

Teitl y Cyfarfod: Title of Meeting:	Amgueddfa Cymru – Board of Trustees Public Session
Dyddiad y Cyfarfod: Date of Meeting:	Thursday 15th December 2022 at 11:10 – 13:00
Lleoliad: Venue:	Court Room, National Museum Cardiff & via ZOOM
Present Board Members:	<p>Dr Carol Bell, Vice-President (In the Chair) (Virtual)</p> <p>Hywel John, Treasurer (in person)</p> <p>Abigail Lawrence (in person)</p> <p>Carys Howell (Virtual)</p> <p>Richard Thomas (in person)</p> <p>Rachel Hughes (Virtual)</p> <p>Rob Humphreys (Virtual)</p> <p>Michael Prior (Virtual)</p> <p>Dr Madeleine Havard (Virtual)</p> <p>Gwyneth Hayward (Virtual)</p> <p>Freya Stannard (Virtual)</p> <p>Dr Catherine Duigan (Virtual).</p>
Present Executive Team Members:	<p>Peter Holt, Interim Chief Operating Officer</p> <p>Phil Bushby, Director of Corporate Resources</p> <p>Nia Williams, Director of Learning and Public Programmes</p> <p>Nia Elias, Director of Business Development</p> <p>Kath Davies, Director of Collections and Research</p> <p>Janice Lane, Director of Visitor Experience.</p>
Additional Attendees Present:	<p>Paul Silk (Tailored Review Panel)</p> <p>David Allen (Tailored Review Panel)</p> <p>Catherine Heaney (Tailored Review Panel)</p> <p>Laura Pye (Tailored Review Panel)</p> <p>Tegryn Jones (Tailored Review Panel)</p> <p>Richard Shearer (Tailored Review Panel)</p> <p>Aled Pickard (Secretariat, Tailored Review Panel)</p> <p>Paul Kindred (Welsh Government - Divisional Deputy and Head of Strategy and Governance, Culture)</p> <p>Manon Edwardsahir (Head of Planning and Public Affairs)</p> <p>Elizabeth Connolly (Head of Human Resources)</p> <p>Rhodri Davies (Interim Head of Marketing & Communication)</p> <p>Kate Woodward (Museum, Youth Engagement Facilitator)</p>

	Kate Breeze (Museum – Youth Engagement Administrative Officer) Gewndolyn Williams (Chair of the Friends) Ioan Davies (Translator) Sian Jones (Simultaneous Translation).
Declarations of Interest:	No Declarations were received
Apologies:	Roger Lewis (President) David Anderson (Director General) Nicky Guy (Welsh Government) Cai Wilshaw (Trustee).
Secretariat:	Mark Petherick (Corporate Governance Manager)

Item 1: Open Meeting

1. The Chair welcomed all to the meeting and provided a particular welcome to members from the Tailored Review Panel.
2. The Chair started the meeting by expressing thanks from the Board to Roger Lewis who had confirmed that he would be standing down as President at the end of the year. The Chair further congratulated Roger on being appointed by Welsh Government to Chair a review of the Governance of CADW.
3. The Chair confirmed that a letter of congratulations and thanks would be sent to Roger on behalf of Trustees.
4. The Chair confirmed that Baroness Kay Andrews had retired since the last meeting and that Officers had written to her on behalf of Trustees to thank her for her contribution and commitment during her term of office as a Trustee at Amgueddfa Cymru.
5. The Chair confirmed that an event would be organised during the new year to recognise Baroness Andrews's contribution to Amgueddfa Cymru and that this would also apply to Carys Howell who would be retiring at the end of December in recognition of her hard work and dedication.
6. The Chair confirmed that Rachel Hughes would also be retiring at the end of December as a Welsh Government Appointed Trustee. The Chair confirmed that Trustees in the closed meeting of the Board on the 14th of December had agreed to appoint Rachel as a Museum Appointed Trustee for a one-year term and this would be discussed later on the agenda.
7. The Chair informed the meeting that the Director General had just undergone surgery and that he was in recovery. All those present sent the Director General their best wishes and wished him a speedy recovery.

Item 2: Review Minutes and Actions

8. The minutes from the public meeting on 29 September 2022 were reviewed and with the additional amendments below were confirmed as a correct record.

9. David Allen, Efa Gruffudd Jones, Laura Pye and Lindi Lloyd, Cai Wilshaw, Madeleine Havard to be noted as present at the last meeting.

10. No further actions were raised.

RESOLVED – T H A T the minutes from the public meeting on 29 September 2022 be approved.

Item 3: Review Public Action Log from meeting held on the 29th of September 2022

Presenter: Mark Petherick, Corporate Governance Manager

11. The Corporate Governance Manager updated the Board on actions from the last public board meeting held on the 29th of September 2022.

- **Update on National Contemporary Art Project - Point 32.** The Committee requested that a slot be made at the Research Advisory Committee to consider the digitisation project.

ACTION: To be presented at the next scheduled Research Advisory Committee on 28 March 2023 – Ongoing

- **The Widening Engagement Action Plan - Point 33.** The Committee proposed that a Sub-Committee be established with external support to continue the development of the Action Plan.

ACTION: The establishment of new committees would be taken forward once the Tailored Review had been completed in March / April 2023 – Ongoing

- **AC Quarterly Highlights - Point 39.** The Committee proposed that a deeper session took place on the information gathered by the newly appointed Audience Finder / Insights team.

ACTION: A paper would be presented at the next Board meeting from the insights team 23 March 2023 – Ongoing

- **AC Quarterly Highlights - Point 41.** The Committee requested that further discussion on the partnership between National Waterfront Museum Swansea and Swansea Council be had at a future meeting, particularly as the contractual agreement would conclude in 2030.

ACTION: Update to be presented at the next Board meeting on the 23rd March 2023 – Ongoing

Item 4: Report of the Director General

Presenter: Peter Holt, Interim Chief Operating Officer

12. The Interim Chief Operating Officer presented the report on behalf of the Director General.

13. **Operating Plan** – The Interim Chief Operating Officer confirmed that In Quarter 1, the Deputy Minister had given approval for the new **Amgueddfa Cymru 2030 strategy**.

14. In Quarter 2, from July to September 2022, intensive work began on the first Operational Plan based on the Strategy for the Financial Year 2022/23. All directors submitted their plans for year 3 out of our 5-year business plan and these would be scrutinised to ensure that they were fit for purpose. In addition, The Interim Chief Operating Officer commented that the budget process now aligned with this process and that the operating plan would be submitted in February.
15. **Global Summit of Research Museums II** – The Interim Chief Operating Officer confirmed that the Director General was invited to the Global Summit of Research Museums that took place in Munich in October 2022. Approximately 200 participants attended by invitation only, with equal numbers of delegates from European institutions and those from the Global South.
16. As a very broad generalisation, with some exceptions, those from the Global South were more impressive in their breadth and depth of scholarship, analysis and presentation, and those from Europe more limited and traditional.
17. **Inter-Governmental Summit, Dublin** – The Interim Chief Operating Officer confirmed that the Director General, along with Nasir Adam and the Head of Planning and Public Affairs were invited by the First Minister to be part of his delegation to Dublin. This was to mark the first year of the Wales-Ireland Inter-Governmental Agreement first signed in Cardiff in October 2021.
18. The Interim Chief Operating Officer confirmed that the visit also presented an opportunity to review and develop Amgueddfa Cymru's MoU with the National Museum of Ireland, which was focussed on learning from each other's experience in three key areas of decolonisation; supporting nature and environment; and distributing our collections to partner institutions across each other's nations.
19. **Fifa World Cup, Qatar** - The First Minister's Office invited the Director General and the Head of Planning and Public Affairs to join the Welsh Government delegation to Qatar. This was to support the Welsh team in participating in the football World Cup. The Chair, also a member of the FAW Board had represented the Museum's Board of Trustees at the event.
20. The Head of Planning and Public Affairs commented that a key part of the First Minister's busy two-day programme was a two hour visit to the Museum of Islamic Art (MIA) in Doha, that held globally significant collections of Islamic art and design.
21. **Expanding the Palette workshop** – The Interim Chief Operating Officer highlighted that a three-day Amgueddfa Cymru staff development programme was held at the National Museum Cardiff during November 2022.

22. The programme was facilitated by Elaine Gurian, Jim Volkert and Americo Castilla and Tim McNeil from Davis University in California. Many practical creative ideas emerged to address four key spaces. Exhibits at the National Museum Cardiff - the Main Entrance, the Court Room, the forthcoming Hip Hop exhibition, and the Visitor Journey.
23. The Head of Human Resources also mentioned 1-1 sessions had been organised between staff and the leading presenters which was well received and was very positive.
24. Trustees, having considered the report and all the issues and implications contained therein.

RESOLVED – T H A T the report of the Director General presented by the Interim Chief Operating Officer was noted.

The Chair highlighted a slight change to the agenda and confirmed that Agenda Item 9 Welsh Government Update would be heard next on the agenda due to scheduling constraints. Agenda Item no 6 - Report against the Widening Engagement Action Plan would be taken after the Big Pit report.

The Director of Learning and Public Programmes was meeting the Director General of the BBC at the Museum during the morning, and this would give her time to attend the meeting.

Item 5: Welsh Government Update

Presenter: Paul Kindred (Welsh Government - Divisional Deputy and Head of Strategy and Governance Culture)

The Divisional Deputy and Head of Strategy and Governance Culture updated the board on the following items.

25. **Culture Strategy** – Confirmed that engagement with external partners, would be taking place through workshops over the next 4 months and confirmed that the timescale to publish the strategy was in 2023 and an early draft would be available in the new year.
26. **Programme for Government** – Confirmed that Welsh Government was pleased to see that the terms of reference for both the internal and external Amgueddfa'r Gogledd, Llanberis steering groups had been agreed. PK commented that confirmation of the Chair of the internal steering group was still required as part of the governance arrangements.
27. **National Contemporary Art Gallery** – Confirmed that the steering group had submitted a second draft of their outline business case, that identified a total cost of 7.5 million over a 3-year period. He further commented that a formal announcement of galleries was intended in January.

28. **Anti-Racist Wales Action Plan** – Confirmed that the Deputy Minister had released 4.5 million pounds over the next three years to support the cultural heritage and actions contained within the plan.
29. **Public Appointments** – The Divisional Deputy and Head of Strategy and Governance Culture gave thanks to the Chair for taking on additional duties whilst Welsh Government looked to appoint a new President.
30. Confirmed that Welsh government was currently looking at an appointment campaign with the aim of appointing a new President in the summer. He further confirmed that the campaign would run concurrently with the campaign for Vice President.
31. Confirmed that Welsh Government would be in touch with colleagues in the Museum, and Board with a view to launching the campaign in the new year.
32. Regarding the two Welsh Government appointees due to start in January, the Divisional Deputy and Head of Strategy and Governance Culture confirmed that Welsh Government were just waiting confirmation from the successful candidates and the names would be shared in due course.
33. The Chair thanked The Divisional Deputy and Head of Strategy and Governance Culture for his update and no further questions were raised.

RESOLVED – T H A T the update from Welsh Government be noted.

Item 6: Research Strategy

Presenter: Kath Davies, Director of Collections & Research

34. In presenting this report the Director of Collections & Research confirmed that the Research Strategy 2022-2025 report had been discussed at length and approved by both SET and the Research Advisory Committee.
35. The Director highlighted that the report was a culmination of many months of work by Dr Jennifer Geroni (Head of Research) who had consulted widely internally and with a range of community groups as part of the process.
36. Catherine Duigan stated that the research strategy was very well received by the Research Advisory Committee, along with very positive comments received from our external advisors. Further commenting that the strategy could act as a script for potential collaborators especially universities and stakeholders.
37. Trustees, having considered the report and all the issues and implications contained therein

RESOLVED – T H A T the Research Strategy 2022 – 2025 and update be noted.

Item 7: Sustainable Development Quarterly Update Report - Presentation

Presenter(s): Janice Lane, Director of Visitor Experience and Anne Sharp, Sustainable Development Co-ordinator.

38. The Sustainable Development Co-ordinator provided the board with a presentation that focused on the following themes.

- Scoping out a new Sustainable Development Action Plan to 2024
- Reporting on our 2021 operational carbon emissions
- Funding
- Networks supporting our work

39. Catherine Duigan confirmed that the museum had seen great progress in this work over the last few years with significant re-alignment of resources and that there was a real momentum behind this now and great to see the active pursuit of funding.

40. Regarding decarbonisation and land and nature recovery, Catherine Duigan highlighted that there was a need to look for opportunities that would address the dual crisis of nature loss and climate change and it was important that these were considered on an equitable basis.

41. Rachel Hughes asked if the move to digital formed part of the bigger picture.

42. The Sustainable Development Co-ordinator commented that the digital work was around staff engagement mentioning digital detox and for staff to review their own activity and in terms of business activity and events going forward.

43. Trustees, having considered the report and all the issues and implications contained therein

RESOLVED – T H A T the contents of the Sustainable Development Quarterly Update Report Presentation be noted.

Item 8: Big Pit Owner Operators Annual Report

Presenter: Janice Lane, Director of Visitor Experience

44. The Director of Visitor Experience presented the Board with the Big Pit Owner Operators Annual Report. Included within the report at appendix (a) was the Big Pit Owners and Operators Governance Statement and at Appendix (b) the Health and Safety report for owners 2021-2022

45. The Big Pit Coal Museum is Classified as a working mine and therefore, was subject to the Mining Regulations and regular interventions (Inspections) by the Mining Inspectors.

46. Part of the good practice identified by these interventions was regular and transparent communication between the Big Pit operations themselves and the Board of Trustees as the mine owners and operators.
47. The report was submitted to the board to give the Mine Owners and operators the assurance that the operation of the mine was being carried out to the expected health and safety standards.
48. Trustees, having considered the report and all the issues and implications contained therein

RESOLVED – T H A T Trustees noted the Big Pit Owner Operators Annual Report.

Item 9: Report against the Widening Engagement Action Plan

Presenter: Nia Williams, Director of Learning and Public Programmes

49. The Director of Learning and Public Programmes provided an update to the Board on actions taken forward against the key principles in the Widening Engagement Action Plan Museum Wales. The report focused on actions taken forward in Q3, between October-December 2022.
50. The Director of Learning and Public Programmes outlined the following highlights from the report.
51. **Leadership and Accountability** – The Task Force established with the Arts Council of Wales, Black History Wales 365; DARPL; Race Alliance Wales; Sub-Saharan Advisory Panel; Ethnic Minorities and Youth Support Team Wales; two Arts Associates and two members of the Amgueddfa Cymru Producers – was progressing well and would report to the Board in the summer 2023.
52. **Cultural Democracy** – Several community events were held in Q3 and it was great to see energy back in the room and work would continue to build on these.
53. As a member the Diversity and Anti-Racism Professional Learning, new school-based resources and workshops for teachers and pupils had been developed and delivered.
54. **In terms of Accessible Services** – A further piece of work had been commissioned, in partnership with Arts Council of Wales, to create best practise standards. This work would focus on accessibility levels at national museums and venues. The standards were being developed collaboratively with deaf and disabled people with the hope that this work would be completed by the summer in 2023.
55. **Workforce Development and Staff Training Workforce Development** – Amgueddfa Cymru was now implementing a 'positive' recruitment policy to support and enable applications from under-represented groups.

56. **Key actions to be progressed in Quarter 4** – Include the development of new measures and evaluation tools which would be developed collaboratively with the Task Force and with Arts Council of Wales.
57. The Director of Learning and Public Programmes also confirmed that work was ongoing to establish a project framework for 2023/25 to take forward displays and events in support of Welsh Government's Anti-Racist Wales Action Plan.
58. Robert Humphreys commented that it was great to see engagement and it was important that Amgueddfa Cymru sought representation across Wales in the area of race and inclusion.
59. The Director of Learning and Public Programmes confirmed that this was an important point and the task force had also raised this point and that work was being undertaken to establish a representative group across Wales geographically.
60. Freya Stannard asked if there was a channel to feed back to those who contributed to the original reports to show Amgueddfa Cymru commitment and actions going forward.
61. The Director of Learning and Public Programmes commented that there had been reporting back to the three organisations that presented the reports and links had been maintained to provide updates on the work programme.
62. Trustees, having considered the report and all the issues and implications contained therein

RESOLVED – T H A T the update on the Report against the Widening Engagement Action Plan be noted.

Item 10: AC Quarterly Highlights – Verbal Presentation

Presenter(s): Senior Executive Team.

63. The Senior Executive team presented Trustees with their quarterly highlights that covered the following areas.
- Ways of working
 - Visitor Experience and feedback
 - Exhibitions, Public Events, Supporter Events
 - New Acquisitions.
64. A copy of the presentation and highlights would be circulated with the minutes.
65. The Chair thanked all the Senior Executive Team for a very informative presentation, that highlighted all the positive work that had been undertaken during the last quarter.

66.Trustees, having considered the report and all the issues and implications contained therein.

RESOLVED – T H A T the Amgueddfa Cymru’s Quarterly Highlights be noted.

Item 11: Any Other Business

11.1 Governance Matters

Presenter Carol Bell, Vice President, and Chair.

67. The Chair recorded that at the closed session of Board on the 14th of December the Board of Trustees agreed to invoke clause (6) of the Statutes within the Royal Charter.

68. This would allow for the Appointment of Rachel Hughes as a Museum Appointed Trustee for a period of 1 Year. This was in order that Rachel Hughes may continue to provide continuity to the Amgueddfa’r Gogledd, Llanberis project and also to continue to be a member of the Appointments and Remuneration Committee.

69. The Chair and all present wished the Director General all their best and wished him a speedy recovery.

70. No other additional matters were reported.