

MINUTES OF THE BOARD OF TRUSTEES HELD ON 23 SEPTEMBER 2019
COMMITTEE ROOM, ST FAGANS NATIONAL HISTORY MUSEUM

Agenda no	Notes	Action by
	<p>PRESENT: Roger Lewis (in the Chair); Hywel John (Treasurer); Carys Howell; Catherine Duigan; Gwyneth Hayward; Hywel Ceri Jones; Jessica Seaton; Madeleine Havard; Michael Prior; Rachel Hughes; Rob Humphreys; David Anderson, Director General; Neil Wicks, Director of Finance & Corporate Resources; Janice Lane, Director of Gallery Development and Visitor Experience; Nia Williams, Director of Learning & Engagement; Heledd Fychan, Head of Policy & Public Affairs and Elaine Cabuts, Museum Secretary.</p> <p>IN ATTENDANCE: Richard Nicholls, Development Director; Catrin Taylor, Head of Marketing and Communications; Nicky Guy, Deputy Director MAALD.</p>	
	<p>DECLARATIONS OF INTEREST</p> <ul style="list-style-type: none"> • None were received. <p><u>Resolved:</u> That the Register of Interests be considered by the President.</p>	RL
	<p>In the Closed Session of the meeting the Board discussed: The President's correspondence with Trustees; Backlog Maintenance Update; Ethics of Fundraising and Sponsorship; Horizon Scanning.</p> <p>At this point the meeting was opened to the public. No members of the public were in attendance.</p>	
1	<p>WELCOME AND APOLOGIES</p> <p>Roger Lewis welcomed everyone to the meeting. Apologies were received from Carol Bell (Vice President), Glenda Jones, Kay Andrews, Maria Battle and Robert Pickard.</p>	
2	<p>MINUTES</p> <p><u>Resolved:</u> That the Minutes of the meeting held on 27 June 2019 were approved.</p>	
3	<p>MATTERS ARISING</p> <p>4 6.6.3 Masterplan National Museum Cardiff That the Senior Leadership Team are reviewing the draft tender for master-planning services October. <u>Resolved:</u> Accordingly and that the Board would be updated at its meeting in December 2019.</p> <p>7.1.3 Collections & Research That there would be a Collections department meeting in the coming week during which the priorities for collecting and receiving donations would be considered.</p>	JL
4	<p>ACTIVITY REVIEW</p> <p>1. DIRECTOR GENERAL'S REPORT</p> <p>1.1. <u>Received:</u> A report by the Director General.</p> <p>1.2. <u>Reported:</u> That the Board was updated on activity and progress for the quarter in relation to the Operational Plan 2019/20. The Museum was aware of the importance of the role of Head of Research, particularly in supporting the doctoral students that were working within the Museum. Interviews for the Director of Collections & Research would take place on Tuesday 24 September 2019.</p>	

	<p>1.3. <u>Resolved</u>: Accordingly and that the Museum will re-advertise the Head of Research post and seek to appoint at the earliest opportunity. The recruitment information to be shared with the Deputy Director MAALD, to enable her to brief the Minister.</p> <p>2. WELLBEING OF FUTURE GENERATIONS (WALES) ACT 2015</p> <p>2.1. <u>Received</u>: A report by the Director of Learning & Engagement.</p> <p>2.2. <u>Reported</u>: That the Board was updated on the publication of the Welsh Language Journey Checkers for each goal in the Act; the draft copy of the Audit Report measuring our engagement work against the five ways of working; and the feedback received from the Commissioner’s Office in respect of the evidence the Museum submitted which was in response to the Future Generations for Wales: self-reflective tool. The Board noted that the Commissioner would publish an overview report later in the year of the findings across all public bodies. The Commissioner will also be publishing the first ‘Future Generations Report’ and through the launch of ‘Our Future Wales’ and the ‘People’s Platform’ the Commissioner is encouraging people to give their views on a collective manifesto for the future generations of Wales.</p> <p>2.3. The Board was also updated on the Future Generations Framework for Scrutiny which seeks to support decision-making within the context of the Act. The Board noted that other public bodies were using the framework. The Museum regularly submits case studies to the Commissioner’s Office, and our examples were profiled at the National Eisteddfod. These have been recognised as best practice by the Commissioner. Heledd Morgan, one of the Change Makers within the Commissioner’s office, would be pleased to speak to the Board.</p> <p>2.4. The President believed the Museum was an exemplar in Wales in the way in which it interpreted and responded to the Act.</p> <p>2.5. <u>Resolved</u>: That Heledd Morgan be invited to a future meeting of the Board. That the Museum explore the possibility of the Boards of the named bodies within the Act meeting together.</p> <p>3. DASHBOARD</p> <p>3.1. <u>Received</u>: A report by the Director of Finance & Corporate Resources.</p> <p>3.2. <u>Reported</u>: That the template showed how the critical success factors and the highlights of significant developments within each month would be recorded. The quarterly reporting of the Operational Plan would continue as the main governance document.</p> <p>3.3. <u>Resolved</u>: Accordingly, and that where possible the dashboard includes arrows to demonstrate trends, monitoring of our carbon footprint, and a reduction in the number of lines. The Board to comment on the next iteration of the Dashboard at its meeting in December.</p> <p>4. REMIT LETTER DELIVERABLES</p> <p>4.1. <u>Noted</u>: The Operational Plan and Dashboard capture and respond to the Museum’s commitments.</p>	<p>DA</p> <p>NiaW</p> <p>PS Trustees</p>
5	<p>FINANCE DIRECTOR’S REPORT</p> <p>1. <u>Received</u>: A report by the Director of Finance & Corporate Resources.</p> <p>2. <u>Reported</u>: That there was good performance to date. The Museum had trebled its profit levels in NMGW Enterprises Ltd since the Thurley Report was published in June 2017. The income targets for Collections & Research were</p>	

	<p>challenging and the Museum's Senior Team would be meeting with the Heads of Departments within this Division to consider priorities.</p> <p>3. <u>Resolved</u>: Accordingly, and the report was approved.</p>	
6	<p>THURLEY REVIEW</p> <p>1. <u>Received</u>: A report by the Director General.</p> <p>2. <u>Reported</u>: That this was the final report to be presented to the Board in this format. Future reporting would be covered within the Director General's report with updates going to the Performance Review Committee.</p> <p>3. The Board noted that the items still outstanding within the report were those that required additional funding. Discussions with politicians and stakeholders were now focused on the detail of the actions within the Report, rather than the Report itself or the context within which it was commissioned.</p> <p>4. <u>Resolved</u>: Accordingly, and that the Director General writes to both Welsh Government and Simon Thurley noting that the reporting of progress against the recommendations would be mainstreamed within the Museum's existing reporting systems. That this report, as presented to the Board be submitted to Welsh Government at the Museum's next appropriate meeting.</p>	DA
7	<p>1. MEMBERSHIP SCHEME</p> <p>1.1. <u>Received</u>: A presentation by the Development Director and Membership Marketing Officer.</p> <p>1.2. <u>Reported</u>: Trustees were updated on progress with the development and launch of the scheme.</p> <p>1.3. Trustees noted the valuable role that Patrons and Friends play in supporting the work of the Museum, and the informative and engaging ways in which their respective members were involved in the work of the Museum. Ways to further develop the scheme were considered. Trustees noted it was important to address the needs of those people that did not have easy physical access to one of the Museum's sites.</p> <p>1.4. <u>Resolved</u>: Accordingly, and that, in accordance with the General Data Protection Regulations, Trustees to liaise with the Development Director to consider ways of promoting the scheme to their contacts. Trustees were encouraged to join or donate, engage in peer to peer promotion, and advocate for the Museum as a charity and social enterprise. That the Board be updated in March 2020 on progress with the Scheme.</p> <p>2. FEASIBILITY STUDIES: A SPORT MUSEUM FOR WALES; NATIONAL CONTEMPORARY ART GALLERY</p> <p>2.1. <u>Reported</u>: The Director General noted that in respect of the Football Museum discussions were ongoing with Welsh Government. The Museum had noted its concerns in respect of the latest proposals - whether the initiative would sit either inside or outside of Amgueddfa Cymru, as a standalone museum. Amgueddfa Cymru believed that best outcome would be achieved through developing the partnership with Wrexham Council, enabling the Museum to use its collections more creatively.</p> <p>2.2. The Deputy Director of MAALD reported that plans were quite well advanced and that clarity was needed on where leadership would come from. The Director General noted the Museum's commitment to ensuring that it and the whole of Wales became better at reflecting popular culture, citing the relationship with the Football Association of Wales as an example.</p>	Trustees RN

	<p>2.3. In respect of the National Contemporary Art Gallery Wales, the discussions again were ongoing between the Welsh Government, the Arts Council of Wales and the Museum.</p> <p>2.4. The Museum is committed to the leadership role it should play in both initiatives, helping to shape and inform the outcomes through its dialogue with and support for these Welsh Government’s initiatives.</p> <p>2.5. <u>Resolved</u>: Accordingly, and that discussions with Welsh Government and the Arts Council of Wales on both Feasibility Studies would continue.</p> <p>3. COMMERCIAL PLATFORMS</p> <p>3.1. <u>Received</u>: A report by the Head of Digital Media and the Director of Finance & Corporate Resources.</p> <p>3.2. <u>Reported</u>: That the Board were updated on how the Customer Relationship Management System project had been extended in scope to include other transactional and enterprise systems. A project initiation document is being developed for scrutiny by the Executive.</p> <p>3.3. The Board noted how the project will ensure the user experience is streamlined, that the system will be user-friendly for staff, and that there will be a more sustainable structure.</p> <p>3.4. The Museum will use a project management methodology to ensure there is appropriate piloting and testing. The Board further noted that additional funds were required to ensure it could be fully implemented.</p> <p>3.5. <u>Resolved</u>: Accordingly, and that the update was noted.</p>	DA
8	<p>MAJOR PROJECTS</p> <p>1. ESSENTIAL MAINTENANCE WORKS PROGRAMME</p> <p>1.1. <u>Received</u>: A report by the Head of Buildings, the Capital Programmes Manager and the Director of Gallery Development & Visitor Experience.</p> <p>1.2. <u>Reported</u>: That the President noted the Board had discussed matters in Closed Session in relation to the wider estate maintenance programme. The report presented here focused on the funded elements of the programme that are being progressed. Both elements are regularly reported to Welsh Government to ensure they are fully briefed on the overall condition of the Museum’s estate, and the health and safety-related elements that affect the visitor and staff experience. Trustees noted how the Museum was seeking to maximise opportunities for progressing works at National Museum Cardiff whilst the scaffolding was in place. There would be additional costs for re-erecting the scaffolding if there were to be a gap in funding the different phases of work.</p> <p>1.3. The President noted how demanding this work was for the Museum, and that seeking Welsh Government’s support in endorsing and supporting a phased plan to address all the various elements of the overall works programme was crucial. Further, there was the potential that the Museum would have to shut down or close activities or sites in the event of a serious health and safety incident.</p> <p>1.4. The Deputy Director of MAALD was aware of both the Museum’s needs and those of its partners nationally.</p> <p>1.5. <u>Resolved</u>: Accordingly, and that the report was noted.</p>	
9	<p>LEGAL & REGULATORY</p> <p>1. WELSH LANGUAGE STANDARDS ANNUAL REPORT</p>	

	<p>1.1. <u>Reported</u>: The Director of Learning & Engagement noted that the annual report was now available on line on the Museum’s website: https://museum.wales/about/policy/welsh-language-policy/ and https://amgueddfa.cymru/amdano/polisi/polisi-iaith-gymraeg/?_ga=2.224574426.1971259223.1570527943-187848687.1545045399 Good work had been achieved, and the Commissioner recorded that the Museum’s report was an exemplar. There had been no complaints during the quarter.</p> <p>1.2. <u>Resolved</u>: Accordingly, and that the report was noted.</p> <p>2. GDPR</p> <p>2.1. <u>Reported</u>: The Director of Finance & Corporate Resources reported that there had been three minor breaches, one of which was not the fault of the Museum. There had been an independent third party vulnerability security test which revealed no critical issues. Three risks were rated as high, but all had been mitigated. Trustees noted how the Museum compared with other organisations in terms of compliance.</p> <p>2.2. <u>Resolved</u>: Accordingly, and that the report was noted.</p> <p>3. HEALTH & SAFETY ANNUAL REPORT</p> <p>3.1. <u>Received</u>: A report by the Director of Gallery Development & Visitor Experience, and the Head of Museums.</p> <p>3.2. <u>Reported</u>: That the report showed the increase in the number of incidents recorded was commensurate with the increase in the number of visits to Museum sites. The report was considered in relation to the Risk Registers to enable the Museum to address issues effectively and efficiently.</p> <p>3.3. <u>Resolved</u>: Accordingly, and that Health & Safety now be reported to every Board meeting, in a prominent part of the agenda. That the Museum considers using the title ‘Wellbeing and Health & Safety’.</p>	JL
10	<p>Appendix 1 Minutes of the various Committees and Groups. The Board noted that Trustee Michael Prior had taken over as Chair of the Pension Scheme Trustees.</p>	
	<p>AOB</p> <p>Climate Crisis Trustee Catherine Duigan welcomed the Museum’s declaration of a global climate and ecological emergency, and joining other organisations in signing up to Culture Declares an Emergency. The Director General praised the staff for their actions in promoting this.</p> <p>Cultural Rights & Cultural Democracy The Director General reported on the successful workshop on Cultural Rights & Cultural Democracy in the Celtic Nations 9-10 September 2019, at St Fagans. It was a valuable event involving staff from Amgueddfa Cymru, the regional museums in Wales, and colleagues from Ireland and Scotland. The event would be repeated.</p>	
	<p>Date and time of next meeting <u>Resolved</u>: That the next meeting of the Board of Trustees will commence at 9:00am on 12 December 2019 in St Fagans National History Museum.</p>	