

MINUTES OF THE BOARD OF TRUSTEES HELD ON 24 SEPTEMBER 2020

VIRTUAL MEETING

Agenda no	Notes	Action by
	<p>PRESENT: Roger Lewis (in the Chair); Carol Bell (Vice President); Hywel John (Treasurer); Carys Howell; Catherine Duigan; Glenda Jones; Gwyneth Hayward; Hywel Ceri Jones; Kay Andrews; Madeleine Havard; Michael Prior; Rachel Hughes; Robert Pickard; Abigail Lawrence; Richard Thomas; David Anderson, Director General; Neil Wicks, Chief Operating Officer / Deputy Director General; Nia Williams, Director of Learning & Public Programmes; Janice Lane, Director of Visitor Experience; Kath Davies, Director Collections & Research; Heledd Fychan, Head of Policy & Public Affairs and Elaine Cabuts, Museum Secretary.</p> <p>IN ATTENDANCE: Maria Ioannou, Development Officer; Catrin Taylor, Head of Marketing and Communications, Gwen Williams, Chair of the Friends; Steffan Roberts, Deputy Director Culture & Sport Division, Welsh Government;</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: The Director General's Report, the Senior Executive Team structure, Governance.</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. Gareth Hills, FDA Union and Bethan Price, PCS Union were welcomed to the meeting as Observers. Apologies were received from Rob Humphreys.</p>	
2	<p>MINUTES</p> <p><u>Resolved:</u> That the Minutes of the meeting held on 25 June 2020 be approved.</p>	
3	<p>MATTERS ARISING</p> <p>There were no matters arising from the previous minutes.</p>	
4	<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 Director General reported that the National Roman Legion Museum had now closed due to the local lockdown introduced in the Newport local authority area. The Museum reaffirmed its commitment to responding to Black Lives Matter, and to addressing the climate and ecological emergency - a central draft goal within the Museum's consultation for the new Ten Year strategy Amgueddfa Cymru 2030.</p> <p>1.3. In respect of the Cultural Recovery Fund the Museum understood that it was not eligible to apply for this fund. The Deputy Director, Culture & Sport Division confirmed that the Star Chamber, a unit within Welsh Government that had been set up to advise Ministers during this crisis would be the appropriate route for supporting publicly-funded organisations like the Museum. No decisions on funding had yet been made. The President noted there were three concerns for the Museum and sector: survival, sustainability and strategic priorities. The Trustees noted that MAALD was having to make the case on behalf of the Museum</p>	

to Welsh Government colleagues, and the Board wondered whether the position that Amgueddfa Cymru was proposing in seeking to be part of the solution, was strong enough. The Deputy Director, Culture & Sport Division confirmed that all public bodies had provided an exceptional response and that the long list of considerations was with the Deputy Minister. The 'ask' and need were clear, and he hoped to be able to provide clarity soon. The Welsh Government was also reviewing the proposed in-year cut of 2% to the Museum's GIA. In respect of the Cultural Recovery Fund, the Arts Council of Wales and Welsh Government were jointly managing applications from organisations and individuals.

- 1.4. The Treasurer requested an update in respect of the Cultural Priorities paper that was commissioned by the Deputy Minister before the pandemic, which sought to provide a visionary and strategic outlook for the future. The Deputy Director, Culture & Sport noted it would build on previous reports and work, and the aim was that it should straddle two terms of government, so that Cultural Priorities align with funding priorities. During October there would be a series of engagements with partners, resulting in an oral statement in December 2020. The President noted the way in which the work of the Museum crossed a number of Welsh Government portfolios. He wondered how it might be able to leverage funding from outside the Culture & Sport division to enable it to better deliver its work, with the prospect of repurposing Wales in response to the pandemic. Funding was going to be particularly challenging at the end of the financial year 2021/22. The Deputy Director, Culture & Sport responded that the priority for the Welsh Government were the in-year issues that needed to be addressed within the next six months, responding to the immediate priorities the pandemic posed. The Welsh Government did not have a budget beyond April 2021. The aim would be to have a three-year funding agreement, with four-year funding for capital.
- 1.5. In respect of the Museum's ability to address its financial sustainability the Director General noted that the concern for the organisation was the level of unrestricted reserves, and that these had been reducing year on year. The Museum had been able to make the case for all that St Fagans had been able to contribute to Wales, both economically and socially. The Museum believed it was part of the wider public service addressing health, education and climate change. The Chief Operating Officer noted the importance of getting the new strategy right, and to avoid the need for 'fire-fighting' for resources. The organisation needed an independent ten-year strategy but one that was aligned to the priorities of Welsh Government. The 'strategy' element was as important as 'survival' and 'sustainability'.
- 1.6. The Board noted there was a need for leadership from Welsh Government: what they wanted from partners throughout Wales in terms of culture and its contribution to Wales.
- 1.7. The Deputy Director, Culture & Sport agreed with the sentiments of the Board. The timing of the Museum's strategy provided an excellent opportunity to work with partner organisations and Welsh Government Sponsored Bodies on key themes and priorities. It was an opportunity for the Welsh Government to listen to the priorities of the Museum.

1.8. Resolved: Accordingly, and that the update was noted.

Kay Andrews left the meeting at 12:10

2. QUARTER 1 OPERATIONAL PLAN PERFORMANCE REPORT

2.1. Received: A report by the Director General.

2.2. Reported: The Chief Operating Officer noted that the Plan had been revised in the light of the pandemic. Very good progress had been made.

2.3. The Board thanked the staff for the excellent performance within the quarter, and during this most extraordinary period of time.

2.4. Resolved: Accordingly, and that a revised Operational Plan to be presented at the November meeting of the Planning, Performance & Resources Committee.

3. DASHBOARD

3.1. Reported: The Chief Operating Officer noted that updates were being provided to the Board on a regular basis, in lieu of the usual Dashboard.

3.2. Resolved: Accordingly, and that the update was noted.

4. COVID-19 SUMMARY UPDATES

4.1. Received: A report by the Director of Visitor Experience.

4.2. Reported: That the Museum had closed the National Roman Legion Museum, and Amgueddfa Cymru had clarified the situation for the closure of other sites with local lockdowns. The Director of Visitor Experience had met with representatives from the National Trust and Cadw earlier on that morning to share and co-ordinate arrangements. The safety of staff and visitors was paramount.

4.3. The representative from the FDA Union was pleased to report how agile the Museum's response had been, and the way it was supporting staff through videos about what to expect when people return to work within the museums. Staff were being kept up to date, and he offered thanks to the Director for Visitor Engagement and her team for their work. She in turn thanked the Unions for their commitment and support. The President too thanked the Unions for their letters to Welsh Government, noting the Museum's financial position.

4.4. The Board queried whether the Museum could cope with opening / closing museum sites and the possible repetition of this over the coming months. The Director of Visitor Experience noted that there was a need to clarify access in relation to the indoor spaces, and that staff were working to put arrangements in place at the earliest opportunity.

4.5. Resolved: Accordingly, and that the update was noted.

5. WIDENING ENGAGEMENT – PAUL HAMLYN FOUNDATION AND COLLABORATION WITH THE ARTS COUNCIL OF WALES

5.1. Received: A report by the Director General and the Director of Learning & Public Programmes.

5.2. Reported: That the Director General noted the reason for including the background information in the report was to demonstrate that long-term relationship development was important. The Foundation approached the Museum to discuss the gift; it was not an approach from the Museum for funding. They saw that the Museum's commitment to its values was genuine. Staff were thanked for their part in this achievement. The Board noted that the Foundation would consider its annual award should they

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	<p>feel that the Museum deviated from the direction it was currently taking in relation to its deep social purpose.</p> <p>5.3. The Director of Learning & Public Programmes reported that the Museum sees its engagement and social work spanning the whole organisation. There are clear links to the Welsh Government's priorities and to the Well-being of Future Generations Act. The funding was timely in relation to the onset of the pandemic and in enabling the Museum to consider how it could respond. This would become part of the work the Museum was doing with the Arts Council of Wales, undertaking research together. There would be one engagement process across both organisations.</p> <p>5.4. Retiring Trustee Glenda Jones reported that her engagement with the Paul Hamlyn Foundation's earlier programme <i>Our Museum</i> was one of the highlights for her. Collaboration, co-understanding, and credibility, developed through the programme, could be the foundations for other partnerships if those values were acknowledged.</p> <p>5.5. <u>Resolved</u>: Accordingly, and that the update was noted.</p>	
5	<p>CHIEF OPERATING OFFICER'S REPORT</p> <p>1. Financial Report</p> <p>1.1. <u>Received</u>: A report by the Chief Operating Officer / Deputy Director General.</p> <p>1.2. <u>Reported</u>: The President thanked the Chief Operating Officer for managing the finances of the Museum. The Chief Operating Officer reported that there had been no change to the position since the last report, and he noted the local lockdowns had recently been introduced.</p> <p>1.3. <u>Resolved</u>: Accordingly, and that the update was noted.</p> <p>2. Digital update</p> <p>2.1. <u>Received</u>: A report by the Chief Operating Officer / Deputy Director General.</p> <p>2.2. <u>Reported</u>: That this update followed on from the presentation given to the Planning, Performance & Resources Committee in July. The report showed the range of activities that had been undertaken across the organisation. An external facilitator is being engaged to work with the staff on the development of a strategy.</p> <p>2.3. The Board congratulated the team for the work achieved in creating digital content, especially around events such as the digital food festival.</p> <p>2.4. <u>Resolved</u>: Accordingly, and that the update was noted.</p> <p>3. Financial Report 2019/20 update</p> <p>3.1. <u>Resolved</u>: That progress with the report's production was noted.</p>	
6	<p>LEARNING FROM COVID</p> <p>1. <u>Received</u>: A report by the Director General.</p> <p>2. <u>Reported</u>: That the Board noted the areas of activity that the Museum had been engaged with to create digital learning opportunities and activities. This would result in a future blended learning experience, using and re-using content. The Task and Finish Groups involved a range of staff working successfully together – a process that would be used again. The Director of Collections & Research noted that new and more diverse audiences had been reached and that it was clear the Museum could use its collections differently and in more interactive ways. The Director of Learning & Public Programmes noted successes as being the Amgueddfa Cymru Producers and working with people with lived experience. The Director of Visitor Experience noted the way</p>	

	<p>that the organisation had identified ways of working that were different and often better. The Head of Marketing & Communications noted that the pandemic had resulted in a transformation in the way the team had approached marketing and communications. There was greater risk-taking.</p> <p>3. The Board noted the need for agility and the connectivity between the Eventbrite booking system and the corporate Customer Relationship Management (CRM) system, and the way this linked to the digital strategy. The Chief Operating Officer noted that the Museum had received some funding from Welsh Government to develop the CRM system and the Board noted this was becoming more of an Electronic Records Management System. There would be an incremental approach to implementation.</p> <p>4. <u>Resolved</u>: Accordingly, and that the Museum considers setting up a Task and Finish Group to support the work of the Museum in its digital strategy.</p> <p><i>Bethan Page left the meeting at 12:50</i></p>	NW / AL
7	<p>STRATEGY, POLICY & PLANNING</p> <p>1. TEN YEAR STRATEGY CONSULTATION</p> <p>1.1. <u>Reported</u>: The Head of Policy & Public Affairs and Head of Marketing & Communications presented an update on consultation responses. Over 400 responses had been received to date, and the team were targeting specific contacts and partners who had yet to respond to ensure there was representation from across Wales's diverse communities. The Museum was also contacting every Member of the Senedd and party leaders to explore ways in which the Museum's strategy could be fed into party manifestos. Independent consultant Mathew Talfan had been appointed to take forward the next phase of the branding work.</p> <p>1.2. <u>Resolved</u>: Accordingly, and that the Discovery Phase report, presented to the Board in June be shared with the newly appointed Trustees. That a separate branding session be arranged for the Board.</p> <p>2. COMMUNICATIONS, MARKETING AND ADVOCACY</p> <p>2.1. <u>Reported</u>: That the update was included within the strategy consultation update.</p> <p>3. FEASIBILITY STUDIES – FOOTBALL MUSEUM FOR WALES</p> <p>3.1. <u>Reported</u>: The Deputy Director, Culture & Sport reported that progress had been limited since March 2020, because of the pandemic. He was pleased to report that Wrexham Museum had opened in August. Consultants had been appointed and there would be a steering group meeting the following day, at which Amgueddfa Cymru's Director of Collections & Research would be present. The meeting would consider the development of a business plan. No staff had yet been appointed to the project.</p> <p>3.2. <u>Resolved</u>: Accordingly, and that the update was noted.</p> <p>4. CELF AR Y CYD</p> <p>4.1. <u>Received</u>: A report by the Director of Collections & Research.</p> <p>4.2. <u>Reported</u>: That the Director noted that in respect of <i>NHS Staff Decide</i> works from the Museum's collection were now in hospitals in four of the seven Health Boards across Wales. There was a need to increase the Museum's presence in north Wales. The <i>Art100Celf</i> Instagram project was now live. The first edition of <i>Cynfas</i> would be launched in October. This</p>	CT

	<p>would focus on Black Lives Matter to coincide with Black History Month, and content had been handed over to Amgueddfa Cymru Producers. The Deputy Director, Culture & Sport welcomed opportunities for joint promotion of these activities.</p> <p>4.3. <u>Resolved</u>: Accordingly, and that the update was noted.</p> <p>Steffan Roberts left the meeting at 13:05</p>	
8	<p>REOPENING</p> <ol style="list-style-type: none"> 1. <u>Received</u>: A report by the Director of Visitor Experience. 2. <u>Reported</u>: That the Director and President thanked everyone involved in making sure the reopening of the Museums was such a success. The Museum would continue to follow Welsh Government guidelines, including the need to respond to local lockdowns. 3. <u>Resolved</u>: Accordingly, and that the update was noted. 	
9	<p>Appendix 1</p> <p>Action points from the minutes of various Committees and Groups were noted.</p> <p>Pension Scheme Trustees NMGW Enterprises Ltd Audit, Risk & Assurance Committee – to follow Planning, Performance & Resources Committee Caerleon AGM – to follow</p>	
10	<p>VISITOR PROFILE SURVEY RESULTS</p> <ol style="list-style-type: none"> 1. <u>Received</u>: A report by the Head of Marketing & Communications, and presentation slides by Beaufort Research. 2. <u>Reported</u>: That, in order for the Board to have adequate time to consider the report and presentation this report be considered alongside the strategy and branding updates. 3. <u>Resolved</u>: Accordingly, and that the presentation and report be considered at a later date, in conjunction with the strategy and branding updates. 	CT
11	<p>AOB</p> <p>Board Diversification – trustee Rachel Hughes Rachel Hughes reported that she had been involved in the <i>Hands on Heritage</i> project for two years. The project was funded by the National Lottery Heritage Fund and aimed to give 16 to 25 year olds a bigger voice in the Museum’s work. There was direct Trustee engagement in the project and the project aimed to create new programmes using different approaches and style of meetings. Twitter takeovers was an example of the projects produced. It demonstrated how important it was for Trustees to listen to young voices in this way, given the Museum does not have young voices on the Board. The Director of Learning & Engagement thanked Rachel Hughes for also being a mentor to one of the members of the group, and that she welcomed further discussion with the Board about how to take this work forward. The President noted that mentoring and shadowing opportunities had been explored with other organisations and the Executive was considering how to develop this further, especially within the digital environment.</p> <p>Director General The Director General reported that the Research Manager role was now being advertised. That Trustees are members of the Museums Association and that this year’s conference would be a digital event to which all Trustees were encouraged to attend.</p>	

	<p><u>Resolved:</u> Accordingly, and that the link to the Museums Association conference be shared with all Trustees.</p> <p>President The President thanked retiring Trustees Glenda Jones and Robert Pickard for their work, support and commitment to the Museum. On behalf of the Trustees he also wished to record his thanks to the Director General and all the staff. During these incredibly challenging times it was important that everyone took one day at a time to ensure the health and wellbeing of everyone. He thanked the Trade Union representatives for their support, noting that the Museum would be stronger together as a result.</p>	EC
	<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 10 December 2020.</p>	