**MINUTES OF THE BOARD OF TRUSTEES HELD ON 11 MARCH 2021**

**VIRTUAL MEETING**

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| **Agenda no** | **Notes** | **Action by** |
|  | **PRESENT:** Roger Lewis(in the Chair); Carol Bell (Vice President); Hywel John (Treasurer); Carys Howell; Catherine Duigan; Gwyneth Hayward; Madeleine Havard; Michael Prior; Rachel Hughes; Rob Humphreys; Abigail Lawrence; Richard Thomas; David Anderson, Director General; Nia Williams, Director of Learning & Public Programmes; Janice Lane, Director of Visitor Experience; Kath Davies, Director Collections & Research; Phil Bushby, Director of Corporate Resources; Heledd Fychan, Head of Policy & Public Affairs; Elizabeth Connolly, Head of Human Resources and Elaine Cabuts, Museum Secretary.  **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; Catrin Hughes, Head of Sponsorship, MAALD, Welsh Government; Llewellyn Goff, Senior Officer. |  |
|  | **DECLARATIONS OF INTEREST -** None were received. |  |
|  | **In the Closed Session of the meeting the Board discussed:** The Financial Sustainability of the Museum – the Journey to 2030.  **At this point the meeting was opened to the public.** No members of the public were in attendance. |  |
| 1 | **WELCOME AND APOLOGIES**  Roger Lewis welcomed everyone to the meeting. Gareth Hills, FDA Union and Sian Wiblin, PCS Union were welcomed to the meeting as Observers. Apologies were received from Hywel Ceri Jones, Kay Andrews and Neil Wicks, Chief Operating Officer / Deputy Director General. The Board sent their best wishes to Neil Wicks.  Reported: The meeting was being recorded for the purposes of accuracy of the minutes.  Resolved: Accordingly, and that the recording be deleted once the minutes and action points had been approved. That the process of recording the minutes be reviewed at the September 2021 meeting. | RL/DA/HF |
| 2 | **MINUTES**  Resolved: That the Minutes of the meeting held on 10 December 2020 be approved. |  |
| 3 | **MATTERS ARISING**  There were no matters arising from the previous minutes. |  |
| 4 | 1. **DIRECTOR GENERAL’S REPORT**    1. **Director General’s Report**       1. Received: A report by the Director General.       2. Reported: The Director General reported that the Museum had responded swiftly and decisively to the threat posed by the recent Microsoft security breach. There was no compromise for the Museum and its exposure was very limited. The Information Communications Technology department ran daily checks on all systems.       3. The Director General further reported that the Museum had withdrawn its application to the Paul Hamlyn Foundation for further funding. The Board was pleased to note however that the potential for further support from the Foundation remained, should it be required.       4. The Director General noted the imminent consultation on the Welsh Government’s Race Equality Action Plan.       5. The Director General noted the Senior Executive Team had welcomed the break in meetings over the Christmas period, and requested that these be in place again for the Easter break.       6. Resolved: Accordingly, and that the update was noted. That there be no meetings of the Board or its Committees between 29 March – 09 April 2021. | RL |
| 5 | **STRATEGY, POLICY & PLANNING**   1. **Amgueddfa Cymru 2030 Strategy & Brand**    1. Received: Reports by the Head of Policy & Public Affairs and Head of Marketing & Communications.    2. Reported: The Head of Policy & Public Affairs thanked Trustees for their continued contribution to the development of the strategy. The Board received a presentation on the work to date, which was delivered by members of the Strategy team. The Board noted the importance of brining together the strategy and brand, and congratulated the team on the proposal for the different formats to be used to communicate the strategy.    3. The Head of Policy & Public Affairs noted that the Planning, Performance & Resources Committee had already approved the high-level outcomes of the goals and the Enablers. The Board needed to now consider the seven sections setting out the high-level activities and outputs for the next five years. The Welsh Government’s Remit Letter would need to be reflected in this five-year plan.    4. Comments included: there be no hierarchy of numbering of the goals; the connection between business and creativity be drawn out; the blended-learning approach to delivery would continue; well-being for children, especially young boys, would be included; the importance of cross-border, domestic and UK-wide connections be emphasised; Wales’s geology is particularly special and that more could be made of Wales’s move towards zero carbon emissions by 2030; how the Museum could work with other national museums such as the Natural History Museum – we are not addressing these issues alone; goal 5. Discover and Explore Digitally could be an enabler given that this is one area that will change; and goal 6. Build Global Connections needed further development.    5. In respect of the Enablers, the Head of Policy & Public Affairs noted that the May meeting of the Planning, Performance & Resources Committee would receive more detail and the Operational Plan. This would include responding to the Welsh Government’s Remit Letter. The Board commented that the list needed to be shorter.    6. Resolved: Accordingly, and that Trustees to share examples of best practice in strategy presentations. That Trustees submit further responses to the paper to the Head of Policy & Public Affairs. 2. **Amgueddfa Cymru Brand**    1. Reported: That the Board had received a presentation on the brand the day before, and noted that a creative agency had been appointed.    2. Resolved: Accordingly, and that the update was noted and that the presentation be shared with the Board. 3. **National Museum Cardiff Masterplanning**    1. Received: A report by the Director of Visitor Experience.    2. Reported: That the Director and Head of Gallery Projects gave a presentation on developments, programme schedule and the planned timetable for board engagement and reporting (linked to the Planning, Performance & Resources Committee and the Board calendar). They noted that Rural Office for Architecture had been appointed to undertake the Masterplanning.    3. Resolved: That the update was noted. The President noted the Trustees’ interest in having the opportunity to engage with the project. | Trustees  EC |
| 6 | **AMGUEDDFA CYMRU QUARTERLY UPDATE**   1. **Learning & Public Programme**    1. Received: A report by the Director of Learning & Public Programmes.    2. Reported: That the Director noted the work between the Museum and the Arts Council of Wales regarding widening engagement with audiences and users that did not currently engage with the Museum was almost complete. The Board noted the updates in relation to the Fusion programme and the Investors in Volunteers bid.    3. Resolved: Accordingly, and that the Board noted the report. That the Board to consider the Learning & Public Programme activity in more detail on 23 June 2021, the day before the next Board meeting. 2. **Collections & Research**    1. Received: A report by the Director of Collections & Research.    2. Reported: That the Director reported that a new loans programme would underpin the first goal of the strategy. A clear baseline would be established as to how we are using our collections, and our international loans. A digital curator is being appointed to support the work on the Contemporary Art Project and will undertake consultation with communities across Wales. The Board was pleased to note the global reach of the recent 13th European Diatom Meeting held online and led by the Museum’s Principal Curator: Botany (Diatoms). The Museum would be making an announcement soon regarding the appointment of a Research Manager.    3. Resolved: Accordingly, and that the Board noted the report. That the Board to consider the Collections & Research activity in more detail on 23 June 2021, the day before the next Board meeting. 3. **Communications, Marketing & Advocacy**    1. Reported: That the Head of Policy & Public Affairs reported that the Museum was preparing to brief the new Senedd Members following the elections in May 2021. That the internal communications work was focussed around revising the guidance on the re-opening of the Museums, for staff. The Head of Marketing & Communications reported that the Museum continued to work with Cadw and the National Trust to ensure that the external messaging around re-opening was consistent. The Museum was also working jointly on a campaign with Visit Wales. Press opportunities continued including the research of Richard Bevins, the Museum’s former Keeper of Natural Sciences, with his work on the Blue Stones of Stonehenge.    2. Resolved: Accordingly, and that the latest communication information be shared with the Board. | NiaW  KD  CT |
| 7 | **CHIEF OPERATING OFFICER’S REPORT**   1. Received: A report by the Chief Operating Officer / Deputy Director General. 2. Reported: That the Director General noted there would be an additional £2.5m in capital funding for the next financial year, making a total of £6.6m. The Museum with additional revenue funding will achieve a balalnced budget this year and the next financial year. There would be no need to draw down on reserves. The Museum would be making a circa £700k contribution towards the Pension Fund this financial year. 3. The Board noted the speed with which the capital funding would need to be spent. The President was confident in the team being able to manage the spend. 4. Resolved: Accordingly, and that the Board approved the significantly improved year-end forecast position; noted the additional revenue funding of £1.45m this year, and £2.5m next year ; and noted the additional in-year capital funding this year. | NW |
| 8 | **WELSH GOVERNMENT UPDATES**   1. Reported: That the Head of Sponsorship updated the Board on the following:    1. **National Gallery for Contemporary Art** That whilst progress had been delayed, the consultants Rural Office Architects would be presenting their detailed report at the end of March. The Board noted the digital projects that had been ongoing during Covid. It was noted that Amgueddfa Cymru had not been able to spend all the allocated budget this financial year, and that the balance would be carried forward. The Director of Collections & Research noted that work completed under Celf Ar Y Cyd was a useful pilot as to how we could progress the distributed model once the work with the regional galleries had been completed. The President noted that the new government in Wales may wish to consider the distributed model, and whether the concept of a new build should be re-introduced an as option. The Director General reaffirmed the Museum’s commitment to contemporary Welsh art in all its forms.    2. **National Football Museum** Storage of the collections was being arranged to enable the building to be refurbished.    3. **Race Equality Plan** The consultation document would be published on 26 March 2021. There were five goals with defined actions. The Head of Sponsorship did not foresee any issues for the Museum in being able to respond positively to the document, and that there would be funding available for MAALD to work with the Museum and the Arts Council of Wales on its implementation. The Director General strongly recommended the high-quality document to the Board.    4. Resolved: Accordingly, and that the Race Equality Plan Consultation document be shared with the Board when published on 26 March 2021. | HF |
| 9 | **GOVERNANCE**   1. **Well-being of Future Generations**    1. Received: A report by the Director of Learning & Public Programmes.    2. Reported: That the Director thanked the Commissioner and her team for her support as the Museum develops its strategy. Several good case studies of the Museum’s work were published by the Commissioner.    3. Resolved: That the Board noted the report. That a separate session be arranged for the Board to consider the Museum’s work on the Well-being of Future Generations. 2. **Covid-19 Update**    1. Received: A report by the Director of Visitor Experience.    2. Reported: That the Director had discussed timelines with Welsh Government. The Board noted that within the current published guidance, the Museum would be able to reopen its sites when Wales was in Level 2. The Director was pleased to report the internal audit of the Museum’s response to and management of the pandemic had achieved a ‘substantial assurance’. The Director thanked the Unions for their support and collaboration. The Museum continued to work with Cadw and the National Trust to achieve a co-ordinated response.    3. The Board noted the importance of acknowledging the impact of the pandemic on staff, those furloughed, those working from home, and those continuing to work on site. Staff were thanked for the ways in which they had supported one another.    4. Resolved: Accordingly, and the report was noted. 3. **Trustee Recruitment**    1. Reported: The President updated the Board on the recruitment of two new Welsh Government appointed Trustees. The President thanked the Head of Sponsorship at MAALD for driving the process forward so that it could hopefully be resolved before Purdah, and for supporting the need to diversify the Board. The Board noted the range of applications received and that interviews would take place on 15 and 17 March 2021. The Head of Sponsorship confirmed that the aim would be to put the recommendations of the interview panel before the Deputy Minister on 25 March 2021.    2. Resolved: Accordingly, and that the update was noted. | NiaW |
| 10 | **Appendix 1**  Action points from the minutes of various Committees and Groups were noted.  **Pension Scheme Trustees**  **Audit, Risk & Assurance Committee**  **Planning, Performance & Resources Committee**  **Research Advisory Committee**  **Appointments & Remunerations Committee** |  |
| 14 | **AOB**  **Festival 2022** The President updated the Board, noting that the First Minister would be briefed on the winning entry for Wales.  Resolved: Accordingly, and that the President will write to the Trustees regarding the Festival 2022. That the President would brief the Director General and members of the Senior Executive Team on the day of the public announcement.  **Museum Secretary** The President and Director General thanked the Museum Secretary, on behalf of the Board and staff respectively, for her work in support of the Board and the Museum during her time in office. They wished her well for the future. | RL |
|  | **Date and time of next meeting**  Resolved: That the next meeting of the Board of Trustees will commence at 9:00am on 24 June 2021. |  |