

MINUTES OF THE BOARD OF TRUSTEES HELD ON 12 MARCH 2020

TŶ PAWB, WREXHAM

Agenda no	Notes	Action by
	<p>PRESENT: Roger Lewis (in the Chair); Hywel John (Treasurer); Carys Howell; Catherine Duigan; Glenda Jones; Gwyneth Hayward; Madeleine Havard; Michael Prior; Rachel Hughes; Rob Humphreys; David Anderson, Director General; Neil Wicks, Director of Finance & Corporate Resources; Nia Williams, Director of Learning & Engagement; Janice Lane, Director of Gallery Development & Visitor Experience; 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, Paul Twamley, Chair of the Development Board; Nicky Guy Deputy Director MAALD.</p>	
	<p>DECLARATIONS OF INTEREST</p> <ul style="list-style-type: none"> • None were received. 	
	<p>In the Closed Session of the meeting the Board discussed: <i>Amgueddfa Cymru 2030</i>; The National Contemporary Art Gallery; the Sport Museum; the meeting with the Deputy Minister; the National Slate Museum; Trustee recruitment; the Governance review of Standing Committees.</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), Hywel Ceri Jones, Kay Andrews, Maria Battle, and Robert Pickard.</p> <p>The Director of Gallery Development & Visitor Experience was the Museum's lead Director in respect of the organisation's response to the Coronavirus (Covid-19) pandemic. The Board was updated on actions that had been taken, including the establishment of a project team to manage the Museum's response and communications. A paper setting out the Museum's response to a series of questions posed by Welsh Government was tabled. Nicky Guy updated the Board with the latest information from Welsh Government, and that she was seeking clarity on what business support the Museum might be able to access, outside of the Grant In Aid.</p> <p>These minutes were written in the order as set out on the agenda, not in the order in which they were taken in the meeting which was: 4.4, 5.1, 7.1, 10.1, 9.3, the remainder in the order as they appeared on the agenda. This was to enable key staff to leave the meeting to manage urgent matters relating to Coronavirus.</p>	
2	<p>MINUTES</p> <p>Resolved: That the Minutes of the meeting held on 12 December 2019 be approved, subject to the following corrections: to show the Board's appreciation for the Keeper of Natural Sciences as he retired from the Museum. That the status of the Union Representatives' presence at the meeting be noted as</p>	

	Observers, and that of the Chair of the Friends and the Chair of the Development Board be noted as Attendees. That the wording at 2.3 be amended from 'Girls in STEM' to 'Women in STEM'.	
3	MATTERS ARISING There were no matters arising that were not covered in the agenda.	
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 noted that the future events listed in the report would be reviewed as necessary.</p> <p>2. QUARTER 3 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 through the report.</p> <p>2.3. The Board thanked the staff for the excellent performance during the quarter.</p> <p>2.4. <u>Resolved</u>: The report was approved.</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 Head of Policy & Public Affairs was thanked for her work on the report.</p> <p>3.3. The Board noted that sickness reporting was covered by the Performance Review Committee.</p> <p>3.4. Retiring Trustee Glenda Jones thanked Claire Thomas-Hanna, the Head of Human Resources for her work in relation to the Investors In People programme, and for her work with the Unions.</p> <p>3.5. <u>Resolved</u>: Accordingly, and that the Board to feed back any comments they have on the Dashboard to the President and Director General.</p> <p>4. OPERATIONAL PLAN 2020/21</p> <p>4.1. <u>Received</u>: A report by the Director General.</p> <p>4.2. <u>Reported</u>: That the Director of Finance & Corporate Resources reported that the document had been updated since the Performance Review Committee meeting in February.</p> <p>4.3. The Board noted that the plan followed the existing format and that areas of activity such as the Museum's action plan in response to its declaration of a climate emergency, and the way in which it could continue to engage with and take part in national events in Wales, such as the Royal Welsh Show, would be covered within the new strategy 2030 discussions.</p> <p>4.4. <u>Resolved</u>: Accordingly, and that the Plan was approved, and should Trustees wish to send specific comments these be directed to the Head of Policy & Public Affairs and Director of Finance.</p>	Trustees
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 noted that targets had either been met or exceeded.</p> <p>3. The Treasurer noted that the report demonstrated the high degree of confidence that the Board could take in the financial management of the Museum's affairs. However, the financial position was not sustainable in longer term. The President reported that he and the Director General had</p>	Trustees

	<p>made this point at their meeting with the Deputy Minister. It would be a point he would raise with the First Minister at their meeting on 22 April 2020.</p> <p>4. <u>Resolved</u>: Accordingly, and the report was approved.</p>	
6	<p>GENERAL ACTIVITY UPDATES</p> <p>1. STAFF DEVELOPMENT EVENT</p> <p>1.1. <u>Received</u>: A report by the Head of Policy & Public Affairs.</p> <p>1.2. <u>Reported</u>: That the Board noted the very positive feedback within the survey, and that there was a desire amongst the staff that this event be held annually which would be considered along with resources and capacity.</p>	
7	<p>GOVERNANCE</p> <p>1. WELSH GOVERNMENT'S FRAMEWORK DOCUMENT</p> <p>1.1. <u>Received</u>: A report by the Director of Finance & Corporate Resources.</p> <p>1.2. <u>Reported</u>: The report provided the Board with the draft specimen revised Welsh Government Framework Document. This was a generic, template, specimen document and would need to be personalised for each Welsh Government Sponsored Body. The Welsh Government's aim was to continue to have a largely standard document across all WGSBs, and to ensure there was a lighter touch to the agreement. The Director proposed that this was a positive and clear step forward. The existing document remained extant.</p> <p>1.3. Nicky Guy noted that some of the Calling In arrangements contained in the current document may need to be introduced into the revised version.</p> <p>1.4. <u>Resolved</u>: Accordingly, and the report was noted.</p>	
8	<p>TRUSTEE RECRUITMENT</p> <p>1. UPDATE ON RECRUITMENT</p> <p>1.1. <u>Reported</u>: The President reported that applications for the two vacancies closed on 6 March 2020. Sixteen eligible applications had been received. The Sift meeting was on 22 April 2020, with interviews on 11 May 2020. The Panel members were the President (in the Chair), Phil George, Chair of the Arts Council of Wales (independent member), Catrin Hughes, Head of Sponsorship (Welsh Government representative). The positions would be live as from 1 June 2020.</p>	
9	<p>STRATEGY, POLICY & PLANNING</p> <p>1. COMMUNICATIONS, MARKETING AND ADVOCACY INTERM STRATEGY</p> <p>1.1. <u>Reported</u>: The Board thanked the Museum for the very positive communications received in recent weeks, and that the responsible staff were to be congratulated. The new additions to the Marketing & Communications team were having a very positive impact, especially in relation to storytelling.</p> <p>2. FEASIBILITY STUDIES – SPORT MUSEUM FOR WALES; NATIONAL CONTEMPORARY ART GALLERY</p> <p>2.1. <u>Reported</u>: Nicky Guy reported that in relation to the Football Museum a Steering Group had been established and was Chaired by Ian Bancroft, Chief Executive of Wrexham Council. £450,000 had been awarded for the development phase of the study. The parameters were being agreed and the role of Amgueddfa Cymru was to be confirmed. No final decision has yet been made with regard to the title of the project.</p> <p>2.2. In respect of the National Contemporary Art Gallery, Nicky Guy reported that the Terms of Reference have been agreed for the steering group A</p>	

	<p>second stage feasibility is under way to identify potential sites which would form part of the distributed model. In respect of Amgueddfa Cymru specifically, £1.1m has been awarded over three financial years to undertake a project to digitise the collections, and to upgrade storage facilities. The Museum’s Director of Collections & Research reported that the project was approaching a crucial point for both the venues and the Museum’s digitisation project.</p> <p>3. ENVIRONMENT WALES ACT ACTION PLAN UPDATE</p> <p>3.1. <u>Received</u>: A report by the Director of Collections & Research and the Head of Botany.</p> <p>3.2. <u>Reported</u>: The Head of Botany updated the Board on progress with the Action Plan. He reported on the broad range of activities that the Museum was undertaking to ensure it was acting responsibly, in accordance with relevant legislation, and in the interests of the Museum’s visitors, staff, stakeholders, collections and estate.</p> <p>3.3. The Board noted those areas of activity that were particularly striking in terms of their ability to tell stories, such as the focus on biodiversity and habitat audits throughout the Museum’s estate.</p> <p>3.4. The Board was keen to see an ambitious action plan that responded to the Well-being of Future Generations (Wales) Act 2015, and the Environment (Wales) Act 2016. There were opportunities for the Museum to talk to a range of Welsh Government departments about biodiversity and the climate crisis.</p> <p>3.5. The Board noted that the Museum believed its role went beyond statutory compliance. The Board and staff were committed to responding positively to the climate and biodiversity challenges and would be working with Welsh Government to identify ways in which the national organisations within Wales could receive equitable funding to that announced within the Chancellor’s budget the previous day for museums in England.</p> <p>3.6. Nicky Guy proposed that the Museum submit a bid to the relevant department of Welsh Government that could support its work in relation to the natural environment.</p> <p>3.7. The Director of Collections & Research noted that this offered the Museum a tremendous opportunity to reflect on the storytelling opportunities around the organisation’s activities, across all sites, and those of our partners. The Director General added that the Museum should engage in storytelling for a purpose – change for Wales, and that the Museum should go further than the Act, involving and engaging young people and forums, community groups and organisations. This work was central to the future of Amgueddfa Cymru and the future of Wales.</p> <p>3.8. The Museum noted that Environmental Social Governance training had been delivered to the Museum’s Pension Scheme Trustees, and that the issues raised there were pertinent to the debates here.</p> <p>3.9. <u>Resolved</u>: Accordingly, and that the next report to the Board be a dynamic and ambitious report on activities.</p>	KD / CC
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 and to timescale.</p> <p>1.4. The President noted that the other, separate element was the capital preventative and backlog maintenance programme, which was significant and it would take many years to address. This extended beyond the political cycle and the Welsh Government's support was vital if the cultural heritage of Wales was to be protected for future generations. The Board noted that the Museum had to make difficult decisions in deciding what activities and areas of spend it was able to commit to and what had to be postponed.</p> <p>1.5. Nicky Guy updated the Board on the likelihood of capital funds being available in the coming financial year. MAALD was aware of the actions taken by DCMS in England on behalf of the national organisations operating there, and how Welsh Government might respond to this. The Director General noted that Wales was an outlier in terms of its government supporting its national institutions. In other countries within the United Kingdom, government support was an early and eager supporter of major capital projects enabling other funders to have confidence in their own match-funding support. In Wales it was reversed, with the support of other funders often being a first requirement before funding from the Welsh Government could be secured. Wales generally and Amgueddfa Cymru specifically does not have funding for masterplanning or feasibility studies.</p> <p>1.6. <u>Resolved</u>: Accordingly, and the report was noted.</p>	
11	<p>1. LEGAL & REGULATORY</p> <p>1.1. WELSH LANGUAGE STANDARDS</p> <p>1.1.1. <u>Reported</u>: The Director of Learning & Engagement reported that no complaints had been received this quarter. National Museum Cardiff had been nominated in the Cardiff Life Awards, Welsh Language Award category, for bilingual interpretation and publicity with the Dippy exhibition. Staff involved were congratulated for their work in support of this award and event.</p> <p>1.2. GDPR UPDATE</p> <p>1.2.1. <u>Received</u>: A report by the Director of Finance & Corporate Resources and the Information Security Manager.</p> <p>1.2.2. <u>Reported</u>: That the report noted overall compliance was progressing well, with new information security initiatives being implemented.</p> <p>1.3. WELL-BEING OF FUTURE GENERATIONS ACT</p> <p>1.3.1. <u>Reported</u>: That the Director of Learning & Engagement reported that procurement was the current focus of the forty-four public bodies. The Museum's Finance team was thanked for their work to support this, and as a result the Commissioner would not be researching the Museum's activities in this area further. Rather they wished for the Museum to work with the Commissioner to share best practice.</p> <p>1.3.2. The public bodies were also jointly working on creating shared Equality objectives and an action plan would be released at the end of March 2020.</p> <p>1.3.3. The President noted that the Museum was an exemplar and that it was sharing best practice with others. Further meetings with the Chief</p>	

	Scientific Officer were being considered to share this best practice, and how this might impact on areas such as accredited learning.	
12	<p>Appendix 1 Minutes of the various Committees and Groups. Performance Review Committee Noted. Audit Committee Noted. Research Advisory Committee The Director General noted that the internal working group that was developing proposals for the UKRI had been informed that the UKRI was not ready to accept bids at this stage. They were however encouraging the Museum to continue to work on its bid and were keen to see the Museum's approach to socially engaged practice in Wales.</p>	
13	<p>AOB St David's Day event The President thanked Paul Twamley, Chair of the Development Board, and Richard Nicholls, Development Director for making the St David's Day event such a success. European Museum of the Year Award The Board noted that this would be an extremely important event for Trustees to attend, should it go ahead. Trustees noted it may need to be postponed. Cultural Priorities Programme – A Cultural Strategy for Wales Nicky Guy reported that the Director General was representing the Museum in this new initiative; there had been two meetings so far. <u>Resolved:</u> MAALD would continue to update the Board on the work of this Welsh Government-led initiative. Thanks The President thanked Claire Thomas-Hanna, Head of Human Resources, for all her work in recent months and years. On behalf of the Board he wished her well in her new career. The President was pleased that the Board had been able to hold this meeting in north east Wales and that it would look to ensure its programme of Board meetings for 2021 and beyond continued to reach across the regions of Wales.</p>	MAALD
	<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 25 June 2020 in St Davids, Pembrokeshire.</p>	