

**The Draft Minutes of the Open Session of Board of Trustees
24 March 2022**

Item		Action by
	<p>Present: Roger Lewis (in the Chair); Carol Bell (Vice President); Hywel John (Treasurer); Catherine Duigan; Madeleine Havard; Gwyneth Hayward; Carys Howell; Rachel Hughes; Robert Humphreys; Kay Andrews; Hywel Ceri Jones; Abigail Lawrence; Richard Thomas; Cai Wilshaw; Freya Stannard; David Anderson, Director General; Nia Williams, Director of Learning and Public Programmes; Nia Elias, Director of Business Development; Phil Bushby, Director of Corporate Resources; Kath Davies, Director of Collections and Research; Janice Lane, Director of Visitor Experience and Llewellyn Goff, Senior Administrative Officer in Policy and Public Affairs.</p> <p>In attendance: Catrin Taylor, Head of Marketing and Communications; Manon Edwards Ahir, Head of Planning and Public Affairs; Elizabeth Connolly, Head of Human Resources; Ciara Hand, Strategic Planning Manager; Grace Todd, Strategy Co-ordinator; Nicola Guy, Deputy Director, Culture and Sport, Welsh Government and Ioan Davies, Translator.</p>	
	<p>Declarations of Interest – None were received</p>	
	<p>In the Closed Session of the meeting the Board discussed: Widening Engagement, International Loans and Deaccessioning / Disposal.</p> <p>At this point the meeting was opened to the public. Three members of the public were in attendance.</p>	
1.	<p>Welcome and Apologies</p> <p>1.1 Roger Lewis welcomed everyone to the meeting. Fiona McLees, Gwendolyn Williams (Friends of the Museum) and Kirsty Warner were welcomed to the meeting as observers. Apologies were received from Michael Prior, Trustee and Neil Wicks; Deputy Director / Chief Operating Officer. The committee extended their best wishes to Neil Wicks; Deputy Director / Chief Operating Officer.</p>	
2.	<p>The Responses and Actions from the Board of Trustees meeting held on 16 December 2021.</p> <p>2.1 <u>Resolved:</u> Accordingly, and that there were no additional comments.</p>	
3.	<p>Director General's Report</p> <p>3.1 <u>Received:</u> A paper by the Director General.</p> <p>3.1.1 People's Postcode Lottery</p> <p>3.1.1.1 <u>Reported:</u> The Director General highlighted that Amgueddfa Cymru (AC-NMW) had been invited to apply for additional funding from the People's Postcode Lottery and as a result, had successfully doubled its usual level of funding.</p> <p>3.2 <u>Resolved:</u> Accordingly, and that the updates were noted.</p>	
4.	<p>Strategy 2030</p> <p>4.1 <u>Received:</u> A paper by the Director General, the Senior Executive Team, and the Strategy Team.</p> <p>4.2 <u>Reported:</u> The Director General noted that the Strategy had incorporated the recent Remit Letter from Welsh Government, the Programme for Government, the Co-operation Agreement between Welsh Labour and Plaid Cymru and the recommendations from the Widening Engagement reports. The Strategy Co-ordinator reaffirmed that the Strategy 2030 had been based upon extensive consultation with staff, the public and the Future Generations Act. It was added that no significant revisions were required.</p> <p>4.3 The Strategic Planning Manager shared that the Strategy 2030 had been developed in both Welsh and English and using a plurilingual approach. It had been developed using the newly developed Brand guidelines, tone of voice, using open and welcoming language and a shorthand version of the commitments were available.</p> <p>4.4 Following approval from the Committee, the design of the Strategy, British Sign Language and Easy Read versions would be finalised.</p> <p>4.5 The Committee were asked to approve the six commitments:</p> <p>4.5.1 Commitment 1: The Committee raised textual matters relating to representation and use of term decarbonisation. It was agreed that the comments would be incorporated into the document.</p> <p>4.5.2 Commitment 2: Approved.</p> <p>4.5.3 Commitment 3: The inclusion of the term decarbonisation was approved, as increased alignment with Welsh Government policy.</p> <p>4.5.4 Commitment 4: Approved.</p> <p>4.5.5 Commitment 5: Approved.</p>	

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	<p>4.5.6 Commitment 6: The Director General suggested that Africa be included as part of international partnerships, as AC-NMW were to host African researchers through work with Museum Fur Natur.</p> <p>4.6 The Head of Marketing and Communications shared that the internal and external launch of the Strategy and Brand had been considered, but that timings remained crucial. The Head of Planning and Public Affairs added that key stakeholders and external relations were aware of AC-NMW intention to launch a new Strategy and its direction of travel.</p> <p>4.7 <u>Resolved</u>: Accordingly, and that Strategy 2030 and the Brand received approval and the full support of the Board of Trustees. The Strategy Co-ordinators, the Senior Executive Team and all those involved in its development were thanked.</p>	
5.	<p>Planning</p> <p>5.1 Draft Operational Plan 2022-23</p> <p>5.1.1 <u>Received</u>: A plan by the Senior Executive Team and the Strategic Planning Manager.</p> <p>5.1.2 <u>Reported</u>: The Head of Planning and Public Affairs shared that Welsh Government had suggested possible Key Performance Indicators (KPIs) for additional alignment to the Remit Letter. The KPIs would be incorporated into AC-NMW's existing indicators.</p> <p>5.1.3 The Committee queried whether AC-NMW had been rigorous enough in its response and need to lead and be instrumental in change, as part of climate breakdown (Commitment 3). It was recommended that AC-NMW join the National Forest for Wales project.</p> <p>5.1.4 The Deputy Director, Culture and Sport, Welsh Government noted that the Welsh Government had yet to provide comments on the Draft Operational Plan but on first impressions, it was felt that the National Contemporary Art Gallery could be emphasised more in the plan. The Senior Executive Team and the Deputy Director, Culture and Sport were to discuss in greater detail to ensure alignment with the Programme for Government.</p> <p>5.1.5 <u>Resolved</u>: Accordingly, and that the Draft Operational Plan was approved in principle, subject to further discussion as actioned above.</p>	SET / NG
6.	<p>Equalities</p> <p>6.1 Annual Equality Report</p> <p>6.1.1 <u>Received</u>: A report by the Human Resources Manager.</p> <p>6.1.2 <u>Reported</u>: The Director of Corporate Resources noted that the reports were due for publication at the end of the financial year 2021/2022. It was noted that the report pre-dates work undertaken as part of the Widening Engagement Reports and Action Plan however, they were both referenced at the beginning of the report.</p> <p>6.1.3 The Director of Corporate Resources thanked the Head of Human Resources and the Human Resources Manager (Kristina Enticott) for producing the report and objectives. The Committee praised the comprehensive report but felt that Objective 6 could focus more towards 'moving to digital delivery' of programming. The Head of Human Resources shared that the next report would reflect the COVID pandemic and the increased need for digital programming as well as reference to digital poverty.</p> <p>6.1.4 <u>Resolved</u>: Accordingly, and that the report received approval.</p> <p>6.2 Strategic Equality Objectives</p> <p>6.2.1 <u>Received</u>: A plan by the Human Resources Manager.</p> <p>6.2.2 <u>Reported</u>: The Director of Corporate Resources emphasised that the plan reflects the Widening Engagement Action Plan and will run concurrently with its delivery, over three years. The Head of Human Resources added that the objectives also consider the protection of Welsh language and deepening engagement.</p> <p>6.2.3 The Committee asked that the need for the Board of Trustees to represent the diversity of Wales be explicitly noted in the objectives. The Head of Human Resources agreed to its inclusion.</p> <p>6.2.4 The inclusion of procurement received positive feedback.</p> <p>6.2.5 <u>Resolved</u>: Accordingly, and that the plan received approval.</p>	

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7.	<p>Gender Pay Gap</p> <p>7.1 <u>Received</u>: A report by the Head of Human Resources.</p> <p>7.2 <u>Reported</u>: The Head of Human Resources highlighted that the Median Gender Pay Gap was reported at 2.38% in 2021, an overall reduction of 6.96% in a two-year period. The rationale behind the figure was a result of increased appointment of female candidates to senior roles.</p> <p>7.3 The Head of Human Resources added that work with community partners had been underway to attract candidates from minority groups. The conversion of candidates to employment would be monitored.</p> <p>7.4 <u>Resolved</u>: Accordingly, and that the report was noted.</p>	
8.	<p>Governance</p> <p>8.1 COVID-19 Update</p> <p>8.1.1 <u>Received</u>: A summary by the Director of Visitor Experience and the Head of Museums / National Waterfront Museum Swansea.</p> <p>8.1.2 <u>Reported</u>: The Director of Visitor Experience shared that AC-NMW would be moving into the third year of managing COVID. It was noted that the future environment would be much more guidance led rather than mandatory restrictions, but that risk assessments and rigorous COVID monitoring would continue.</p> <p>8.1.3 It was noted that visitor figures would be just shy of the previously forecasted figure, but the Director of Visitor Experience took the opportunity to praise the professionalism in welcoming nearly 635,000 visitors over the financial year.</p> <p>8.1.4 <u>Resolved</u>: Accordingly, and that the update was noted.</p>	
9.	<p>Update on Sustainability and Decarbonisation</p> <p>9.1 <u>Received</u>: A paper by the Sustainable Development Co-ordinator and the Director of Visitor Experience.</p> <p>9.2 <u>Reported</u>: The Director of Visitor Experience shared that Anne Sharp had been appointed as the Sustainable Development Co-ordinator.</p> <p>9.3 It was noted that the Carbon Audit had been completed by GEP Environmental Ltd across all eight museum sites. As well, AC-NMW had successfully achieved Bronze Level accreditation from the Carbon Literate Organisation.</p> <p>9.4 It was added that the Net Carbon Zero report had been submitted to Welsh Government on time.</p> <p>9.5 The Committee praised colleagues for their momentum in delivering work to support sustainable management and decarbonisation, particularly towards Land and Nature Recovery Management. The Director of Visitor Experience added that flood management and extreme weather events would be captured in the Recovery Management Plan.</p> <p>9.6 <u>Resolved</u>: Accordingly, and that the update was noted.</p>	
10.	<p>Update on the Museum of North Wales</p> <p>10.1 <u>Received</u>: A report by the Director of Collections and Research.</p> <p>10.2 <u>Reported</u>: The Director of Collections and Research emphasised the project's inclusion in the Programme for Government. It was noted that revisions to the project timetable had been made to consider sustainable design principles and represent the true ambition of the Museum. A Project Administrator had been appointed despite issues with the recruitment of project staff.</p> <p>10.3 The Director of Collections and Research explained that the consultation phase – with the Federation of Museum and Galleries in Wales (FED) – of the project would enable discussion from across Wales, especially areas situated in North Wales. It was noted that discussions were already underway with Gwynedd and Ynys Mon councils, as key partners of the project.</p> <p>10.4 The Director of Collections and Research expressed a need for an additional workshop session to ensure Board of Trustees approves the vision of the project before completion of the feasibility study.</p> <p>10.5 <u>Resolved</u>: Accordingly, and that the update was noted. The Director of Collections and Research intended to bring a detailed paper to the next Board of Trustees Committee meeting.</p>	<p>ALL</p> <p>KD</p>
11.	<p>Welsh Government</p>	

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11.1 **Received:** A verbal update from the Deputy Director, Culture and Sport, Welsh Government.

11.1.1 Remit Letter

11.1.1.1 It noted that the Remit Letter had been shared on w/c 20 December 2021. The additional funding requests received from AC-NMW – for major capital projects and priorities such as the Race Equality Action Plan – had yet to be commissioned as Welsh Government await announcement of their internal budget.

11.1.1.2 It was added that draft Key Performance Indicators (KPIs) had been shared to the Deputy Director General / Chief Operating Officer and the Head of Planning and Public Affairs.

11.1.2 Culture Strategy

11.1.2.1 It was noted that the Welsh Labour and Plaid Cymru cooperation agreement had provided additional Grant-In-Aid funding over the three-year period to AC-NMW. As well, the funding would be allocated to support the development of the Cultural Strategy and the National Contemporary Art Gallery.

11.1.3 Contemporary Art Gallery for Wales

11.1.3.1 It was noted that the draft business case for the project would be published at the end of March 2022 and would focus on a dispersed model across 10 venues. As well as the dispersed model, it was noted that a Phase 2 of the project remained in its early stages. The phase would consider the creation of a permanent 'anchored' site and was a result of the cooperation agreement.

11.1.3.2 The Director of Collections and Research proposed a Trustee Workshop session to discuss the NCAG in greater detail.

KD

11.1.4 Race Equality Plan

11.1.4.1 It was noted that the plan had been renamed as the 'Anti Racist Wales Action Plan'. The Deputy Director, Culture and Sport thanked AC-NMW and the Arts Council of Wales for their involvement in commissioning the Widening Engagement reports. It was hoped that similar projects would be commissioned by Welsh Government with an increased levels of scale and scope, as now over a three-year period of funding.

11.1.5 Football Museum

11.1.5.1 The Deputy Director, Culture and Sport included the Football Museum as one of the four key priorities for cultural capital funding. The Director of Collections and Research and the Director of Learning and Public Programmes were thanked for their support in the project.

11.1.5.2 It was noted that a preferred option to the building layout had been identified which maximised space in the existing footprint and limited any alterations to the foundation of the building. The layout also included a central circulation hub, a café, gallery, and a new build for a community learning offer. The draft business case would be completed by the end of March 2022.

11.1.6 Social Prescribing

11.1.6.1 It was noted that the initial phase would focus towards developing a framework or a list of services for Health and Social Care Commissioners to support social prescribing. The Welsh Government were included as a key delivery partner.

11.1.6.2 It was added that the second stage would work to support health colleagues to pilot and commission content to ensure the practical delivery of the framework. The Culture Strategy had been viewed as a key method to support its delivery.

11.1.7 Tailored Review

11.1.7.1 It was noted that the Public Bodies Unit had been in contact with the Director General and the President, Trustee with a number of template documents. As of recently, the Tailored Review had gained momentum.

11.1.7.2 The Deputy Director, Culture and Sport emphasised the importance of selecting panel members will experience of National Museums and the Welsh language.

11.1.8 Appointments

11.1.8.1 It was added that a number of AC-NMW Trustees were coming to the end of their second term in office and proposed that they support the Welsh Government and Museum to identify suitable replacements.

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	11.2 <u>Resolved</u> : Accordingly, and that the updates were noted.	
12.	<p>Amgueddfa Cymru Quarterly Updates</p> <p>12.1 Collections and Research</p> <p>12.1.1 <u>Received</u>: A paper by the Director of Collections and Research.</p> <p>12.1.2 <u>Reported</u>: The Director of Collections and Research highlighted the progress made to the digitalisation project, especially as it underpins the dispersed Collections model.</p> <p>12.1.3 <u>Resolved</u>: Accordingly, and that the update was noted.</p> <p>12.2 Learning and Public Programmes</p> <p>12.2.1 <u>Received</u>: A report by the Director of Learning and Public Programmes.</p> <p>12.2.2 <u>Reported</u>: The Director of Learning and Public Programmes thanked the Welsh Government for its additional funding to support the Winter of Wellbeing, as part of a partnership with the FED.</p> <p>12.2.3 It was added that conversations were in progress with the National Gallery of Scotland and the Yale Centre for British Art for a Gwen John exhibition in 2026, to mark her 150th birthday. The Exhibition would then tour America and Scotland.</p> <p>12.2.4 <u>Resolved</u>: Accordingly, and that the update was noted.</p> <p>12.3 Communications, Marketing and Advocacy</p> <p>12.3.1 <u>Received</u>: A paper by the Head of Marketing and Communications and the Head of the Planning and Public Affairs and teams.</p> <p>12.3.2 <u>Reported</u>: The Head of Marketing and Communications raised the recent Twitter engagement between AC-NMW and Nigel Farage. The Museum's response to Nigel Farage's Black Lives Matters Exhibition comments received the largest interaction for a AC-NMW social media post.</p> <p>12.3.3 The Head of Planning and Public Affairs shared of the Director General's invitation to attend the Welsh Affairs Committee to discuss Wales as a global destination.</p> <p>12.3.4 It was added that the Director General would be meeting with representatives from the Oita Prefectural Art Museum w/c 21 March to sign a Memorandum of Understanding (MoU) between the two organisations. The Head of Planning and Public Affairs offered to share the MoU.</p> <p>12.3.5 <u>Resolved</u>: Accordingly, and that the update was noted.</p> <p>12.4 Digital and ICT</p> <p>12.4.1 <u>Received</u>: A paper by the Head of Digital Media and the Head of ICT.</p> <p>12.4.2 <u>Reported</u>: That the update was considered.</p> <p>12.4.3 <u>Resolved</u>: Accordingly, and that the update was noted.</p>	
13.	<p>Chief Operating Officer Report</p> <p>13.1 <u>Received</u>: A paper by the Deputy Director General / Chief Operating Officer.</p> <p>13.2 <u>Reported</u>: That the paper was considered.</p> <p>13.3 <u>Resolved</u>: Accordingly, and that the paper was noted.</p>	
14.	<p>Appendix</p> <p>14.1 Actions arising from December Board Committee</p> <p>14.1.1 <u>Resolved</u>: Accordingly, and that the paper was noted.</p>	
15.	<p>AOB</p> <p>15.1 <u>Reported</u>: The Director General thanked the Senior Administrative Officer in Policy and Public Affairs for his continued support in coordinating meetings.</p> <p>15.2 <u>Resolved</u>: Accordingly, and that there were no additional matters arising.</p>	

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