibitions – details outlined in exhibition programme	Development work for future programmes up to 2025
38 Development work undertaken for future exhibitions programme, with lead-in time of 3 to 5 years	38.1 Quarterly reporting to SLT/MLT and annual report to Board	Director of Gallery Development and Visitor Experience, Head of Exhibitions – details outlined in exhibition programme	Development of future exhibitions will also be part of the work around the ten year strategy of Amgueddfa Cymru
39 Deliver the marketing and communications strategy which includes one to one marketing and high profile campaigns	39.1 Deliver the existing strategy, and begin work on longer term strategy based on visitor profile study in Q4  39.2 Deliver the Visitor Targets for 2019/20 by complementing our exhibitions and events programmes with engaging marketing campaigns.	Director General; Development Director; Head of Marketing and Communications	Further develop Amgueddfa Cymru's corporate identity working with the Museum Leadership Team

	Reported every Quarter as Key Performance Indicators		
<b>DYSGU – LEARN</b>			
<b>Strategic Objective 6: Developing the skills of our staff and the people who use our services</b>			
40 Deliver skills based learning programmes	40.1 Deliver Fusion and the Cultural Ambition Programme, with quarterly reporting to Cultural Inclusion Board  40.2 Deliver Welsh language learning <i>Ar Lafar</i> Festival by May 2019	Director of Learning and Engagement; Community Engagement Manager and Heads of Museums	Cultural Ambition programme is also scheduled for 2020-21  Developing a framework and budget for apprenticeships at Amgueddfa Cymru
41 Develop and deliver an annual programme of volunteering opportunities	41.1 Quarterly and annual reporting to Board of Trustees	Director of Learning and Engagement; Community Engagement Manager	Target departments who currently do not support volunteers
42 Deliver Skills Action Plan developed as part of Historic Wales Strategic Partnership, pending funding	42.1 Develop draft skills audit by December 2019, pending funding  42.2 Undertake skills analysis by July 2020, pending funding	Director of Learning and Engagement; Head of HR	Ongoing

	42.3 Quarterly report to Historic Wales Strategic Partnership		
<b>Strategic Objective 7: Promoting public understanding of health and well-being</b>			
43 Embed well-being initiatives linked to well-being values.	<p>43.1 Finalise wellbeing framework by July 2019</p> <p>43.2 Develop staff well-being action plan by September 2019 and begin implementation in Q3</p> <p>43.3 Report as part of HR report to PRC</p> <p>43.4 Analyse absence data to identify interventions targeted at most prevalent reasons for absence, by July 2019</p>	Director of Learning and Engagement; Head of HR	
44 Develop and deliver public programmes to support health and wellbeing and Welsh Government work on loneliness and isolation	44.1 Establish Action Plan to further develop health and wellbeing interventions and programmes by September 2019	Director of Learning and Engagement; Learning Manager with strategic responsibility for health and wellbeing	Pending recommendations from current review of Health and Wellbeing opportunities – reframe aspects of the public programme

	44.2 Quarterly reporting to the Board on activity programmes including age friendly initiatives		Additional external funding required to develop programme
<b>Strategic Objective 8: Promoting and delivering learning for life</b>			
45 Work towards Investors in People assessment	45.1 Action Plan developed by October 2019  45.2 Action Plan implemented between July 2019 – July 2020 Quarterly reports to SLT and HDF	Amgueddfa Cymru Steering Group; SLT and Heads of Museums and Departments	Assessment to take place by October 2020
46 Deliver formal learning programmes and digital resources for schools	46.1 Quarterly and annual reporting against Key Performance Indicators to HDF, SLT and Board.	Director of Learning and Engagement; Head of Learning and Interpretation	Monitor impact of new curriculum
47 Deliver informal learning programmes including Early Years and Family and Intergenerational Learning	47.1 Quarterly and annual reporting against Key Performance Indicators to HDF, SLT and Board	Director of Learning and Engagement; Head of Learning and Interpretation	Further explore potential of delivering intergenerational learning
48 Deliver evaluation of Fusion project, pending funding	48.1 Quarterly report to Fusion Cultural Inclusion Board  48.2 Publish 2017-18 Evaluation Report in July 2019  48.3 Draft 2018-19 Evaluation Report in April 2020	Director of Learning and Engagement; Community Engagement Manager	Review Fusion funding and operational structure with the Museums Archives and Libraries Division (MALD). Apply for long term funding (in partnership)

<p>49 Complete the Research Strategy Action Plan and maintain IRO status</p>	<p>49.1 Complete research Strategy Action Plan by March 2020, and implement Research Plan Code of Ethics</p> <p>49.2 Deliver Xylella project with international partners in accordance with Action Plan</p> <p>49.3 Seek funding for research projects which support the Wellbeing of Future generations Act by quarter 4.</p> <p>49.4 Organise meeting for higher education institutions and national research bodies on research strategies and potential for collaboration</p> <p>49.5 Report progress to SLT and Research Advisory Board annually in November</p>	<p>Director General; SLT; Head of Research; Keeper of Natural Sciences</p>	
<p><b>CYFRANOGLI – PARTICIPATE</b></p>			
<p><b>Strategic Objective 9: Building sustainable, effective partnership networks and collaborations</b></p>			
<p>50 Build and sustain a broad range of local, national and international partnership networks</p>	<p>50.1 Report quarterly via Director General’s report to the Board of Trustees</p>	<p>Director General; SLT; MLT; Head of Policy and Public Affairs</p>	

	50.2 Incorporate this work into the Advocacy Strategy by September 2019		
51 Continue work in partnership to facilitate sharing of national collections through loans and exhibitions with local museums in Wales	<p>51.1 Review touring exhibitions with partners in Wales by September 2019</p> <p>51.2 Report quarterly to SLT and annually to Board of Trustees</p> <p>51.3 Implement and monitor new approach to sharing collections in Wales developed with the Federation of Museums and Art Galleries of Wales to museums across Wales by September 2019</p> <p>51.4 Report quarterly to SLT and annual to the Board on high level strategic partnerships including Oriel y Parc, Wrexham Museum, Cardiff Story Museum and the Hen Goleg in Aberystwyth to deliver exhibitions and exhibits</p>	Director of Learning and Engagement; Director of Gallery Development and Visitor Experience; Touring Exhibitions Manager; Head of Policy and Public Affairs; Keepers of Art; Natural Sciences; Collections Services and History and Archaeology	Continue to work in partnership with Welsh galleries and museums.

<p>52 Deliver a series of PR launch events to celebrate our public programme</p>	<p>52.1 Review our priority audiences and programme for the year by December</p> <p>52.2 Quarterly and Annual Reporting to Board</p>	<p>Director General; Development Director; Head of Marketing and Communications</p>	<p>Build on progress.</p>
<p>53 Contribute to sub groups of Historic Wales Partnership (commercial, visitor experience and back of house)</p>	<p>53.1 Bi monthly report to partnership and deliver to action plan.</p> <p>53.2 Deliver workshops to north and south Wales for wider museum, library and heritage sector by quarter 4.</p> <p>53.3 Explore potential for cross selling of membership between national heritage bodies by quarter 4.</p>		
<p><b>Strategic Objective 10: Involving people and communities in shaping and taking part in our work</b></p>			
<p>54 Deliver Hands on Heritage, the Kick the Dust initiative to increase youth engagement in heritage</p>	<p>54.1 Quarterly and annual reporting against Action Plan to Project Board and Heritage Lottery Fund</p> <p>54.2 Deliver by March 2020</p>	<p>Director of Learning and Engagement; Community Engagement Manager</p>	<p>Formats could make Amgueddfa Cymru governance more participatory with youth led decision making processes established</p>

<p>55 Facilitate Amgueddfa Cymru's Participatory Forums</p>	<p>55.1 Quarterly Consortium meetings with partner organisations and participants</p> <p>55.2 Quarterly and annual reporting to Board</p>	<p>Director of Learning and Engagement; Community Engagement Manager;</p>	<p>Establish participatory models</p>
<p>56 Review our Governance Structures, and how forums can input into governance</p>	<p>56.1 Undertake review and report by January 2020</p>	<p>Deputy Director General; Head of Policy and Public Affairs; Community Engagement Manager</p>	
<p>57 Undertake consultation for Amgueddfa Cymru's next ten year strategy with communities and participants to enable Cultural Rights and deliver against the goals outlined in the Wellbeing of Future Generations Act</p>	<p>57.1 By September 2019, complete planning work for developing the strategy</p> <p>57.2 By March 2020, undertake consultation internally and externally</p> <p>57.3 Report quarterly on progress to SLT and Heads of Department Forum</p>	<p>Director General; SLT Head of Policy and Public Affairs</p>	<p>Complete consultation by March 2020. Take forward development of strategy for launch in March 2021.</p>
<p>58 Continue to develop People's Collections Wales (PCW) with strategic partners and Welsh Government</p>	<p>58.1 Deliver plan and report quarterly to PCW Management Board; Welsh Government Quarterly Monitoring Meetings and PRC</p> <p>58.2 Contribute strategic input into Welsh Government review</p>	<p>Director of Finance and Corporate Resources; Head of Digital Media</p>	<p>Continue to deliver People's Collections Wales as part of federated partnership</p>

	of People's Collection Wales by quarter 4.		
59 Develop Revised Internal Communications Plan and Deliver	<p>59.1 Through liP communications sub-group, review and update existing internal communications strategy and action plan by October 2019</p> <p>59.2 Organise the annual staff training day November 2019</p>	Director General; Head of Policy and Public Affairs	Maintain effective internal communications across Amgueddfa Cymru
60 Begin review of Amgueddfa Cymru's current brand	<p>60.1 Scope branding project and share with colleagues on SLT and MLT by April</p> <p>60.2 Brand saliency exercise and brand audit by December</p> <p>60.3 Begin work on reviewing key messages currently used by June</p>	Development Director; Head of Marketing and Communications	<p>Depending on decisions from SLT and MLT, enlist external support to carry out more in depth brand review.</p> <p>Progress to the next step, developing ideas.</p> <p>More long term, build the right kind of experiences around the brand so that others feel empowered to talk about us in a constructive way.</p>

## Part 8 Performance Indicators 2019/20

<b>Metrics</b>	<b>Definition</b>	<b>Target 2019/ 20</b>	<b>Frequency</b>	<b>Director Responsible</b>
<b>Number of visits</b>	Total number of visits to our museums and exhibitions.	1,803,000 *National Roman Legion Museum will be closed for roof works from September 2018	Quarterly	Director of Gallery Development & Visitor Experience
<b>Case studies and narratives</b>	Case studies demonstrating impacts of our public programmes including events, exhibitions and learning.	2 case studies published per quarter.	Quarterly	Director of Learning & Engagement
<b>Number of website visits (KPM)</b>	The number of website visits	1,600,000	Quarterly	Director of Gallery Development & Visitor Experience
<b>Number of social media followings (KPM)</b>	The number of followers to our social media channels	150,000	Quarterly	Director of Gallery Development & Visitor Experience
<b>Number of formal learning participants (KPM)</b>	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
<b>Number of informal</b>	Total number involved in informal learning	320,000	Quarterly	Director of Learning & Engagement

<b>Metrics</b>	<b>Definition</b>	<b>Target 2019/ 20</b>	<b>Frequency</b>	<b>Director Responsible</b>
<b>learning participants (KPM)</b>				
<b>Impact Case Study</b>	Impact case study demonstrating impacts of our community engagement, volunteering and Fusion programmes	Case study	Annually	Director of Learning & Engagement
<b>Value of media coverage (KPM)</b>	Net value of media coverage and narrative on reach and impact.	£8m	Annually	Development Director
<b>Total net income (KPM)</b>	Total net income from Collections & Research events, Enterprises, unrestricted revenue fundraising and donations	£2.1m	Quarterly	Director of Finance & Resources
<b>Capital fundraising (KPM)</b>	Total income from capital and project fundraising	£1.3m	Quarterly	Director General
<b>% staff in training and development</b>	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
<b>Number of volunteers</b>	Total number of volunteers across all our sites	700	Quarterly	Director of Learning & Engagement
<b>Number of volunteer hours (KPM)</b>	Number of volunteer hours (totalled cumulatively quarter by quarter)	23,000	Quarterly	Director of Learning & Engagement
<b>Number of objects catalogued to</b>	Number of additional objects computerised to inventory standard	20,000 objects by March 2020	Quarterly	Director General

<b>Metrics</b>	<b>Definition</b>	<b>Target 2019/ 20</b>	<b>Frequency</b>	<b>Director Responsible</b>
<b>computerised inventory level</b>				

## **Part 9     Income Generation Plan 2019/20**

**Income Generation at Amgueddfa Cymru comprises six main Areas:**

- Section 1 - Commercial Income – Enterprises
- Section 2 - Educational Visits
- Section 3 - Fundraising and Visitor Giving
- Section 4 - Collections and Research Income
- Section 5 - Activities and Events
- Section 6 – Visitor Experience and Operations

### **Commercial Income - Enterprises**

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

The main areas for Enterprises Commercial Activity:

- Retail
- Catering – Contract and In House Catering
- Car parking
- Filming and Licensing
- Corporate (Venue) Hire
- Corporate Lets

	<b>Income Generation</b>						
<b>Commercial Income Area</b>	<b>Key Actions and Activities</b>	<b>Milestone date</b>	<b>Director Responsible and Lead Staff</b>	<b>QUARTER 1</b>	<b>QUARTER 2</b>	<b>QUARTER 3</b>	<b>QUARTER 4</b>
<b>Income generation – Director of Finance &amp; Resources</b>							
	<b><i>Appoint Commercial Director</i></b>						
	Advertise Position	March 2019	Director of Finance & Resources Director General				
	Offer Appointment	May 2019	Director of Finance & Resources Director General				
<b>Section 1 : Commercial Income - Enterprises</b>		<b>Director Of Finance and Head of Enterprises</b>					
<b><i>Retail – achieve turnover of £1,400,000</i></b>							
	Further develop product ranges that support and reflect the collections at each Museum	March 2020	Commercial Manager				
	Deliver a new EPoS system across all shops and in-house cafes	September 2020	Commercial Manager and Head of Enterprises				
	Migrate the online shop to a new commercial platform	March 2020	Commercial Manager and Head of Digital Media				
	Explore pop-up opportunities on site at St Fagans	December 2019	Commercial Manager				

	<b>Income Generation</b>						
<b>Commercial Income Area</b>	<b>Key Actions and Activities</b>	<b>Milestone date</b>	<b>Director Responsible and Lead Staff</b>	<b>QUARTER 1</b>	<b>QUARTER 2</b>	<b>QUARTER 3</b>	<b>QUARTER 4</b>
	Deliver £35,000 additional turnover from the Dippy on Tour exhibition	January 2020	Commercial Manager				
<b>Venue and Corporate Hire – achieve turnover of £530,000</b>							
	Achieve venue hire corporate sales targets	March 2020	Head of Enterprises				
	Develop the corporate offer (packages) across National Museum Cardiff, St Fagans and National Waterfront Museum Swansea	December 2019	Head of Enterprises and Senior Functions Coordinators				
	Explore unique private hire experiences that maximise opportunities from the temporary exhibition programme in National Museum Cardiff	September 2019	Head of Enterprises and Senior Functions Coordinator				
	Work with Amgueddfa Cymru Comms team and Elior to promote new offers at National Museum Cardiff for corporate or special interest groups	October 2019	Head of Comms and Marketing, Head of Enterprises, Senior Functions Coordinator				

	<b>Income Generation</b>						
<b>Commercial Income Area</b>	<b>Key Actions and Activities</b>	<b>Milestone date</b>	<b>Director Responsible and Lead Staff</b>	<b>QUARTER 1</b>	<b>QUARTER 2</b>	<b>QUARTER 3</b>	<b>QUARTER 4</b>
<b>Catering – Head of Enterprises</b>							
	<b><i>In-House Catering – achieve turnover of £405,000</i></b>						
	Ensure operational costs are managed, margins are maintained and minimise losses	December 2019	Operations Manager				
	Put Site Action Plans in place to improve seasonal menus, introduce catering offers and maximise sales	January 2020	Operations Manager				
<b>Car Parking</b>							
	Explore opportunities for flexible payment system to replace current system at National Museum Cardiff	March 2020	Operations Manager				
	Improve signage in all car parks to maximise income, ensuring compliance with current regulations.	September 2019	Operations Manager				
<b>Filming</b>							
	Update location agreements and streamline	September 2019	Operations Manager				

	<b>Income Generation</b>						
<b>Commercial Income Area</b>	<b>Key Actions and Activities</b>	<b>Milestone date</b>	<b>Director Responsible and Lead Staff</b>	<b>QUARTER 1</b>	<b>QUARTER 2</b>	<b>QUARTER 3</b>	<b>QUARTER 4</b>
	filming/application process						
<b>Corporate Lets</b>							
	Maximise income by reviewing lets and ensuring prompt payment.	September 2019	Operations Manager				
<b>New Commercial Initiatives – achieve turnover of £137,000</b>							
CoedLan High Ropes Course, St Fagans	Maximise sales by developing an advance booking procedure.	March 2020	Operations Manager				
	Work with Operators to achieve KPIs.	October 2019	Head of Enterprises, Operations Manager				
	Work with Learning to develop an educational package that includes CoedLan	June 2019	Operations Manager, Learning Manager				
Open new Chip shop at St Fagans	Work with Elior to open new Chip Shop in St Fagans	October 2019	Director of Finance, Project Manager and Head of Enterprises				
<b>Section 2 : Educational Visits</b>		<b>Director of Learning, Participation and Engagement</b>					
<b>Educational Visits</b>							

	<b>Income Generation</b>						
<b>Commercial Income Area</b>	<b>Key Actions and Activities</b>	<b>Milestone date</b>	<b>Director Responsible and Lead Staff</b>	<b>QUARTER 1</b>	<b>QUARTER 2</b>	<b>QUARTER 3</b>	<b>QUARTER 4</b>
	Administer income from value added school based activity. Target Income: £20,000	June 2019	Head of Learning				
	Administer income from value added school based activity. Target Income: £13,000	September 2019	Head of Learning				
	Administer income from value added school based activity. Target Income: £21,000	December 2019	Head of Learning				
	Administer income from value added school based activity. Target Income: £21,000	March 2019	Head of Learning				
<b>Section 3: Fundraising and Visitor Giving</b>		<b>Development Director</b>					
<b>Visitor Donations</b>							
	<b><i>Increase Visitor Donations to achieve circa £135,000</i></b>						
	Increase visitor donations through better	£135,000 by	Development Director / Head of				

	<b>Income Generation</b>						
<b>Commercial Income Area</b>	<b>Key Actions and Activities</b>	<b>Milestone date</b>	<b>Director Responsible and Lead Staff</b>	<b>QUARTER 1</b>	<b>QUARTER 2</b>	<b>QUARTER 3</b>	<b>QUARTER 4</b>
	promotion of donations boxes.	31 March 2020	Comms and Marketing / Heads of Sites				
<b>Corporate Fundraising</b>							
	<b>Secure £35k+ in corporate sponsorship income for Exhibitions and Events</b>						
	Secure 10 new corporate supporters for events, exhibitions or spaces.	£25,000 by 31 March 2020	Development Director / Development Manager / Development Officer – Corporate Fundraising				
<b>Individual Supporter Schemes</b>							
	<b>Grow individual giving to over £160,000 income by March 2020 (includes: Membership Scheme, Patrons, Gift Circle, Major Gifts Legacies)</b>						
	Work with the Trustees of the Friends of Amgueddfa Cymru to secure their ongoing support.	£20,000 by 31 March 2020	Development Director / Development Manager / Membership Officer				
	Introduce a new low level membership	September 2019	Development Director / Development				

	<b>Income Generation</b>						
<b>Commercial Income Area</b>	<b>Key Actions and Activities</b>	<b>Milestone date</b>	<b>Director Responsible and Lead Staff</b>	<b>QUARTER 1</b>	<b>QUARTER 2</b>	<b>QUARTER 3</b>	<b>QUARTER 4</b>
	scheme for individuals and family members.		Manager / Membership Officer				
	Recruit new members to the Patrons Advisory Panel in order to promote the Museum Patrons scheme.	Sept 2019 - new members £40,000 by 31 March 2020	Development Director / Development Manager / Membership Officer				
	Introduce new opportunities to give at a higher level, for major donors, such as a Giving Circle and President's Circle.	£100,000 by 31 March 2020	Development Director / Development Manager / Development Officers				
	Introduce new legacy gift marketing and secure legacy income.	Sept 2019	Development Director / Development Manager / Development Officers				
<b>Trusts, Foundations and Grant applications</b>							
	<b><i>Deliver £1,280,000+ in funding for projects</i></b>						
	Secure funding relating to draw down of grant funding secured in prior financial year.	£237,000 by 31 March 2020	Development Director / Development Manager /				

	<b>Income Generation</b>						
<b>Commercial Income Area</b>	<b>Key Actions and Activities</b>	<b>Milestone date</b>	<b>Director Responsible and Lead Staff</b>	<b>QUARTER 1</b>	<b>QUARTER 2</b>	<b>QUARTER 3</b>	<b>QUARTER 4</b>
			Development Officers				
	Secure unrestricted funding through People's Postcode Trust.	£400,000 by 31 March 2020	Development Director / Development Manager / Development Officers				
	Secure Capital and Restricted Project support through Trusts and Foundations.	£600,000 by 31 March 2020	Development Director / Development Manager / Development Officers				
	Secure restricted project income through Statutory Funders.	£150,000 by 31 March 2020	Development Director / Development Manager / Development Officers				
<b>Section 4: Collections and Research Income</b>		<b>Director of Collections and Research</b>					

	<b>Income Generation</b>						
<b>Commercial Income Area</b>	<b>Key Actions and Activities</b>	<b>Milestone date</b>	<b>Director Responsible and Lead Staff</b>	<b>QUARTER 1</b>	<b>QUARTER 2</b>	<b>QUARTER 3</b>	<b>QUARTER 4</b>
<b>Research</b>							
	Report Quarterly and Deliver Research grants against annual target of net income of £190,000	March 2020	Head of Research				
<b>Collections Related</b>							
	Report quarterly and deliver loans to achieve annual target income of £208,000	March 2020	Director of Collections & Research				
	Report Quarterly and Deliver annual income target of £130,000 for consultancy fees	March 2020	Director of Collections & Research, Keepers of Collections and Research				
<b>Section 5: Activities and Events</b>		<b>Director of Learning, Participation and Engagement</b>					
<b>Events</b>							
	<b>Events in Quarter 1</b> Easter Trails across Amgueddfa Cymru and Pilot Craft Festival at St Fagans.	June 2019	Events Manager				

	<b>Income Generation</b>						
<b>Commercial Income Area</b>	<b>Key Actions and Activities</b>	<b>Milestone date</b>	<b>Director Responsible and Lead Staff</b>	<b>QUARTER 1</b>	<b>QUARTER 2</b>	<b>QUARTER 3</b>	<b>QUARTER 4</b>
	Target Income: £13,000						
	<b>Events in Quarter 2</b> Food Festival at St Fagans.  Target Income: £23,000	Sept 2019	Events Manager				
	<b>Events in Quarter 3</b> Halloween Nights, Markets and Christmas Nights at St. Fagans. New Lates programme at National Museum Cardiff. Talks,tours and workshops.  Target Income: £113,000	Dec 2019	Events Manager				
	<b>Events in Quarter 4</b> Sleepovers at National Museum Cardiff. Ghost Tours at St Fagans. Courses at St Fagans and National Museum Cardiff.  Target Income:£17,000	March 2020	Events Manager				

	<b>Income Generation</b>						
<b>Commercial Income Area</b>	<b>Key Actions and Activities</b>	<b>Milestone date</b>	<b>Director Responsible and Lead Staff</b>	<b>QUARTER 1</b>	<b>QUARTER 2</b>	<b>QUARTER 3</b>	<b>QUARTER 4</b>
<b>Section 6: Visitor Experience and Operations</b>		<b>Director of Gallery Development and Visitor Experience</b>					
<i>Visitor income</i>							
Big Pit	<i>The JobaKnock</i> priority ticket system for underground tours at Big Pit reported quarterly to achieve an annual income target of £25k.  <i>Formal education groups and underground tour remain free.</i>	March 2020	Head of Big Pit and National Roman Legion Museum				
St Fagan's Farm	Farming grants £20K. Income from sales £26K Total target = £46K	March 2020	Head of St Fagan's				

## Part 10 Financial Information 2019/20

	Actual 2018/19 £'000	Budget 2019/20 £'000
<b>INCOME</b>		
Revenue Grant in Aid	21,669	21,579
One-off Grant-in-Aid re. pay remit	396	
<b>Income Generation (see table below)</b>		
Trading Subsidiary profit and recharges	1,060	920
Net Collections & Research Charging and Research income	311	600
Core Revenue Fundraising	450	550
	<b>1,821</b>	<b>2,070</b>
<b>Transfer from Private Funds</b>	<b>55</b>	<b>87</b>
<b>Cash Brought Forward from previous year</b>	<b>2,813</b>	<b>2,958</b>
<b>TOTAL INCOME</b>	<b>26,754</b>	<b>26,694</b>
<b>EXPENDITURE</b>		
Staff Costs	18,242	19,571
Operating Costs	6,555	7,359
Contributions to costs - including contribution from City & Council of Swansea for NWMS costs, People's Collection Grant, project grants	(1,603)	(1,315)
Invest to Save VRS Loan repayments	250	1,250
Premium Payments Buy-out and Backdated Salary Increases	352	- 171
Carried forward commitments including third-party funds		
<b>TOTAL EXPENDITURE</b>	<b>23,796</b>	<b>26,694</b>
<b>In year surplus carried forward</b>	<b>2,958</b>	<b>-</b>

Income Generation	Budget 2019/20	
	Gross £'000	Net £'000
Trading Subsidiary profit and recharges	3,750	920
Net Collections & Research Charging and Research income	1,300	600
Core Revenue Fundraising	550	550
Contributions to costs	1,586	-
	<b>7,186</b>	<b>2,070</b>

**Comments:**

- The 2019/20 figures are per the most recently available high level budget forecast
- The 2018/19 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
- Contributions to costs includes £474k contribution from City & Council of Swansea towards NWMS running costs, £271k People's Collection Grant, and research grants.

**DRAFT CAPITAL INCOME & EXPENDITURE  
ACCOUNT**

	<b>Actual</b>	<b>Budget</b>
	<b>2018/19</b>	<b>2019/20</b>
	<b>£' 000</b>	<b>£' 000</b>
<b>INCOME</b>		
Capital Grant in Aid	830	817
Salix loans	-	1,024
Capital Grant in Aid c/f from 2018/19		2,646
<b>TOTAL INCOME</b>	<b>830</b>	<b>4,487</b>
<b>EXPENDITURE</b>		
Main Programme and Backlog	1,302	3,445
Other projects	542	1,042
<b>TOTAL EXPENDITURE</b>	<b>1,844</b>	<b>4,487</b>
B/FWD SURPLUS/(DEFICIT)	3,660	0
SURPLUS/(DEFICIT) IN YEAR	(1,014)	0
<b>C/FWD SURPLUS/(DEFICIT)</b>	<b>2,646</b>	<b>0</b>

**Comments:**

- The 2018/19 figures are per the most recent draft management accounts.
- The £817k Grant in Aid for 2019/20 does not include £700k which was deferred from 2018/19. Welsh Government to confirm whether this is received in 2019/20 or 2020/21.

**DRAFT SPECIMEN INCOME & EXPENDITURE  
ACCOUNT**

<b>Actual</b>	<b>Budget</b>
<b>2018/19</b>	<b>2019/20</b>
<b>£' 000</b>	<b>£' 000</b>

**INCOME**

Specimen Grant in Aid	269	269
Cash Carried Forward	161	214
Contributions	31	0
<b>TOTAL INCOME</b>	<b>461</b>	<b>483</b>

**EXPENDITURE**

Purchases, Fieldwork & Department Allocations	246	156
St Fagans HBU	1	38
Reserves – allocated to significant purchases	214	289
<b>TOTAL EXPENDITURE</b>	<b>461</b>	<b>483</b>

**Comments:**

- The 2018/19 figures are per the most recent draft management accounts.
- Reserves are retained for significant purchases as opportunities arise