

**AMGUEDDFA  
CYMRU**

# **Our Operational Plan**

## **2022/23**

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# Our Operational Plan 2022/23

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## Strategic Commitment 1: Make sure that everyone is represented

Activity	Director	Operational Plan 2022/23 - Actions	Quarter
<b>The national collection represents and is shared with all of the people of Wales</b>			
A1.01 Deliver the Charter for Decolonising Amgueddfa Cymru collections.	Collections & Research	<ul style="list-style-type: none"> <li>Develop a toolkit for decolonising Amgueddfa Cymru's collection across the 6 areas of work and establish workflows that support the decolonising process.</li> <li>Develop partnerships with other organisations and institutes who are addressing decolonising agendas and explore funding opportunities.</li> </ul>	Q2-Q3  Q2-Q4
A1.02 Develop and deliver a new way of working to facilitate the widespread use of collections across Wales both within the regional museum network and community settings across each of the 22 Local Authorities.	Collections & Research	<ul style="list-style-type: none"> <li>Develop new loans policies in consultation with regional museums and galleries in Wales and community partners. Publish the policy and begin implementation.</li> <li>Identify 'cold spots' where take up is low, identify perceived barriers and develop targeted response.</li> </ul>	Q3  Q4
A1.03 Develop and deliver a new Collections Strategy which drives forward the diversification of the collection and works in	Collections & Research	<ul style="list-style-type: none"> <li>Consult with community partners on a range of collection areas including the Decolonisation programme and develop draft Collections Strategy.</li> <li>Identify priority areas.</li> <li>Consult with the Federation of Museums and Galleries.</li> </ul>	Q2  Q4 Q4

collaboration with community partners.			
A1.031 Maintain nationally recognised standards of Collections care.	Collections & Research  Head of Collections services	<ul style="list-style-type: none"> <li>• Achieve Archive Service Accreditation.</li> <li>• Work towards renewal of Museum Accreditation.</li> </ul>	Q1-Q3 Q2-Q4
A1.032 Work towards developing the National Contemporary Art Gallery.	Collections & Research	<ul style="list-style-type: none"> <li>• Work with the Arts Council of Wales and National Library to take forward the development and establishment of the National Contemporary Art Gallery for Wales.</li> </ul>	Q1-4
<b>Play a leadership role in supporting the Welsh Government's Cultural Strategy</b>			
A1.041 Ensure that Amgueddfa Cymru and local museums are represented in the Cultural Strategy.	Director General	<ul style="list-style-type: none"> <li>• Contribute to development of the Cultural Strategy and implement areas relevant to the Museum.</li> <li>• Collaborate with and support local museums and galleries.</li> <li>• Collaborate with Wrexham Museum to support the development of the Football Museum for Wales.</li> </ul>	Per WG  Q4 Q1-4
<b>Exhibitions and events are created, used and enjoyed with communities across Wales and in local authority areas in Wales</b>			
A1.06 Develop and deliver community-based activities and events with partners.	Learning & Public Programmes	<ul style="list-style-type: none"> <li>• Co-deliver community events with partners including events to celebrate and represent the history and creativity of culturally and ethnically diverse communities and LGBTQ+ communities.</li> <li>• Pilot use of BSL in events.</li> <li>• Co-deliver community-based initiatives including the Valleys re-told three-year initiative.</li> <li>• Develop a forward programme of events and activities with communities for 2023/24.</li> </ul>	Q1-Q4  Q2-Q4 Q1-4  Q4

A1.061 Develop and deliver a strategy for permanent displays that speak to and are relevant to the heritages of communities who experience inequalities or racism.	Learning & Public Programmes	<ul style="list-style-type: none"> <li>• Develop funding application with Arts Council of Wales to support creative practitioners with lived experience.</li> <li>• Research and review current exhibitions at Amgueddfa Cymru.</li> <li>• Appropriate gallery and museum spaces to deliver exhibitions.</li> <li>• Complete pre-exhibition production phase and agree schedule for 2023-25 with community partners.</li> </ul>	Q1  Q3-4 Q3-4 Q3-4
A1.07 Develop community exhibitions with partners.	Learning & Public Programmes	<ul style="list-style-type: none"> <li>• Develop and deliver a programme of temporary community exhibitions with partners at Oriel y Parc.</li> <li>• Co-develop and deliver community exhibitions with partners including to celebrate and represent the history and creativity of culturally and ethnically diverse communities and LGBTQ+ communities.</li> <li>• Produce an Action Plan to develop permanent displays that speak to and are relevant to culturally and ethnically diverse communities.</li> <li>• Establish a model for displaying at National Events and in other community venues.</li> </ul>	Q1-Q4  Q1-Q4  Q3-Q4 Q3-Q4
<b>Implement a Marketing and Communications Strategy that represents the diversity of communities in Wales</b>			
A1.071 Develop and deliver a Marketing and Communications Strategy that represents the diversity of communities in Wales.	Chief Operating Officer	<ul style="list-style-type: none"> <li>• Following approval of Strategy to 2030 and new brand, finalise Marketing and Communications Strategy and begin delivery.</li> <li>• Embed Audience work and further to inform audience development.</li> </ul>	Q4  Q4
<b>Users and visitors reflect the diversity of communities in Wales</b>			

A1.09 Develop a museum wide Community Engagement Plan.	Learning & Public Programmes	<ul style="list-style-type: none"> <li>• Revise Action Plan included as part of Public Programme Strategy, in response to the publication of Welsh Government's Racial Equality and the Anti-Racist Wales Action Plan and LGBTQ+ Action Plan.</li> <li>• Review established partnership networks and develop models of working with community partners including exploring systems for making dormant resources accessible.</li> <li>• Continue to support the Fusion network pending Welsh Government's review of the Fusion programme.</li> </ul>	Q1-Q3  Q1-Q4  Q1-Q4
A1.101 Develop and publish Child Poverty Objectives.	Learning & Public Programmes	<ul style="list-style-type: none"> <li>• Draft Objectives.</li> <li>• Discuss and agree with partners.</li> <li>• Publish Objectives.</li> </ul>	Q1-2 Q2-Q3 Q4
<b>Staff and Board are representative of the diversity of Wales</b>			
A1.11 Update the Museum's Strategic Equality Plan and Objectives.	Corporate Resources	<ul style="list-style-type: none"> <li>• Development of four-year equality strategy and objectives with effective integration with the Welsh Language Policy and be consistent with the Widening Engagement Action Plan. This will include annual equalities reporting and publishing of our Gender Pay Gap and supporting actions.</li> <li>• Complete an organisational People Strategy to improve approaches to recruitment and partnerships and enhance the diversity of staff at all levels.</li> <li>• Champions for protected characteristics will be established including disability, LGBTQ+ and race. Together, these will help implement the goals from key action plans.</li> </ul>	Q1  Q4  Q4

A1.111 Work with Welsh Government and Trustees to recruit a Board that represents the diversity of Wales.	Chief Operating Officer	<ul style="list-style-type: none"> <li>• Work with Welsh Government to review and revise Trustee recruitment process to enhance diversity of Board.</li> <li>• Further develop induction process to ensure Strategy 2030 embedded and values supported.</li> </ul>	Q3 Q3
<b>Promote Welsh Government equalities strategies, including the Anti-racist Wales Action Plan</b>			
A1.12 Support implementation of Welsh Government's Anti-racist Wales Action Plan, LGBTQ+ action plan and other equalities plans in museums and galleries.	Director General	<ul style="list-style-type: none"> <li>• Collaboratively report outputs and outcomes in response to the Anti-racist Wales Action Plan and LGBTQ+ Action Plan.</li> <li>• Report against targets and milestones in collaboration with Arts Council of Wales, as detailed in the Widening Engagement Action Plan.</li> </ul>	Q1 - Q4 Q1-Q4

## Strategic Commitment 2: Inspire creativity and learning for life

Activity	Director	Operational Plan 2022/23 - Actions	Quarter
<b>As a creative organisation, nurture and facilitate creativity for all, and celebrate the creative achievements of Wales.</b>			
A2.01 Develop and implement a 5 Year Creativity Strategy and Plan for the Museum.	Director General	<ul style="list-style-type: none"> <li>• Develop and begin implementation of Creativity Strategy and Plan.</li> </ul>	Q3-Q4
A2.02 Develop and implement a 5 Year Learning and Public Programme Strategy and Business Plan.	Learning & Public Programmes	<ul style="list-style-type: none"> <li>• Agree Learning and the Public Programme Strategy with Board.</li> <li>• Publish strategy and action plan for Learning and the Public Programme online.</li> </ul>	Q1 Q1 Q2-Q3

		<ul style="list-style-type: none"> <li>Review partnerships for all learning and public programme areas of work.</li> </ul>	
A2.03 Deliver exhibitions and events to celebrate creativity in collaboration with the partners.	Learning & Public Programmes	<ul style="list-style-type: none"> <li>Develop and deliver Events Programmes to support and celebrate creativity.</li> <li>Deliver Exhibitions Programmes to support and celebrate creativity including <i>BBC in Wales</i>.</li> <li>Develop plans for exhibitions, including <i>Artes Mundi 10</i> and <i>Hip Hop</i> in 2023.</li> <li>Detail forward plan for events and exhibitions in 2023/24.</li> </ul>	Q1-Q4  Q1-4  Q2-4  Q4
A2.04 Develop new pathways for using our collections as an inspirational resource for makers and creative professionals.	Collections & Research	<ul style="list-style-type: none"> <li>Consult with design sector in Wales.</li> <li>Review existing collections to identify how they can be used to support design agenda.</li> </ul>	Q4 Q4
<b>All schools in Wales use Amgueddfa Cymru annually to deliver the national curriculum</b>			
A2.06 Develop and deliver hybrid programmes and resources for schools.	Learning & Public Programmes	<ul style="list-style-type: none"> <li>Deliver new curriculum-based programmes and resources, including to support anti-racism and better understanding of the diverse cultural heritage of Wales.</li> <li>Revise programme in response to the review of the school day/year and develop programme for 2023-26.</li> </ul>	Q1-4  Q3-Q4
<b>Adults and families across Wales are inspired to learn with Amgueddfa Cymru</b>			
A2.07 Develop and deliver Pre-school Learning Programme.	Learning & Public Programmes	<ul style="list-style-type: none"> <li>Host partnership programme physically and develop resources online.</li> </ul>	Q1-4

A2.08 Develop and deliver Programme for Family and Intergenerational Learning.	Learning & Public Programmes	<ul style="list-style-type: none"> <li>Deliver programme physically and online, including to support school enrichment programmes, looked after children and care leavers.</li> </ul>	Q1-4
A2.09 Develop and implement Action Plan for Adult Learning.	Learning & Public Programmes	<ul style="list-style-type: none"> <li>Deliver pilot programmes as part of new action plan for adult learning.</li> <li>Further explore opportunities with partners including Open University and Adult Learning Wales.</li> </ul>	Q2-Q4 Q2-Q3
<b>Young people lead and produce innovative and creative programmes and experiences</b>			
A2.10 Widen engagement with young people.	Learning & Public Programmes	<ul style="list-style-type: none"> <li>Deliver Hands on Heritage youth engagement initiatives in line with action plan.</li> <li>Support Welsh Government Initiatives, Summer of Fun and Winter of Wellbeing, pending funding.</li> </ul>	Q1-Q4 Q1-Q4
A2.11 Develop and implement Action and Business Plan for widening engagement with young people post Hands on Heritage initiative.	Learning & Public Programmes	<ul style="list-style-type: none"> <li>Review Amgueddfa Cymru Producers model with partners.</li> <li>Develop a post funding action plan for 2023/26 with partners and young people.</li> </ul>	Q2-Q3 Q3-Q4
<b>Volunteers, placements and apprenticeships supported to realize their potential</b>			
A2.12 Revise and implement Policy and Action Plan for volunteering and placements.	Learning & Public Programmes	<ul style="list-style-type: none"> <li>Review policy for volunteering and placements with partners and volunteers in line with Investors in Volunteering recommendations.</li> <li>Complete action plan for 2023-26.</li> </ul>	Q1-Q2 Q2-Q4
A2.13 Deliver the established volunteering programme,	Learning & Public Programmes	<ul style="list-style-type: none"> <li>Review and revise E-Volunteering offer.</li> <li>Deliver volunteering opportunities and programmes in line with action plan.</li> </ul>	Q2 Q1-Q4



including digital and E-Volunteering.			
A2.14 Develop and deliver placements and develop a framework for a structured Apprenticeship Programme.	Learning & Public Programmes	<ul style="list-style-type: none"> <li>Deliver Apprenticeship and Placement Programme.</li> </ul>	Q1 -Q3

### Strategic Commitment 3: Help protect and restore nature and our environment

Activity	Director	Operational Plan 2022/23 - Actions	Quarter
<b>Embed our response to the climate and nature emergency in everything that we do</b>			
A3.01 Develop and implement a Sustainable Development Action Plan to support Welsh Governments target for decarbonisation and contribute to Welsh Public Sector targets for Net Zero Carbon by 2030.	Visitor Experience	<ul style="list-style-type: none"> <li>Following completion of the carbon audit, implement the Sustainable Development Action Plan to support delivery of Welsh Government Public Sector Net Zero Carbon ambition by 2030 across energy and non-energy areas of our business.</li> <li>Continue to develop our staff to be green champions through the roll out of Carbon Literacy training (accredited by Carbon Literacy Organisation) across all staff and work towards Silver Award as an organisation.</li> </ul>	Q1-Q4  Q1-Q4
A3.02 Annually review our Environment Policy and action plan to achieve continuous improvement, and retain our accredited compliance status	Visitor Experience	<ul style="list-style-type: none"> <li>Implement annual compliance activity, including Seren and annual Net Zero Reporting for Welsh Government, which includes activity on energy consumption, renewable generation, resource management, and sustainable business travel.</li> </ul>	Q4

(including energy consumption and waste management).			
A3.03 Develop a Land & Nature Recovery Management Plan for biodiversity and restoration for each of our museum sites.	Visitor Experience	<ul style="list-style-type: none"> <li>Undertake biodiversity audits across the Sites. Using the biodiversity audits, develop and implement Land &amp; Nature Recovery Management Plan.</li> </ul>	Q4
A3.031 Develop and strengthen our existing procurement processes to help support local supply chains.	Corporate Resources	<ul style="list-style-type: none"> <li>To Follow Welsh Government guidelines to openly advertise our tenders as suitable for SMEs whenever possible and provide guidance to staff for lower value purchases to encourage use of local suppliers where possible.</li> <li>To provide guidance to enable lower carbon purchases both from purchasing locally and in choice of products.</li> <li>Explore working with WRAP on improving resource efficiency towards a circular economy.</li> </ul>	Q1 Q2 Q4
<b>Raise public awareness of the environmental emergency and inspire action</b>			
A3.04 Deliver events and exhibition programmes to raise awareness of the environmental emergency.	Learning & Public Programmes	<ul style="list-style-type: none"> <li>Deliver events and exhibition focusing on the environmental emergency including Wildlife Photographer of the Year.</li> <li>Develop an action plan for 2023-26.</li> </ul>	Q1-Q4 Q4
<b>Research focused on biodiversity and environmental change in Wales or of benefit to Wales</b>			
A3.07 Develop new focused 5-year programme of research.	Collections & Research	<ul style="list-style-type: none"> <li>Launch 3 new funded projects with partners and monitor progress on a quarterly basis.</li> <li>Disseminate research findings on a range of platforms, with at least one of the projects being directly related to restoring natural habitats.</li> </ul>	Q3 Q1-Q4 Q1-Q4

		<ul style="list-style-type: none"> <li>Support the delivery of Amgueddfa Cymru Biodiversity Plan.</li> </ul>	
A3.08 Establish and maintain a new partnership network both in Wales and internationally.	Collections & Research	<ul style="list-style-type: none"> <li>Review partnerships and identify any gaps within the network. Share research findings on a number of platforms and ensure that the work has an international profile.</li> <li>Develop a minimum of 3 projects relating environmental change.</li> <li>Strengthen agreements with university partners in Wales.</li> <li>Continue to develop international research projects with diverse researchers.</li> </ul>	Q1-Q4  Q1-Q4 Q1-Q4 Q3-Q4

#### Strategic Commitment 4: Support well-being through inspirational spaces and experiences

Activity	Director	Operational Plan 2022/23 - Actions	Quarter
Our museums will be spaces that support wellbeing			
A4.01 Redevelopment of Amgueddfa Cymru, Gogledd with partners and local communities to develop a world leading museum for our visitors and communities.	Director Of Collections and Research	<ul style="list-style-type: none"> <li>Progress feasibility study and incorporate principles of sustainable design.</li> <li>Agree a vision for the National Slate Museum/Amgueddfa Cymru Gogledd.</li> <li>Complete Site Options Appraisal.</li> <li>Engage with a range of local community partners in developing the concept.</li> <li>Undertake feasibility study in relation to joint collections storage facility in Gwynedd.</li> </ul>	Q1-Q4  Q1-Q4 Q1-Q4 Q1-Q4 Q1-Q4
A4.02	Visitor Experience	<ul style="list-style-type: none"> <li>Complete phases 2 and 3 with associated deliverables.</li> </ul>	Q3 Q3

Deliver the National Museum Cardiff master planning project, through a participatory methodology, in conjunction with the specialist design team.		<ul style="list-style-type: none"> <li>Develop overarching masterplan proposals with costed options.</li> </ul>	
A4.03 Improve physical access to all Museum sites.	Visitor Experience	<ul style="list-style-type: none"> <li>Complete inclusive access review of all Museums and implement action plan and recommendations.</li> </ul>	Q4
<b>People supported to live healthier and happier lives as part of a well-being programme for Wales.</b>			
A4.05 Deliver collaborative wellbeing programmes with other sectors and providers.	Learning & Public Programmes	<ul style="list-style-type: none"> <li>Deliver <i>Museums Inspiring Memories</i> programmes in care settings and museums in line with the action plan in partnership with Alzheimer's Society.</li> <li>Develop the plan for supporting Welsh Government's framework for social prescribing.</li> </ul>	Q1-Q4  Q2-Q4
<b>Support public enjoyment and wellbeing through visitor experience to the national museums</b>			
A4.06 Develop Visitor Experience Action Plan to support enjoyment and wellbeing.	Visitor Experience	<ul style="list-style-type: none"> <li>Implement Visitor Experience Action Plan.</li> <li>Training and recruitment of staff to support excellence in visitor experience.</li> <li>Work with Arts Council Wales and the commissioned consultant to develop best practice standards for D/deaf and disabled people.</li> </ul>	Q1-Q4 Q4  Q1-Q4
A4.07 Develop self-directed engaged experiences for visitors in our museums.	Visitor Experience	<ul style="list-style-type: none"> <li>Develop pilot and review models of working to enhance accessible self-directed engagement in museum spaces with partners.</li> </ul>	Q4
A4.08 Develop sector leading visitor experiences, customer care		<ul style="list-style-type: none"> <li>Roll out of Excellence in Visitor Care training programme.</li> </ul>	Q4

training and customer service provision.			
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## Strategic Commitment 5: Discover and explore the museum digitally

Activity	Director	Operational Plan 2022/23 - Actions	Quarter
<b>Improve digital services and infrastructure to grow and enhance digital reach and engagement as an integral part of our user experience and creativity</b>			
A5.01 Development and delivery of a digital strategy to set out our ambition and align with our strategy Amgueddfa Cymru 2030.	Chief Operating Officer	<ul style="list-style-type: none"> <li>Implement discovery phase of Digital Strategy with partners and users.</li> <li>Deliver revised social media and digital content plans updating our profiles on our channels and editorial approaches.</li> </ul>	Q4 Q4
A5.02 Develop a new website and intranet to reflect the needs of our participants and new strategy and brand.	Chief Operating Officer	<ul style="list-style-type: none"> <li>Deliver a new website facilitating greater engagement, access, and reach.</li> <li>Implement new Intranet and rollout changes based on review and staff consultation.</li> </ul>	Q4 Q4
A5.03 Develop and implement a digital infrastructure fit for purpose.	Chief Operating Officer	<ul style="list-style-type: none"> <li>Build upon the resilience of infrastructure and server estate to further develop delivery of products and services.</li> <li>Adopt a phased approach to moving incumbent solutions from on-premise to virtual servers hosted in a cloud platform.</li> </ul>	Q4 Q4

A5.04 Deliver and further develop ERM/CRM platforms and associated systems and processes.	Chief Operating Officer	<ul style="list-style-type: none"> <li>• Deliver Phase 2 of CRM/ERM project.</li> <li>• Plan and procure Phase 3.</li> </ul>	Q3 Q4
A5.05 Ensure the integrity and security of our data and networks, including GDPR.	Chief Operating Officer	<ul style="list-style-type: none"> <li>• Continue upgrade and monitoring of Cyber security.</li> <li>• Attain and retain Cyber Essentials.</li> </ul>	Q1-Q4 Q4
<b>Digital will enhance the physical visit to the national museums creating memorable experiences</b>			
A5.07 Develop and deliver digital experiences.	Chief Operating Officer	<ul style="list-style-type: none"> <li>• Develop and deliver online and virtual experiences, content and campaigns including virtual and augmented.</li> <li>• Implement plans to improve digital in our public spaces.</li> </ul>	Q4 Q3
<b>People can create their own content, experiences, and products by engaging online</b>			
A5.06 Work with Welsh Government and partners to deliver the objectives of the new 3-year strategy for Peoples Collection Wales.	Chief Operating Officer	<ul style="list-style-type: none"> <li>• With partners, deliver 3-year Peoples Collection Wales strategy through annual business plan.</li> </ul>	Q1-Q4
A5.08 Deliver the Contemporary Art Digitisation Project to extend the availability of the national collection for display at galleries and museums throughout Wales.	Collections & Research	<ul style="list-style-type: none"> <li>• Design and develop accessible and user driven digital platforms. Launch pilot phases for testing. Amend approaches and content accordingly.</li> <li>• Progress the digitisation of contemporary Art Collection, as part of the work towards developing the National Contemporary Art Gallery for Wales. Raise awareness of the digital resource.</li> </ul>	Q4 Q4

A5.09 Improve online presence to ensure digital experiences, services, and content will celebrate and represent the rich diversity of thinking, creativity and practice in Wales.	Collections & Research	<ul style="list-style-type: none"> <li>Complete the first stage research on the digitisation of the Natural Sciences Collection.</li> </ul>	Q1-Q4
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### Strategic Commitment 6: Build global connections

Activity	Director	Operational Plan 2022/23 - Actions	Quarter
Amgueddfa Cymru will be recognised as a museum of global significance			
A6.01 Support the Welsh Government's International Strategy by developing and delivering an Amgueddfa Cymru International Strategy to increase recognition across the globe.	Director General	<ul style="list-style-type: none"> <li>Develop new International Strategy with action plan.</li> </ul>	Q4
A6.02 Develop and implement an International Communications and Marketing Action Plan.	Director General	<ul style="list-style-type: none"> <li>Develop and begin implementation of action plan and actively work with international partners to increase awareness of Amgueddfa Cymru.</li> <li>Work with tourism partners to ensure marketing reflects the depth of our diverse cultural heritage.</li> </ul>	Q1-Q4 Q1-Q4
A6.03 Develop and manage international partnerships with	Director General	<ul style="list-style-type: none"> <li>Review MOUs with National Museum Ireland and Japanese museums.</li> </ul>	Q3 Q4

governments, museums and other strategic partners.		<ul style="list-style-type: none"> <li>Review partnerships in accordance with Amgueddfa Cymru's new International Strategy and identify priorities for development.</li> </ul>	
A6.04 Develop an International Touring Action Plan for Amgueddfa Cymru Exhibitions.	Learning & Public Programmes	<ul style="list-style-type: none"> <li>Launch brochure of Amgueddfa Cymru international touring exhibitions.</li> <li>Collaborate with international partners and venues to plan a forward programme.</li> </ul>	Q4  Q4
<b>Global partnerships developed with organisations that share our commitment to social justice, and recognize the value of diversity of indigenous and contemporary knowledge and practice</b>			
A6.05 Forge links and deepen relationships with other countries through shared values.	Director General	<ul style="list-style-type: none"> <li>Plan future Cultural Democracy Programmes.</li> <li>Share the outcomes of the 2022 Cultural Rights and Cultural Democracy programme with museums and other partners.</li> <li>Sustain exchanges and partnerships with organisations and practitioners with expertise in this field.</li> </ul>	Q4  Q4  Q4
<b>Support growth of UK and international tourism in Wales</b>			
A6.06 Develop and implement an action plan to support Cultural Tourism to increase recognition across the rest of the UK and the world.	Chief Operating Officer	<ul style="list-style-type: none"> <li>Develop a cultural tourism action plan, along with key stakeholders including Visit Wales and Visit Britain.</li> <li>With partners, build and promote UNESCO World Heritage Site status as part of Amgueddfa Cymru marketing Strategy.</li> </ul>	Q3  Q3-Q4



## Strategic Enablers

Activity	Director	Operational Plan 2022/23 - Actions	Quarter
Sustainability achieved through strong financial governance and management			
B1.01 Maintain robust finance/procurement systems, processes and controls, which meet operational and legislative requirements efficiently.	Corporate Resources	<ul style="list-style-type: none"><li>• Prepare draft Budgets for approval by Board.</li><li>• Produce monthly management accounts for Strategic Executive Team, and quarterly reports for Board, Planning Performance and Resources Committee, and Welsh Government.</li></ul>	Q1-Q4 Q1-Q4
Increase income generation to support delivery of Amgueddfa Cymru 2030 strategy			
B1.02 Develop Amgueddfa Cymru Income Generation Strategy aligned to organisational strategy.	Business Development	<ul style="list-style-type: none"><li>• Deliver the income generation strategy, through appropriate means.</li><li>• Deliver 3-year Enterprises Plan developing new initiatives.</li><li>• Deliver 5-year Collections &amp; Research Income Plan developing new income streams.</li><li>• Deliver the 3-year Development (Fundraising) Plan.</li><li>• Develop and deliver Learning and Public Programmes income generation plan.</li></ul>	Q1-Q4
	Collections & Research		Q1-Q4
	Learning & Public Programmes		Q1-Q4
			Q2-Q3 Q1-Q4
A comprehensive programme of research and evaluation will inform and develop all areas of our work			
B1.03 Develop and implement a Research Programme which	Collections & Research	<ul style="list-style-type: none"><li>• Continue to deliver live projects and develop new initiatives.</li><li>• Review work in relation to IRO criteria.</li></ul>	Q1-Q4 Q3 Q1-Q4

clearly aligns with the delivery of the strategy and the delivery of the Commitments.		<ul style="list-style-type: none"> <li>Continue to monitor project delivery.</li> <li>Raise profile of research work, both within and outside Amgueddfa Cymru.</li> </ul>	Q1-Q4
B1.031 Develop and implement a plan for Participatory Action Research which offers opportunities for individuals and community partners.	Collections & Research	<ul style="list-style-type: none"> <li>Establish action plan and explore funding opportunities for delivery.</li> <li>Incorporate Participatory Action Research within plans to develop new joint storage facilities.</li> <li>Develop two research projects to explore the most appropriate methodologies for maximizing accessibility of digital collections delivered in partnership following consultation with communities.</li> </ul>	Q3 Q1-Q4 Q1-Q4
B1.04 Establish a research plan for Learning and the Public Programmes.	Collections & Research	<ul style="list-style-type: none"> <li>Draft and scope potential key research questions with partners.</li> <li>Map research already undertaken on impacts of museum-based learning, health and well-being.</li> <li>Establish action plan and scope key partners and funding for delivery.</li> </ul>	Q4 Q4 Q4
B1.05 Establish a research and evaluation programme to support visitor self-directed engagement in our museum spaces.	Collections & Research	<ul style="list-style-type: none"> <li>Map research projects already undertaken for the impacts of accessible self-directed engagement in the areas of wellbeing, learning and creativity.</li> </ul>	Q1-Q4
B1.06 Raise the external profile of research capability both in terms of specialist expertise and resources available for researchers. Work with community partners to develop new methodologies for participatory research.	Collections & Research	<ul style="list-style-type: none"> <li>Develop a series of conference events to share research and develop global network.</li> <li>Continue to raise research profile, including publication of peer reviewed papers and articles.</li> <li>Ensure that staff are supported in developing research skills.</li> <li>Maintain IRO status.</li> </ul>	Q1-4 Q1-Q4 Q1-Q4 Q1

B1.07 Enable and support project delivery, including the archiving of project information to allow lessons learned to be carried through to future projects.	Corporate Resources	<ul style="list-style-type: none"> <li>Nominated transformational projects supported by the Projects Office.</li> <li>Review and update templates and documentation to incorporate lessons learned or revised Amgueddfa Cymru procedures.</li> <li>Quarterly reporting of nominated project progress to Senior Executive Team via the Projects Register.</li> </ul>	Q1-Q4  Q4  Q1-Q4
<b>Support and develop our people, trustees, and volunteers to embed trust, respect and inclusion</b>			
B1.08 Develop and implement HR and People Strategy.	Corporate Resources	<ul style="list-style-type: none"> <li>Continue to deliver and embed the HR Business Partner model.</li> <li>Start to deliver People strategy to support organisational sustainability and the overall long-term strategy. Elements to include Leading, Driving Results, and Managing Change. The Strategy will also address key 'post COVID' matters such as supporting the mental health of our staff and ensuring an effective hybrid working approaching supporting the 30% home working target.</li> </ul>	Q1-Q4 Q1-Q4
B1.09 Develop and deliver Internal Communications Plan.	Chief Operating Officer	<ul style="list-style-type: none"> <li>Review Internal Communications Plan to ensure alignment with Amgueddfa Cymru 2030 and begin delivery.</li> </ul>	Q4
B1.10 Embed Investors in People and achieve next level IIP Standard across all Museums.	Chief Operating Officer	<ul style="list-style-type: none"> <li>Deliver Investors in People Action plan.</li> <li>Organise and deliver biennial all staff development event.</li> <li>Undertake assessment for Developed Level of IIP.</li> </ul>	Q1-Q4 Q4 Q3
<b>Exemplar governance of organisation ensuring the people of Wales are part of our decision-making processes</b>			
B1.11 Governance structures and arrangements facilitate decision	Director General	<ul style="list-style-type: none"> <li>Review of governance structures to ensure involvement in decision making.</li> </ul>	Q4  Q1-Q4

making and reflect Amgueddfa Cymru 2030.		<ul style="list-style-type: none"> <li>Establish community task force and task and finish groups with Arts Council of Wales to oversee development and implementation of Widening Engagement Action Plan.</li> </ul>	
B1.12 Organisational performance and planning reported to Board of Trustees and Welsh Government.	Chief Operating Officer	<ul style="list-style-type: none"> <li>Produce quarterly performance monitoring reports to facilitate decision making by Board of Trustees and Welsh Government.</li> <li>Produce the Annual Report and Accounts and attain a clean audit report.</li> <li>Develop the annual Operational Plan and deliver the Annual Review.</li> </ul>	Q1-Q4 Q3 Q4
<b>The Welsh language is an integral part of all aspects of our work</b>			
B1.13 Revised Welsh Language Policy and Action Plan.	Learning & Public Programmes	<ul style="list-style-type: none"> <li>Publish Annual Report.</li> <li>Review and revise Welsh language Policy and align with Equalities objectives and plan.</li> <li>Draft Action Plan for 2023-28.</li> </ul>	Q2 Q3 Q4
B1.14 Welsh language learning supported in partnership with the National Centre for Learning Welsh.	Learning & Public Programmes	<ul style="list-style-type: none"> <li>Deliver Cymraeg Gwaith and other learning initiatives.</li> <li>Work on partnership initiatives with the National Centre for Learning Welsh.</li> </ul>	Q1-Q4 Q3-Q4
B1.15 Welsh language experiences and services provided.	Learning & Public Programmes	<ul style="list-style-type: none"> <li>Deliver visitor experiences and public programmes through the medium of Welsh across Wales and online.</li> </ul>	Q1-Q4
<b>Amgueddfa Cymru will be trusted and recognised by everybody in Wales</b>			

B1.16 Rollout of the new Amgueddfa Cymru brand.	Chief Operating Officer	<ul style="list-style-type: none"> <li>Implement roll out of new brand across all areas of our work, physical or virtual, on site or in the community.</li> </ul>	Q3-Q4
B1.17 Develop and deliver Marketing and Communications Strategy to deliver stories and inspire creativity.	Chief Operating Officer	<ul style="list-style-type: none"> <li>Develop and deliver Marketing and Communications Strategy.</li> </ul>	Q1-Q4
B1.18 Develop Advocacy and External Affairs Action Plan as part of Marketing and Communications Strategy.	Chief Operating Officer	<ul style="list-style-type: none"> <li>Review and refresh Advocacy and External Affairs Plan to support Strategy to 2030.</li> </ul>	Q2-Q4
B1.19 Develop and implement corporate and participant priorities.	Chief Operating Officer	<ul style="list-style-type: none"> <li>Embed Audience Insight team and processes to support priorities across the organisation.</li> </ul>	Q3
<b>Physical infrastructure is fit for purpose</b>			
B1.20 Develop and deliver a 5-year Estates Management Strategy and associated plans.	Corporate Resources	<ul style="list-style-type: none"> <li>Implement approved 5-year plan capital projects.</li> </ul>	Q1-Q4
B1.201 Develop and deliver a comprehensive storage strategy.	Collections & Research	<ul style="list-style-type: none"> <li>Develop programme of rationalisation.</li> <li>Finalise storage strategy ensuring that it informs and aligns with other initiatives such NMC master-planning and Llanberis redevelopment.</li> <li>Develop detailed plans for joint facilities. Begin implementation where possible. (Funding dependent).</li> </ul>	Q1-Q4 Q1-Q4 Q1-Q4
<b>Our museums and working practices are safe secure and compliant with Health &amp; Safety and security regulations</b>			

B1.21 Ensure the health, safety and welfare of staff and visitors.	Visitor Experience	<ul style="list-style-type: none"> <li>• Monitor and maintain health &amp; safety across all sites and methods of working.</li> </ul>	Q1-Q4
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