

MINUTES OF THE BOARD OF TRUSTEES HELD ON 12 DECEMBER 2019
WESTON LEARNING CENTRE, ST FAGANS NATIONAL MUSEUM OF HISTORY

Agenda no	Notes	Action by
	<p>PRESENT: Roger Lewis (in the Chair); Hywel John (Treasurer); Carys Howell; Catherine Duigan; Glenda Jones; Hywel Ceri Jones; Jessica Seaton; Madeleine Havard; Michael Prior; Rob Humphreys; Robert Pickard; David Anderson, Director General; Neil Wicks, Director of Finance & Corporate Resources; 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, Gwendolyn Williams, Chair of the Friends, and Paul Twamley, Chair of the Development Board.</p>	
	<p>DECLARATIONS OF INTEREST</p> <ul style="list-style-type: none"> • Agenda Item 4.1.2 Glenda Jones in respect of her contract with the Arts Council of Wales regarding Wales Arts International. 	
	<p>In the Closed Session of the meeting the Board discussed: <i>Amgueddfa Cymru 2030</i>; The National Contemporary Art Gallery; the Sport Museum; Salem; People’s Collection Wales review; National Slate Museum; President’s updates.</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, and to Daniel Maney the Prospect Union representative, and Sian Wiblin the PRC Union representative as Observers. Apologies were received from Carol Bell (Vice President), Gwyneth Hayward, Kay Andrews, Maria Battle, Rachel Hughes, and Janice Lane, Director of Gallery Development and Visitor Experience.</p>	
2	<p>MINUTES</p> <p><u>Resolved:</u> That the Minutes of the meeting held on 23 September 2019 were approved.</p>	
3	<p>MATTERS ARISING</p> <p>4.1.1.3 Head of Research That the Museum did not appoint a Head of Research and would look to recruit a Research Manager. This to be taken forward in 2020 by Kath Davies, the new Director of Collections & Research.</p> <p>4.2.2.5 Well-being of Future Generations The Museum had liaised with the Commissioner’s Office regarding the possibility of Heledd Morgan, Commissioner, attending a discussion session of the Board, and has discussed with other national bodies the idea of board of trustees from each organisation meeting together. Representatives from each organisation will discuss this at the next National Bodies meeting.</p> <p>6.4 Thurley Review At the Museum’s Quarterly meeting, MAALD were in agreement with the Museum in its reporting of activity.</p>	
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>: The Board was updated on progress in relation to the Operational Plan 2019/20. The Museum was exploring creating a touring exhibition to Japan, and the Board was pleased to note there was positive support for the Museum there. The Board noted the successful meeting with the First Minister, and that another meeting was being scheduled. The Museum will be working with Welsh Government to establish a sub-group to take forward the outcomes of the Research event on 24 October 2019, hosted by the Deputy Minister. The Museum would continue to work with Welsh Government and its partners such as Environment Platform Wales to find ways of addressing the climate crisis. The Museum would work with Eluned Morgan and her office, in respect of Welsh Government's International Strategy, and in developing European and international activities here and abroad. The Board noted the Museum's engagement with the Football Association of Wales and Wales Arts International.</p> <p>2. QUARTER 2 OPERATIONAL PLAN PERFORMANCE REPORT</p> <p>2.1. <u>Received</u>: A report by the Director General.</p> <p>2.2. <u>Reported</u>: The Board was updated on progress. In respect of the Collections & Research income target, this would be revised downwards.</p> <p>2.3. The Board was particularly pleased to note the success of the 'Women in STEM Day', which included Trustee engagement.</p> <p>2.4. <u>Resolved</u>: The report was approved. Trustees be invited to future meetings of the Performance Review Committee.</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>: The monthly report showed progress across a range of key priority areas. The Board welcomed the report, and noted how this would enable the organisation to celebrate successes and achievements and monitor the challenges highlighted. The report was shared with MAALD.</p>	EC
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>: There was good performance to date, with strong financial management across all areas. The Board considered income targets.</p> <p>3. <u>Resolved</u>: Accordingly, and the report was approved.</p>	
6	<p>LEGAL & REGULATORY</p> <p>1. WELLBEING, HEALTH & SAFETY</p> <p>1.1. <u>Received</u>: A report by the Head of Human Resources.</p> <p>1.2. <u>Reported</u>: This report was in a new format, and included wellbeing. The Board noted the return rate on the Mind Wellbeing Index survey, and that staff had received training in mental health first aid. The Board noted that RIDDOR-reportable events were monitored by the Performance Review Committee.</p> <p>1.3. <u>Resolved</u>: Accordingly, and that the report was approved.</p> <p>2. BIG PIT NATIONAL COAL MUSEUM ANNUAL OWNERS' REPORT</p> <p>2.1. <u>Received</u>: A report by the Head of Big Pit and the Mine Manager.</p> <p>2.2. <u>Reported</u>: The Board was reminded of their status as owners and operators of the mine. Dai Price, Head of Museum confirmed he was the 'responsible person' and that there were new arrangements for assessing risks. The public were unanimous in their support for the need to repaint the winding head gear. This endorsement was well-received by the Board</p>	

	<p>as the Museum sought to create positive messages around the importance of its capital maintenance programme.</p> <p>2.3. On a separate matter, the Board noted that the National Roman Legion Museum had reopened to the public on 24 October 2019. There would be an official event on 16 January 2020 with key political stakeholders in attendance.</p> <p>2.4. <u>Resolved</u>: Accordingly, and that the report was approved.</p> <p>3. ENVIRONMENT (WALES) ACT 2016 REPORT AND ACTION PLAN</p> <p>3.1. <u>Received</u>: A report by the Keeper of Natural Sciences.</p> <p>3.2. <u>Reported</u>: The report set out the Museum’s responsibilities in relation to the Act, and included an overview of the strategic actions required.</p> <p>3.3. The Board noted the work in relation to biodiversity, and in particular the Open Meadow at National Museum Cardiff. The Board considered public perceptions around what ‘the countryside’ should look like (‘tidy equals good’), and the learning opportunities that could be explored around this. The Board considered how it might contribute to the international conversation on climate change and biodiversity: ‘Climate2020’.</p> <p>3.4. The Board thanked Richard Bevins, Keeper of Natural Sciences for his report, and congratulated him on his outstanding contribution to the work of the Museum over the course of his career. The Board wished him a long and happy retirement.</p> <p>3.5. <u>Resolved</u>: Accordingly, and that the report was approved. That a more prominent sign be placed on the site of the Open Meadow at National Museum Cardiff, alerting the public to its status and the role young people have played in its creation. The next report could include reporting on carbon budgets as part of the ‘Climate Change Adaptation Plan for Wales’. Chris Cleal, Head of Botany to deliver the next update report to the Board in March, noting how the Museum would be taking this work forward as part of the developing ten year strategy.</p> <p>4. WELSH LANGUAGE SCHEME</p> <p>4.1. <u>Reported</u>: The Director of Learning & Engagement noted one complaint had been reported to the Commissioner. The Museum had responded to the Commissioner’s request for information.</p> <p>5. GDPR</p> <p>5.1. <u>Reported</u>: The Director of Finance & Corporate Resources reported that data breaches have reduced in comparison to the previous year; all are low category cases and do not need to be reported to the Commissioner. In addition, the Board noted progress with the Cyber Essentials assessment, scheduled for March / April 2020.</p> <p>6. EQUALITY AND DIVERSITY</p> <p>6.1. <u>Reported</u>: The Director of Finance & Corporate Resources noted how this report connected with the Wellbeing, Health & Safety report above. The Equality & Diversity Group is an internal group and training is being given to staff in many areas, including on unconscious bias, equality impact assessments, reasonable adjustments, menopause, mental health awareness, mindfulness and resilience. In some of these areas the Museum is leading in Wales.</p> <p>6.2. <u>Resolved</u>: Accordingly, and that the Human Resources report to the Performance Review Committee includes this reporting.</p>	<p>SM</p> <p>CC</p> <p>CC</p> <p>CT-H</p>
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7	<p>1. STAFF DEVELOPMENT DAY UPDATE</p> <p>1.1. <u>Reported</u>: The Head of Policy & Public Affairs noted how the event showed the Museum’s investment in staff across all sites. Staff led on the process of developing the event, which included public activities that staff could try. There was a strong senses that, subject to resources of capacity and money, the event should be annual, with formal and informal elements. The President was thanked for his support. The Unions were thanked for their presence at the marketplace.</p> <p>1.2. The Board noted it was only possible to bring everyone together because of the space created through the redevelopment at St Fagans. The Museum would consider other non-museum locations to benchmark costings. Special thanks were given to the team co-ordinating the event, an in particular the Museum’s Internal Communications and External Affairs Officer who led on the development of the day.</p> <p>1.3. <u>Resolved</u>: Accordingly, and the evaluation report would be presented to the Board in 2020.</p>	HF
8	<p>1. COLLECTIONS & RESEARCH ACTIVITIES, SIX MONTHLY REPORT</p> <p>1.1. <u>Received</u>: A report by the Director General.</p> <p>1.2. <u>Reported</u>: The Director General noted the new reporting format reflected the Museum’s Vision. The Keeper of Natural Sciences reported that in time this would be further revised by the new Director of Collections & Research.</p> <p>1.3. The Board noted the connectivity between the contemporary art acquisitions, Artes Mundi, and current debates on the display of contemporary art in Wales. The Board noted the challenging nature of the content of recent art acquisitions, and that these reflected the Museum’s progressive approach to acquisitions.</p> <p>1.4. <u>Resolved</u>: Accordingly, and that the report was noted.</p>	
9	<p>STRATEGY, POLICY & PLANNING</p> <p>1. COMMUNICATIONS, MARKETING AND ADVOCACY INTERM STRATEGY</p> <p>1.1. <u>Received</u>: A report by the Head of Marketing & Communications, and the Head of Policy & Public Affairs.</p> <p>1.2. <u>Reported</u>: The Head of Marketing & Communications and Head of Policy & Public Affairs reported on the interim strategy to prepare the organisation for <i>Amgueddfa Cymru 2030</i>.</p> <p>1.3. The Board noted the extent of, and gaps in the demographic data gathered via visitor profile surveys. The Board noted the programme to better communicate where the Museum’s collections were located, and what activities were undertaken at the museum’s sites. The Board further</p>	

	<p>noted the role of the Museum’s community engagement work, the potential to work with nine hundred communities across Wales, and the ways in which the Museum responded to the Fusion programme, which addresses poverty through culture.</p> <p>1.4. <u>Resolved</u>: Accordingly, and that the report was approved, and becomes a standing item on future agendas.</p> <p>2. FEASIBILITY STUDIES – SPORT MUSEUM FOR WALES; NATIONAL CONTEMPORARY ART GALLERY</p> <p>2.1. <u>Reported</u>: The following statement was received by email from Lesley-Anne Kerr, Head of Museums Development and noted by the Board:</p> <p>Welsh Government is grateful to Amgueddfa Cymru for the involvement in discussions to take the recommendations of both studies forward. Based on these advice has gone to the Deputy Minister outlining the next steps. This proposes an allocation to support the development of business plans, and include an element of funding to support Amgueddfa Cymru to improve the digitisation and storage of its contemporary art collection. This will enable access to the collection for organisations within the distributed gallery network and more generally. Amgueddfa Cymru will be notified of the outcome following the Budget scheduled for 16 December. Amgueddfa Cymru, Wrexham Museum and MAALD officials are meeting in late January to agree how best to proceed with the football museum proposals.</p> <p>3. MEMBERSHIP SCHEME</p> <p>3.1. <u>Received</u>: A report by the Development Director.</p> <p>3.2. <u>Reported</u>: The Development Director updated the Board on progress, noting that details of the individual membership and Patrons schemes would be posted to all Trustees. The President encouraged all Trustees to promote the various schemes. The Chair of the Development Board also encouraged Trustees to consider joining themselves and to attend and support fundraising functions, such as the St David’s Day event.</p>	CT / HF
10	<p>1. MAJOR PROJECTS</p> <p>1.1. ESSENTIAL MAINTENANCE WORKS PROGRAMME</p> <p>1.2. <u>Received</u>: A report by the Head of Buildings, the Capital Programmes Manager and the Director of Finance & Corporate Resources.</p> <p>1.3. <u>Reported</u>: The works funded by Welsh Government were progressing within budget. Inclement weather had resulted in a two week delay.</p> <p>1.4. <u>Resolved</u>: Accordingly, and that the Board considers the larger capital maintenance programme in Closed Session in March 2020, and reflects on how to capture this debate and reporting in Open Session.</p>	JL
11	<p>Appendix 1</p> <p>Minutes of the various Committees and Groups.</p> <p>Pension Scheme Trustees The Board noted that Robert Pickard will stand down as member of the Board.</p> <p>Development Board Gwyneth Hayward had been appointed to the Development Board. There were two further places for Museum Trustees.</p> <p>NWMS Ltd The Board was asked to retrospectively approve the appointment of Hywel John to the NWMS Ltd Board.</p> <p><u>Resolved</u>: Accordingly, and that Hywel John’s appointment to the NWMS Ltd Board be approved. That the Trustees consider joining the Development Board.</p>	EC Trustees

	<p>AOB</p> <p>Young Trustees Movement The Museum was considering the work of this movement, and other organisations, as part of its overall review of corporate governance. A Clore Leadership trainee would be spending twelve weeks on secondment in the Museum’s Policy & Public Affairs office. They will be supporting the work of the Museum and sharing best practice from their own experience, on this governance review. Trustees noted other examples of best practice in both Scotland and Wales.</p> <p>Union Representation The President thanked the Unions for attending the meeting as observers. Trustee Glenda Jones, the Board’s representative link with the Unions would take forward with the Director of Learning & Engagement the matters raised.</p> <p>Retirement of Trustee Jessica Seaton The President thanked Jessica for her work on the Board, and in her role as Director on the NMGW Enterprises Ltd Board. The Board wished her well, and in return Jessica thanked the Museum and the Board for the opportunities and experiences the role had given her.</p>	
	<p>Date and time of next meeting</p> <p><u>Resolved:</u> That the next meeting of the Board of Trustees will commence at 9:00am on 12 March 2020 in Tŷ Pawb, Wrexham.</p>	