

MINUTES OF THE BOARD OF TRUSTEES HELD ON 10 DECEMBER 2020

VIRTUAL MEETING

Agenda no	Notes	Action by
	<p>PRESENT: Roger Lewis (in the Chair); Hywel John (Treasurer); Carys Howell; Catherine Duigan; Gwyneth Hayward; Hywel Ceri Jones; Madeleine Havard; Michael Prior; Rachel Hughes; Rob Humphreys; 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, Paul Twamley, Chair of the Development Board; Gwen Williams, Chair of the Friends; Steffan Roberts, Deputy Director Culture & Sport Division, Welsh Government.</p>	
	DECLARATIONS OF INTEREST - None were received.	
	<p>In the Closed Session of the meeting the Board discussed: The Director General's Report, Trustee and Senior Executive Team appointments, Horizon Scanning, and International Loans.</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, Daniel Maney, Prospect Union and Sian Wiblin, PCS Union were welcomed to the meeting as Observers. Apologies were received from Carol Bell (Vice President) and Kay Andrews.</p>	
2	<p>MINUTES</p> <p><u>Resolved:</u> That the Minutes of the meeting held on 24 September 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. Director General's Report</p> <p>1.1.1. <u>Received:</u> A report by the Director General.</p> <p>1.1.2. <u>Reported:</u> The Director General noted the recent visit to St Fagans by the Japanese Ambassador, in the company of the First Minister. The Museum was working closely with its partners in Japan on a possible major exhibition to Wales in 2022/23. The Head of Museum and Head of Marketing and Communications, and all those who worked to prepare for the event were thanked for their support. The Deputy Director for Culture and Sport noted the Welsh Government's International Strategy had been published. Whilst travel restrictions currently in place due to the pandemic made travel difficult at the current time, there were opportunities to explore links between other partners. The Director General reported on his successful meeting with the Future Generations Commissioner the previous day. There</p>	

	<p>were many opportunities for collaboration and one of these should be to support priorities within the Welsh Government’s International Strategy.</p> <p>1.1.3. The Director General noted that two members of staff were standing in the 2021 Senedd elections. The Museum Secretary had circulated information to Trustees notifying them of their obligations should they also wish to stand. The President encouraged all staff to engage in civic life and society.</p> <p>1.1.4. The Director General further reported the successful bid to UKRI of £895,000 to support capital expenditure on research equipment for curators and conservation staff working with the Museum’s geology, archaeology and art collections. This investment was part of the Museum’s future direction - supporting socially purposed research activity, which UKRI strongly advocate.</p> <p>1.1.5. The Director General and President thanked the Trade Unions for their support of the Museum’s financial position, in their communications with Welsh Government.</p> <p>1.1.6. <u>Resolved</u>: Accordingly, and that the update was noted. That the Deputy Director for Culture and Sport to arrange a meeting between the Museum and other partners to explore ways in which all organisations could collaborate on delivering the Welsh Government’s priorities within its International Strategy.</p> <p>1.2. National Museum Cardiff Masterplanning</p> <p>1.2.1. <u>Received</u>: A report by the Director of Visitor Experience.</p> <p>1.2.2. <u>Reported</u>: That the Board was updated on progress with the procurement process for appointing consultants to undertake the masterplanning work. The programme would be aligned with the ‘Amgueddfa Cymru 2030’ strategy. The Board would be closely involved in this crucial preparatory work.</p> <p>1.2.3. Trustee Michael Prior and the Treasurer were observers to the process of awarding the tender contract. Both reported how pleased they were with the process and the professional way in which it had been approached and managed. It was an educational and positive experience. The President recorded his thanks for the detailed report and noted that the ambition represented a huge statement for Wales – noting the iconic status of the building and the importance of the activities for the public that went on inside it.</p> <p>1.2.4. <u>Reported</u>: That the update was noted and that Welsh Government continue to be informed of developments with the masterplanning work at National Museum Cardiff.</p>	<p>SR</p> <p>JL</p>
5	<p>STRATEGY, POLICY & PLANNING</p> <p>1. Amgueddfa Cymru 2030 Strategy & Brand</p> <p>1.1. <u>Received</u>: A report by the Head of Policy & Public Affairs.</p> <p>1.2. <u>Reported</u>: The Head of Policy & Public Affairs thanked Trustees for their contribution to the strategy workshop and feedback on 25 November 2020. The report presented a record of how the Museum had discussed the strategy with stakeholders, Trustees and the public. It was inspiring to see the public share same level of enthusiasm for the Museum’s future as the Trustees. The Board was being asked to agree the meaning behind each Goal. The wording of each Goal would be developed alongside the</p>	

	<p>Brand work. There were now six Goals. The enabling objectives would be developed further.</p> <p>1.3. The President noted that the Museum needed to consider what was required for its survival, its sustainability and its strategy. These would influence the shape of the Museum in the future. The President thanked the Head of Policy & Public Affairs for her resilient leadership in driving this work to this conclusion.</p> <p>1.4. The Head of Policy & Public Affairs noted that the next step would be to look at the Future Generations' Three Horizon Model alongside the Five Ways of Working, to create an Action Plan with appropriate Objectives and Key Performance Indicators that would enable the Museum to deliver on these six Goals.</p> <p>1.5. The Deputy Director for Culture and Sport noted that he had discussed the strategy with Head of Policy & Public Affairs.</p> <p>1.6. In respect of the Branding work, the Head of Marketing & Communications updated the Board on progress. Messaging and language would be key to effectively communicate this work in the summer / autumn 2021. This would involve working in partnership with other organisations and visitor attractions to create a unified approach to the way Wales was presented to the world. Whilst there should be a balance and consensus around a One Wales approach, there should also be a sense of individuality for each organisation's identity.</p> <p>1.7. <u>Resolved</u>: Accordingly, and that the six Goals for the Amgueddfa Cymru 2030 strategy were approved.</p> <p>2. Communications, Marketing and Advocacy</p> <p>2.1. <u>Reported</u>: That the updates were noted as part of the Strategy and Brand update above.</p> <p>2.2. <u>Resolved</u>: Accordingly, and that the update was noted.</p> <p>3. COVID-19 update</p> <p>3.1. <u>Received</u>: A report by the Director of Visitor Experience.</p> <p>3.2. <u>Reported</u>: That the Trade Unions were thanked again for their support for the Museum in their communications with Welsh Government. The Head of Human Resources noted December had been allocated a Well-being Month for staff, with a range of events and activities being planned for staff. The Museum noted the rising number of cases of the virus in Wales, and that the First Minister would be making another public statement the following day. The Museum continued to work in line with other organisations such as Cadw and the National Trust to ensure that the public received clear and consistent messages to convey what was open / closed and when.</p> <p>3.3. Trustees noted the additional safeguarding training being provided for staff to enable them to respond to incidents of verbal or other abuse from the public. The Museum had also been collecting many messages of support thanking staff for the way in which they had welcomed them to safely enjoy their visit.</p> <p>3.4. <u>Resolved</u>: That the update was noted.</p>	
6	<p>DECOLONISING THE COLLECTIONS</p> <p>1. <u>Received</u>: A report by the Director of Collections & Research.</p> <p>2. <u>Reported</u>: That the Board received a presentation the previous day, setting out the complexities, challenges and opportunities of decolonising the collections.</p>	

	<ol style="list-style-type: none"> 3. Comments made by the Board would be taken forward by the team in its work with the public. There was an opportunity for a step-change in the way the Museum worked with the public, the collections and the displays. The Board noted this work would take many years to realise. 4. The Trustees noted how definitions of colonialism could be applied to their own histories, for example with the history of the Irish in Wales. There was an opportunity to consider the funding opportunities inherent within research into the scientific and natural history collections of both the Museum and other organisations such as the National Botanic Garden of Wales. 5. <u>Resolved</u>: Accordingly, and that the Board noted the report. 	
7	<p>PUBLIC PROGRAMMES</p> <ol style="list-style-type: none"> 1. <u>Received</u>: A report by the Director of Learning & Public Programmes. 2. <u>Reported</u>: The Director noted that the report reflected on the learning over the last six months, and what this meant for the future of public programming across the organisation. The Museum had worked creatively to respond to people’s needs, focusing on health and care for people’s mental wellbeing. The plan covered a period of five years and the activities would be aligned to the Ten-Year strategy. The way the Museum was now working was seen to be far more democratic in its reach and impact. 3. The Chair of the Friends noted the extent to which its members and communities across Wales had access to computers and the internet to access the digital activities and programmes. The Director of Learning & Public Programmes noted that 16% of households in Wales did not have any connectivity and that the Museum had worked with local authorities sharing culture packs for distribution to local communities. 4. <u>Resolved</u>: Accordingly, and that the paper was approved. 	
8	<p>CHIEF OPERATING OFFICER’S REPORT</p> <ol style="list-style-type: none"> 1. <u>Received</u>: A report by the Chief Operating Officer / Deputy Director General. 2. <u>Reported</u>: That the Chief Operating Officer noted the current financial position and that the Museum was pleased to have received £300,000 in Grant In Aid (GIA) funding which was part of the £440,000 originally cut from the GIA earlier in the year by Welsh Government, plus additional capital funding. The Chief Operating Officer noted that the position was fluid, and the Museum was dependent on the Welsh Government’s GIA and capital funding to support the majority of its work. A revised financial forecast would be prepared following the budget announcement on 21 December 2020 and presented to PPRC. The chief Operating Officer also noted that the structural deficit remained, and that the Museum was forecast to run out of reserves in 2022. The Museum was providing support for staff including its Well-being month, and the Executive and Board were grateful for the support they received from the Trade Unions in their communication with Welsh Government. The Director General alerted the Board to the importance of the digital activity mentioned in the report. 3. <u>Resolved</u>: Accordingly, and that the report was approved. 	
9	<p>WELSH GOVERNMENT UPDATES</p> <ol style="list-style-type: none"> 1. <u>Reported</u>: That the Deputy Director for Culture and Sport updated the Board on the following: <ol style="list-style-type: none"> 1.1. Welsh Government Budget 2021/22 – Following the Spending Review announcement on 25 November 2020 the Welsh Government’s draft one- 	

year budget would be announced on 21 December 2020. The Deputy Director was working with Welsh Government Finance Ministers and other colleagues in terms of the allocation of funds throughout the various government departments. Revenue funding was particularly challenging, although there was a more positive position in respect of the availability of capital funding. The Board noted the crisis that was facing Wales, and that the Board was responsible for the crisis facing the Museum. The Director General thanked the Deputy Director for Culture and Sport for listening to the needs of the Museum.

- 1.2. **Star chamber process** – The Welsh Government continued to explore ways in which it could support the Museum with in-year funding. The Deputy Director for Culture and Sport noted the recent £300,000 award, and that this went some way to repaying the 2% in-year cut in the 2020/21 Grant In Aid budget. The Welsh Government would continue to explore other opportunities to support the Museum throughout the remainder of the financial year. The Chief Operating Officer reported the well-documented financial difficulties the Museum faced and that these had been regularly and repeatedly communicated to Welsh Government. The Museum would welcome further funds to address the structural deficit which was affecting the organisation's future plans. The Board noted the combination in Wales of a global pandemic, Brexit, one-year budgets and the elections in 2021. The Director General reported on the way the Museum had responded in recent months supporting communities and the people of Wales through practical projects. The Museum stood ready to play its part in the future, delivering creative solutions for the people of Wales. The Board noted the importance of its partnership work across a range of organisations and institutions, and the connectivity with the Museum's ambitions for fundraising and income generation. The Chair of the Development Board noted that most companies were focussing on their own survival and that this would delay their ability to consider supporting the Museum.
- 1.3. **National Gallery of Contemporary Art** – The Deputy Minister would issue a written statement on this and the Football Museum on 11 December 2020. Consultants were in place and were working with the proposed venues. A final report was scheduled for February 2021. The Board noted the four projects that had been taking place in the meantime. The Director of Collections & Research noted the work currently being undertaken to digitise the art collections.
- 1.4. **Football Museum** – This project was also gaining momentum and details would be outlined in the Deputy Minister's written statement.
- 1.5. **Cultural priorities** – The Welsh Government had prioritised supporting individual freelancers and organisations through the Cultural Recovery Fund. The wider work on cultural priorities had been put on hold and would now need to be taken forward by the new government in 2021. The President noted that the Museum's focus on survival, sustainability and its strategy would work to support the Welsh Government in Wales's recovery. The President thanked the Deputy Director for Culture and Sport for his time and support, and confirmed the Board welcomed his presence at these Board and other meetings with the Officers and Executive.

	<p>2. <u>Resolved</u>: Accordingly, and that the Deputy Director for Culture and Sport to arrange to meet with the President, Director General and the Chief Operating Officer / Deputy Director General after the budget announcement on 21 December 2020, if required. That the Head of Policy & Public Affairs and the Head of Marketing & Communications to provide a response to the Deputy Minister's written statement on the National Gallery of Contemporary Art and the Football Museum.</p>	<p>SR</p> <p>HF /CT</p>
10	<p>PAINTING ACQUISITION</p> <p>1. <u>Reported</u>: That the Director of Collections & Research reported that the work by painter Paula Rego had been received into the collections and would go on display at the earliest opportunity. Conservation work on the recently acquired Manet was being undertaken and the Board noted the digital film opportunities that could arise from sharing the conservation work. The impact of the pandemic was affecting the level of support the Derek Williams Trust could provide to the Museum.</p> <p>2. <u>Resolved</u>: Accordingly, and the update was noted.</p>	
11	<p>SUSTAINABLE MANAGEMENT</p> <p>1. <u>Received</u>: A report by the Head of Museum, National Wool Museum / Chair of the Sustainable Management Compliance Group and Forum.</p> <p>2. <u>Reported</u>: That there was one action plan for the whole of the organisation following the declaration of an Ecological and Climate Emergency in September 2019. The paper highlighted the current focus on taking steps towards decarbonisation, preparing and submitting for accreditation a carbon literacy course, and reviewing the Museum's environmental policy and statement.</p> <p>3. The Board supported the team for the integrated way in which the paper was brought together. It was confirmed that the combined Heat and Power set at National Museum Cardiff had produced savings of £95,261 in purchased electricity. It was recognised that individual agency was no longer enough to address these global issues and that the Museum had an opportunity to become an advocate for, and leader of change. . The Museum's partnerships were an important resource in showcasing the work of the Museum.</p> <p>4. <u>Resolved</u>: Accordingly, and the report was noted. That the Museum considers how to promote the organisation as a responsible national institution in relation to its sustainable management work.</p>	<p>CT</p>
12	<p>GOVERNANCE</p> <p>1. Corporate Governance & Standards Framework annual reminder</p> <p>1.1. <u>Received</u>: A report by the Museum Secretary.</p> <p>1.2. <u>Reported</u>: That the report highlighted the key areas of compliance for the Board to note, in this its annual reminder.</p> <p>1.3. <u>Resolved</u>: Accordingly, and the report was noted.</p> <p>2. Welsh Language Standards</p> <p>2.1. <u>Received</u>: A report by the Director of Learning & Public Programmes.</p> <p>2.2. <u>Reported</u>: That there had been no complaints during the last quarter.</p> <p>2.3. <u>Resolved</u>: Accordingly, and that the report was noted.</p> <p>3. Big Pit National Coal Museum Annual Owners' Report</p> <p>3.1. <u>Received</u>: A report by the Head of Museum.</p> <p>3.2. <u>Reported</u>: That the Chief Operating Officer reminded the Board that the Museum is the owner of the Mine and therefore in governance terms the</p>	

	<p>Board had responsibilities and liabilities as mine owners and operators. The Head of Museum and Mine Manger were thanked for their work. The Board noted the valuable work of the apprenticeships in providing long term continuity at the site. The qualification held by the Mine Manager enabled the Museum to be open to the public.</p> <p>3.3. <u>Resolved</u>: Accordingly, and that the report was noted.</p> <p>4. Well-being of Future Generations Act</p> <p>4.1. <u>Received</u>: A report by the Director of Learning & Public Programmes.</p> <p>4.2. <u>Reported</u>: That the report provided an update on recent developments in terms of the Well-being of Future Generations, on the publication by the Future Generations Commissioner of <i>A Manifesto for the Future</i>, and on the reflections provided by the Commissioner regarding the Museum's progress. The Director noted the report was very positive and that the Museum was in what the Commissioner called the 'Believers and Achievers group'. The Museum was now reframing its Well-being goals as part of the new Ten-Year strategy.</p> <p>4.3. <u>Resolved</u>: Accordingly, and that the report was noted.</p>	
13	<p>Appendix 1 Action points from the minutes of various Committees and Groups were noted.</p> <p>Pension Scheme Trustees</p> <p>Audit, Risk & Assurance Committee</p> <p>Planning, Performance & Resources Committee The Board noted the important role this Standing Committee played in taking key decisions delegated to it by the Board.</p> <p>Arts Advisory Group</p> <p>Caerleon AGM</p> <p>Research Advisory Committee The Chair thanked the Director of Collections & Research for her contribution and the involvement of staff. The Chair wished to see the design of a new Research Advisory strategy, including a list of priorities and partners. This strategy would be aligned with the Museum's Ten-Year strategy.</p> <p>Appointments & Remunerations Committee</p>	
14	<p>AOB</p> <p>Future Board Agendas The President noted the items listed at the end of the agenda needed to be considered in relation to the agendas for both the Board and the Planning, Performance & Resources Committee. <u>Resolved</u>: Accordingly, and that a schedule of topics for discussion be assigned in January 2021 to the various Board and PPRC agendas for 2021/2022. That the Trustees to contribute ideas and comments on the proposed list of topics.</p> <p>Senior Executive Team The President reminded the Board that there would be no communication of general business from the Senior Executive Team between 18 December 2020 and 04 January 2021.</p> <p>The Director General thanked the Trustees for their support. He noted the extra work that had been required by everyone and that he was grateful that the Trustees had remained focused and supportive. Despite the challenges of the last few months the Director General noted his optimism for 2021, based on the successes achieved in 2020.</p>	EC Trustee s
	<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 11 March 2021.</p>	