



**AMGUEDDFA
CYMRU**

**5 Year Business Plan
2021/22 – 2025/26**



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Amgueddfa Cymru – Museum Wales

5 Year Business Plan 2021/22 – 2025/26

This document details how we will implement the first five years of Amgueddfa Cymru 2030. Amgueddfa Cymru 2030 is Amgueddfa Cymru – Museum Wales' Strategy to 2030. It sets out our ambitions for the decade, and how we will deliver on the commitments that have been developed through extensive internal and external consultation.

To support and communicate Amgueddfa Cymru 2030 we have had a unique opportunity to develop our Brand. The Brand has been developed to reflect Amgueddfa Cymru's Vision and ambitions for the future.

CONTENTS

1	<u>Our Vision</u>	2
2	<u>Towards 2030</u>	3
3	<u>Our Values</u>	4
4	<u>Developing Strategy 2030</u>	5
5	<u>Commitments, Enablers and Well-Being of Future Generations Act</u>	6 – 17
6	<u>Evaluation and Monitoring</u>	18
	<u>Part 1: Five Year Business Plan - detailed plan</u>	19-72
	<u>Part 2: Performance Indicators</u>	73-77

1 Our Vision

‘Everyone has the right to freely participate in the cultural life of the community, to enjoy the arts and to share in scientific achievement and its benefits.’

UN Declaration of Human Rights

Amgueddfa Cymru is a charity, and a family of seven national museums and one collections centre located across Wales. Our welcome is free thanks to funding from the Welsh Government. Our aim is to inspire everyone we reach through Wales’s story and we recognise that everyone has something to contribute to the work that we do. In 2015, we launched a new and far-reaching Vision for Amgueddfa Cymru – Museum Wales, Inspiring People, Changing Lives. It is inspired by one big idea: that Amgueddfa Cymru belongs to everyone, it’s here to use.

This is the foundation of our Strategy and commitments over the next ten years. We’re committed to supporting the Welsh Government in ensuring Wales is an age-friendly nation, and that poverty, social disadvantage, ill health, and disability should not be a barrier to participation. Working collaboratively with local authorities, local museums, organisations and community partners across Wales will help us to ensure that everyone can feel welcome and represented in our world class museums.

We are making it a priority to enable as many people as possible to enjoy and participate in their national museums in Welsh, English, and other languages, including British Sign Language. We are committed to working and providing services through the medium of Welsh and support the Welsh Governments objective of increasing the use of the Welsh language and number of Welsh speakers.

The collections are an essential resource for this work. We will care for our national collection effectively, maintaining accreditation, and developing policies that ensure our collections will be easier to access by communities.

The first major project to encapsulate the new Vision was the £30 million redevelopment of St Fagans National Museum of History, completed in October 2018 and generously funded by the National Lottery Heritage Fund, Welsh Government and other supporters. It underwent a radical transformation, involving people and communities in the process of the change, and reflected our aim to create history with, rather than for, the people of Wales.

2 Towards 2030

As part of the new strategy to 2030, we want to build upon and develop new and exciting projects and experiences which represent and empower the people and communities all across Wales.

The most recent reports on our work highlight the contribution that Amgueddfa Cymru makes to the Welsh economy and how our work reaches and engages with people from Wales and around the world.

The national lockdown in March 2020 meant the closure of our seven museums and collections centre. This challenged us to rethink our role and purpose in Wales, and to develop new ways of working.

The re-opening of our museums was possible thanks to the tremendous effort of staff and volunteers across the Museum, our front of house teams for keeping the doors open throughout these challenging years, our funders, partners and people across Wales.

Today, Wales faces a health crisis, but also a social and economic crisis. The pandemic has revealed the depth of contemporary inequality.

Working closely with the health and education sector we have become a core part of Wales' public support system, with initiatives like the 'Art in Hospitals' project, in collaboration with Arts Council of Wales and health boards recognising the positive impact that art can have on patient recovery. The Objects of Comfort initiative in partnership with the Older Person's Commissioner, Alzheimer's Society, Innovate Trust and the Greater Gwent Health Social Care and Well-being Partnership.

As the largest provider of learning outside the classroom in Wales we have continued to work with schools. With the support of Hwb, we launched a free of charge virtual learning programme where Foundation Phase and Key Stage 2 pupils can virtually experience our most popular workshops. We have also continued to support volunteers and engage with young people throughout the COVID-19 pandemic.

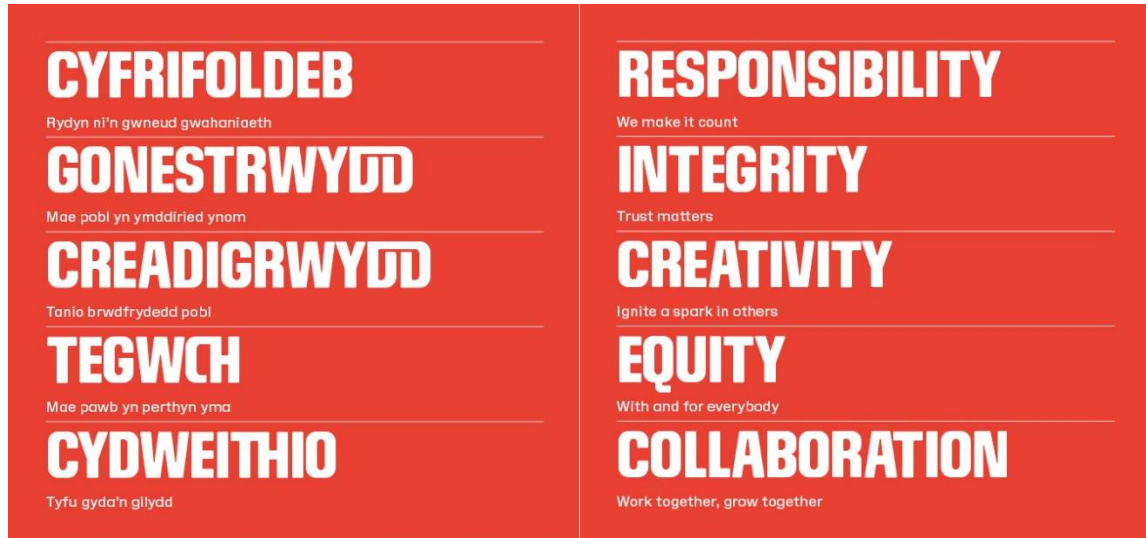
Sustainability is a key priority for us. In 2019, Amgueddfa Cymru declared a climate and ecological emergency and we committed to playing our role in securing the future of our planet.

3 Our Values

Amgueddfa Cymru's values support our vision 'Inspiring People, Changing lives', our purpose and responsibilities as a Welsh Government Sponsored Body (WGSB) and as a charity with a Royal Charter.

They help shape the culture of the organisation and support the delivery of Amgueddfa Cymru's strategy to 2030.

Our core values reflect the way we do things.



4 Developing Amgueddfa Cymru 2030

In 2020 we carried out our most extensive consultation to date, as part of our commitment to modernising the museum and bringing to life the goals set out in the Well-being of Future Generations (Wales) Act 2015. We asked our staff, volunteers, people and partners who currently work with us, and those that don't, what our plans should be for the next ten years.

In addition, we collaborated with the Arts Council of Wales, to undertake a series of in-depth research conversations with communities we consistently fail to engage with in our work. Three organisations were appointed to undertake three very different studies:

- Re:cognition, which focused deep dive on an area of semi-rural poverty
- Richie Turner Associates, with a team focusing on deaf and disabled people
- Wales Arts Anti-Racist Union, focusing on cultural and ethnic diversity.

An Action Plan based on the findings from these reports has been published.

We had an overwhelming response to the whole consultation. The responses demonstrated the support for the Museums plans; it gave us the chance to discuss and reflect; and the opportunity to build a Strategy that meets the needs of people across Wales.

To support and communicate the strategy to 2030 we have had a unique opportunity to develop Amgueddfa Cymru's brand. The brand development process and the new branding which will be produced, has allowed us to review and consolidate the brand identity of Amgueddfa Cymru, and how we want to present the organisation to the people of Wales. The new brand will embody the commitments of the ten-year strategy, allowing us to drive the awareness and presence of Amgueddfa Cymru across the whole of Wales, the UK and internationally.

5 Our Commitments and Enablers

Our five-year business plan is based on the ambitions set out in our strategy, Amgueddfa Cymru 2030, which are focused on delivering six commitments.

We'll work with people and communities across Wales, through collections, public programmes and partnerships to:



These Commitments will be supported by Enablers (working practices) that will help us to deliver the high-level outcomes and measure progress. They are summarised below, but more detailed activities and actions can also be seen in Part 1: Five Year Business Plan.

- 1 SUSTAINABILITY**
- 2 INCOME GENERATION**
- 3 RESEARCH AND EVALUATION**
- 4 DEVELOPING OUR PEOPLE**
- 5 GOOD GOVERNANCE,
SHARED DECISION MAKING**
- 6 THE WELSH LANGUAGE**
- 7 CLEAR, RECOGNISED BRAND**
- 8 FACILITIES THAT ARE
FIT FOR PURPOSE**
- 9 SAFE WORKING**

These enablers will help us to realise the bold ambitions of each commitment over the next ten years. They will enhance our capability to achieve our ambitious goals and develop as a National Museum. All of our commitments and enablers have been shaped by the Well-being of Future Generations (Wales) Act 2015 (WFGA).

Embedding the Well-being of Future Generations (Wales) Act 2015

The Well-being of Future Generations (Wales) Act 2015 is about improving the social, economic, environmental, and cultural well-being of Wales. Amgueddfa Cymru is included in the Act and through this we set and publish Well-being Objectives that maximise our contribution to achieving each of the well-being goals and take all reasonable steps to meet those objectives. Our 5-year plan and Well-being Statement demonstrates how we will meet the Well-being Goals.

Our Commitments and Outcomes together form our Well-being Objectives.

Our Vision – Inspiring People, Changing Lives, is already well aligned to the national goals set out in the Act, as well as other Welsh Government strategies. We are continuously working with partners to provide and improve opportunities for learning and training, counter the impacts of poverty and exclusion, sustain the environment and the quality of place, enhance economic performance, support a creative society and the creative industries and achieve improved public health and well-being.

We have mapped each objective of the Act against our Commitments to demonstrate how our plans to 2030 supports the Wellbeing of Future Generations (Wales) Act 2015.

The table provides an overview of this mapping exercise.

Ein Haddewidion Strategol ar gyfer 2030 yn erbyn Nodau Llesiant Cenedlaethau'r Dyfodol

Our Strategic Commitments for 2030 mapped against the Well-being of Future Generations Goals

Cynrychioli pawb Make sure that everyone is represented	1	3	4	5	6	7	
Ysbrydoli creadigrwydd a dysgu am oes Inspire creativity and learning for life	1	3	4	5	6		
Diogelu ac adfer natur a'r amgylchedd Help protect and restore nature and our environment	1	2	3			7	
Cefnogi lles trwy lefydd a phrofiadau sy'n ysbrydoli Support well-being through inspirational spaces and experiences		2	3	4	5	6	
Darganfod yr amgueddfa yn ddiigidol Discover and explore the museum digitally	1		4	5	6	7	
Creu cysylltiadau ar draws y byd Build global connections	1				6	7	
Hwyluswyr; gweithredoedd sydd yn cefnogi ein holl waith Enablers: actions that support our work	1	2	3	4	5	6	7



Cymru lewyrchus
A prosperous Wales



Cymru gydnherth
A resilient Wales



Cymru iachach
A healthier Wales



Cymru sy'n fwy cyfartal
A more equal Wales



Cymru o gymunedau cydlynus
A Wales of more cohesive communities



Cymru â diwylliant bywiog lle mae'r Gymraeg yn ffynnu
A Wales of vibrant culture and thriving Welsh language



Cymru sy'n gyfrifol ar lefel fyd-eang
A globally responsible Wales

The Act also requires us to work in a sustainable way through 5 ways of working:



Long Term



Taking an Integrated Approach



Involving People



Collaborating



Prevention

Commitment 1: Make sure that everyone is represented

To realise our ambitions, we have identified several Well-being Objectives:

- The national collection represents and is shared with all the people of Wales.
- Play a leadership role in supporting the Welsh Government's Cultural Strategy.
- Exhibitions and events are created, used and enjoyed with communities across Wales.
- Implement a Marketing and Communications Strategy that represents the diversity of communities in Wales.
- Users and visitors reflect the diversity of communities in Wales.
- Staff and Board are representative of the diversity of Wales.
- Promote Welsh Government equalities strategies, including the Anti-racist Wales Action Plan.

How these objectives contribute to national well-being goals:



Everyone has the right to enjoy and participate in our museums. Over the next ten years we will work towards ensuring equal access for people and communities across Wales. We want to reach out and provide every community in Wales with the opportunity to develop new and different relationships with us - both physically and digitally. We will work in partnership with communities who experience inequalities or racism to ensure they feel that Amgueddfa Cymru represents them.

Our collections, galleries and learning programmes will be developed to represent different stories about Wales' past, present and future. We will support the Welsh Governments commitment to developing a National Contemporary Art Gallery.

We want people and communities to be part of the creation of current and future events and exhibitions. As a charity, we will work with funders and partners across Wales to ensure this and develop programmes with communities, including developing our presence at National events.

We will work collaboratively with local authorities and community partners across Wales to reach different demographics. We will also develop a community engagement plan and improve the way that we monitor the impact of this work.

We want to see this embedded within the organisation and are committed to ensuring equality and diversity within all our internal processes and external advisory groups. We are listening and developing partnerships that can help us to inform and shape this work over the next ten years.

Commitment 2: Inspire creativity and learning for life

To realise our ambitions, we have identified several Well-being Objectives:

- Nurture and facilitate creativity for all, and celebrate the creative achievements of Wales.
- All schools in Wales can use Amgueddfa Cymru annually to deliver the national curriculum.
- Adults and families across Wales are inspired to learn with Amgueddfa Cymru.
- Young people lead and produce innovative and creative programmes and experiences.

- Volunteers, placements and apprenticeships are supported to realize their potential.

How these objectives contribute to national well-being goals:



We will be developing exciting and innovative ways to inspire learning and creativity across the generations through the arts, sciences and humanities. We will continue with our virtual and digital programmes and provide a blended approach to our learning, events and exhibition programmes.

We are currently the largest provider of learning outside the classroom in Wales. We will support schools and teachers to deliver the world-leading Curriculum for Wales, providing services in line with the reform of the school day and year, and work with young people, partners and communities to support Wales to become an anti-racist and more equal nation.

To inspire learning across the generations we will develop and deliver an action plan for adult learning, develop our school holiday enrichment programmes and extend our activities with pre-school children, and children and young people who are looked after or are care leavers. We will support the well-being of children and young people in poverty as part of the Welsh Government's strategy for contributing to the eradication of child poverty in Wales.

Through collaboration with partners, we will deliver exhibitions and events to celebrate creativity; and develop new pathways for using our collections as an inspirational resource for makers and creative professionals.

Our volunteers are an integral part of Amgueddfa Cymru. We hold the Investors in Volunteering award and will continue to provide opportunities for people to get involved with the Museum, either through physical and digital volunteering, placements or apprenticeships.

Commitment 3: Help protect and restore nature and our environment

To realise our ambitions, we have identified several Well-being Objectives:

- Embed our response to the climate and nature emergency in everything that we do.
- Raise public awareness of the environmental emergency and inspire action.

- Research focused on biodiversity and environmental change in Wales or of benefit to Wales.

How these objectives contribute to national well-being goals:



The environmental emergency that is Climate Change is the greatest threat to humans in our lifetime and to future generations. The next ten years will be crucial if we are to safeguard the planet's future.

In 2019, Amgueddfa Cymru declared a climate and ecological emergency. This was our first step to making changes committed to helping secure the future of our planet.

We'll use our collections, research, and partnership networks to highlight the impact of climate change; use our spaces to involve and activate our communities; and consider the planetary emergency in everything that we do.

We will develop and implement a Sustainable Development Action Plan to support the Welsh Government's commitment to decarbonisation and to build a stronger, greener, zero-carbon economy in order to contribute towards the Wales public Sector target of becoming carbon neutral by 2030. We will develop a Land and Nature Recovery Management plan for biodiversity and restoration for each of our museum sites.

The three million specimens that are in the natural sciences collection hold the only national evidence base in Wales for climate change over time. This vital resource, our research and our partnerships will be essential in helping us to understand changes to our natural environment.

We aim to inspire people to become advocates for the planet: individuals who feel informed, confident and motivated to make wise decisions, to get involved, and to use their influence and actions to make a positive difference to the global future.

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

To achieve our plans, we have identified several Well-being Objectives:

- Our museums will be spaces that support well-being.
- People will be supported to live healthier and happier lives as part of a well-being programme for Wales.

- Support public enjoyment and well-being through the visitor experience to the national museums.

How these objectives contribute to national well-being goals:



Over the next ten years we want to explore new ways for communities across Wales to engage with arts and culture, developing our museums and programmes in a wide range of contexts to support well-being.

We will develop our museum spaces to be more accessible and provide opportunities for communities to use them; positioning museums as vital community assets which can help to meet Welsh Government health and well-being goals and ambitions.

Through the redevelopment of National Slate Museum with partners and local communities, we will develop a world-leading museum for our visitors and communities that supports the UNESCO World Heritage slate landscape of North West Wales, and the plans for a Museum of North Wales. The development of a Masterplan for National Museum Cardiff will begin a process of transformation of this landmark museum of Art and Natural Sciences at the heart of Wales' capital.

Working with partner organisations, our museums and programmes will help support the well-being of people across Wales and contribute to national programmes of prevention and support in healthcare. We will build upon our existing programmes and develop and establish a programme of well-being activities across Amgueddfa Cymru that support people living with dementia and an all-Wales framework for social prescribing to help tackle isolation and promote well-being.

Our ambition is to create sector-leading visitor experiences that foster enjoyment and well-being. To achieve this, we will create a visitor experience action plan, to develop long-term accessible and sustainable experiences.

We will continue to have conversations and consultations with people across Wales to ensure our plans and programmes help people feel well and happy.

Commitment 5: Discover and explore the museum digitally

To achieve our plans, we have identified several Well-being Objectives:

- Improve digital services and infrastructure to grow and enhance digital reach and engagement as an integral part of our user experience and creativity.

- Digital will enhance the physical visit to the national museums creating memorable experiences.
- People can create their own content, experiences and products by engaging online.

How these objectives contribute to national well-being goals:



The world is changing, and we are now using digital technology in our lives in new ways, to connect, create and share. We must be agile to make the most of new opportunities. Our ambition is to enhance user experience, increase reach and to enable participation. We want to create digital experiences that capture people's imagination.

We will develop a new website to reflect the needs of our participants. Through Wales-wide consultation with a wide range of user groups we will develop a digital strategy, including digitisation of the collections, and delivery of the National Contemporary Art digitisation project. To improve visitors' digital experiences at our sites, we will review existing digital provision and Wi-Fi across Amgueddfa Cymru Estate and improve digital connectivity for our public spaces.

We will create memorable digital experiences that help to enhance a visit to our museums. We will build on innovative projects developed during the COVID-19 pandemic, which are making Amgueddfa Cymru accessible to new participants from across Wales and the world.

Our work with partners will help us reach wider across Wales and help develop equitable experiences, both with people and communities that have good access to IT equipment and those that don't.

Our outputs will be accessible, open and reusable to empower all participants. In taking a people-centred approach, where we are guided by partners and communities, we can have the greatest impact. These ambitions will support the Welsh Government's digital strategy for Wales.

Commitment 6: Build Global Connections

To achieve our plans, we have identified several Well-being Objectives, in support of the Welsh Government's International Strategy:

- Amgueddfa Cymru will be recognised as a museum of global significance.
- Global partnerships developed with organisations that share our commitment to social justice, and recognise the value of diversity of indigenous and contemporary knowledge and practice.
- Support growth of UK and international tourism in Wales.

How these objectives contribute to national well-being goals:



Amgueddfa Cymru plays a significant role in promoting Wales to the world, as well as bringing the world to Wales. Development of our international work is important for building bridges and connections between people and nations and supporting the Welsh Government's International Strategy.

Over the coming years we will develop and deliver our own international strategy to increase Amgueddfa Cymru's recognition across the globe.

We want to build on our partnerships with Museums in other countries.

Our ambition is to work towards developing and facilitating a cultural rights programme with museums across the world. We will build national and global partnerships over the next ten years with organisations that share our values and commitment to social justice.

Amgueddfa Cymru has a key role in the development of the identity of Wales as a welcoming nation. To achieve this, we will develop annual events that celebrate Wales' different cultures and identities across all of Wales through our loans of collections, and research will help us achieve this.

Working in partnership will be a vital part of deepening and extending our work both within Wales, the UK and internationally.

As we respond to a changing and increasingly globalised world this commitment will help us to develop and showcase the contribution that culture makes to building and celebrating global connections.

Strategic Enablers

Delivering the strategy will be a collective effort across the organisation, and through collaboration with organisations both in Wales and beyond.

These ambitious plans will be underpinned by a series of enablers that will guide and shape our work over the next ten years, to help us fulfil Amgueddfa Cymru's statutory responsibilities as set out in its Royal Charter.

How these Enablers contribute to national well-being goals:



We'll maintain robust financial processes and controls which meet operational and legislative requirements efficiently. We will use our spending powers to achieve greater equality and maximise participation by communities who experience inequalities or racism.

We will increase income generation through fundraising, our commercial activities, collections, research, and public programming to support the delivery of the ten-year strategy. We will do this through delivering development plans across different strands of our work.

A comprehensive programme of research and evaluation will inform and develop all areas of our work. We will establish and strengthen partnerships with major research funders, develop our research strategy and monitor progress. Establishing research plans for visitor engagement will help to support widening engagement and develop our work with people and communities.

We will work with tourism partners to ensure that marketing is anti-racist and represents the depth of our diverse cultural heritage, while avoiding stereotyping and cultural appropriation.

We will support and develop our people, trustees and volunteers, embedding trust, respect and inclusion. We will promote anti-racist and anti-ableist practice and principles, undertake further work focusing on communities facing disadvantage and recognise the interconnected nature of all those who face discrimination or disadvantage. Widening and deepening engagement with communities across Wales is a central strand of our Strategic Equality Action Plans.

Supporting staff health and well-being, developing our internal communications and delivering our Investors in People action plan are all vital to supporting organisational sustainability alongside the Workplace Well-being Index and achieving our ten-year ambitions.

Exemplar governance of organisation will help ensure the people of Wales are part of our decision-making processes and help shape our future work and priorities.

The Chief Executive and the Board of Trustees are accountable for achievement of our equalities and anti-racist strategies and action plans. The Museum's Audit, Risk and Assurance Committee will include monitoring of delivery of the Museum's anti-racist and equalities targets in its terms of reference.

The Welsh language is a natural part of all aspects of our work, with Welsh language learning encouraged for staff, volunteers and public. We will deliver our visitor experiences and public programmes through the medium of Welsh across Wales and online, as well as delivering Cymraeg Gwaith and other learning initiatives. This will help support Cymraeg 2050 Welsh Government's programme for a million Welsh speakers by 2050.

We will develop our Brand, advocacy and public affairs plans so that Amgueddfa Cymru will be loved, trusted, and recognised by everybody in Wales, physical or virtual, on site or in the community.

Also, key will be ensuring our physical infrastructure is fit for purpose, through managing our buildings and estates, and delivering on our 5-year capital projects.

Finally, our museums and working practices will be safe, secure and compliant with Health & Safety and security regulations. We will ensure the health, safety and welfare of staff and visitors so far as it is reasonably practicable, in accordance with the relevant statutory requirements.

All these enablers will help us to realise our ambitions over the next ten years. They will enhance our capability to achieve our ambitious goals and develop as a national museum.

8 Evaluation and Monitoring

Annually we will publish a report detailing our progress on the implementation of the Strategy to 2030 as part of our reporting to Welsh Government and the Future Generations Commissioner, whilst continuing to also provide quarterly reports and monthly dashboard updates. We will also develop methodologies to integrate stakeholders' voices into our impact research so that we can better understand and deliver long term societal outcomes.

Alongside these reports, we will develop models for reflective practice and methods to instill evidence-based practice within our work. The research that we have started with Arts Council of Wales on widening engagement in the arts & cultural heritage sectors will enable us to consider how we evaluate and monitor and work more effectively with our partner organisations to see the impact of change.

We will develop our connections with people and partners within the 6 Commitments, and plan further consultation work to develop the next 5-year business plan. It is important that we find ways to give a voice to the people, partners and communities that we work with or want to work with. Together we will find the best ways to demonstrate how the commitments are achieving real change.

We will use a range of measures, quantitative and qualitative, to monitor performance against performance indicators for each Commitment. Progress towards the high-level outcomes within each Commitment will be reviewed annually to identify gaps and opportunities for further development. This feedback loop will drive our future planning. It will become an iterative process with transitional reporting to recognise changes needed and adapt accordingly.

These systems and processes will enable accountability with our partners and communities as well as Welsh Government. We will develop an evaluation plan across the organisation with methods for capturing success and learning from experiences, with an honest reflection on how we are progressing on our Commitments and Enablers.

In evaluating impact, this plan must focus on areas of work that we don't currently understand. Utilising our data and the new Customer Relationship Management (CRM) system will help us to effectively target our work. We will develop methodologies for reflective practice, this will be programmed into evaluating the impact of the new strategy.

We will also identify where the gaps are in what we measure and explore new ways of measuring progress through working groups set up to progress the Commitment actions.

Amgueddfa Cymru: Five-Year Business Plan 2021/22 – 2025/26

CONTENTS

- Part 1 Activities and Actions**
- Part 2 Performance Indicators**

Part 1 Activities and Actions

Our Well-being Objectives (Outcomes) are highlighted in blue.

1: Make sure that everyone is represented



Activity / Outcome	Actions year 1 (2021/22)	Actions year 2 (2022/23)	Actions years 3-5 (2023/24 – 2025/26)
The national collection represents and is shared with all of the people of Wales			
<p>A1.01 Deliver the Charter for Decolonising Amgueddfa Cymru collections.</p>	<ul style="list-style-type: none"> Establish cross-departmental group to develop action plan and deliver the charter. Develop criteria for reviewing the collection with our community partners and communities of relevance. Pilot ways of working with communities of relevance and support the 	<ul style="list-style-type: none"> Develop a toolkit for decolonising Amgueddfa Cymru’s collection across the 6 areas of work and establish workflows that support the decolonising process. Develop partnerships with other organisations and institutes who are addressing decolonizing agendas and explore funding opportunities. 	<ul style="list-style-type: none"> Begin the work of implementation, giving detailed consideration to any potential impact on the collections. Develop appropriate strategies for reclassifying and potentially re-homing. Review and evaluate the Charter and amend if necessary.

	<p>development of community action researchers.</p> <ul style="list-style-type: none"> • Facilitate a series of workshops with staff to increase understanding of decolonising process and support anti- racist agenda. • Undertake provenance research to identify collections that need to be decolonised. 		
<p>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.</p>	<ul style="list-style-type: none"> • Establish working groups across all collection areas. • Review strengths and weaknesses of current approach. • Undertake a scoping study with the Welsh Federation of Museums and Galleries to establish a clear understanding of sectoral needs. • Develop a strategy to include access to collections by community groups and schools. 	<ul style="list-style-type: none"> • Develop new loans policies in consultation with regional museums and galleries in Wales and community partners. Publish the policy and begin implementation. • Identify 'cold spots' where take up is low, identify perceived barriers and develop targeted response. 	<ul style="list-style-type: none"> • Review progress in Year 3 and amend strategy and delivery accordingly. Continue to identify and address 'cold spots' and address any further barriers identified. • Evaluate the effectiveness of the policy with borrowing organisations and the Welsh Federation of Museums and Galleries.

<p>A1.03 Develop and deliver a new Collections Strategy which drives forward the diversification of the collection and works in collaboration with community partners.</p>	<ul style="list-style-type: none"> • Establish a cross-departmental group to develop collections framework. • Develop criteria for collection with our community partners and communities of relevance. • Consult with the network of museums and galleries in Wales to ensure that policies are complementary. • Pilot ways of working with communities of relevance to identify priority areas for collection and implement, including with communities who experience inequalities or racism. 	<ul style="list-style-type: none"> • Consult with community partners as part of the Decolonisation programme and develop draft Collections Strategy. • Identify priority areas. • Consult with the Federation of Museums and Galleries. 	<ul style="list-style-type: none"> • Review progress in Year 4 and amend strategy and delivery accordingly. • Identify any new areas for priority and amend Collections Strategy accordingly.
<p>A1.031 Maintain nationally recognised standards of Collections care.</p>		<ul style="list-style-type: none"> • Achieve Archive Service Accreditation. • Work towards renewal of Museum Accreditation. 	<p>Work towards renewal of Museum Accreditation.</p>

<p>A1.032 Work towards developing the National Contemporary Art Gallery.</p>		<ul style="list-style-type: none"> • 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. 	<p>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.</p>
<p>A1.033 Work in partnership with Wrexham Borough Council to develop and deliver a new Wales football museum.</p>		<ul style="list-style-type: none"> • Support development of Wales Football Museum Wrexham. 	<p>Support development of Wales Football Museum Wrexham.</p>
<p>A1.04 Work with community partners and local museums to support skills development within collections management and other curatorial areas.</p>	<ul style="list-style-type: none"> • Undertake preliminary research in partnership with the Welsh Federation of Museums and Galleries to develop an accurate understanding of current needs. • Pilot projects to improve care and management of collections on loan within Wales delivered based on findings of consultation. • Extend training to community partners as required. 		<ul style="list-style-type: none"> • Review progress in Year 5 and establish where there are ongoing skills gaps.

Play a leadership role in supporting the Welsh Government's Cultural Strategy

<p>A1.041 Ensure that Amgueddfa Cymru and local museums are represented in the Cultural Strategy.</p>	<ul style="list-style-type: none"> • Support the Welsh Government in developing a Culture Strategy. • Consult with local museums and galleries on the partnership and support they want. 	<ul style="list-style-type: none"> • Contribute to development of the Cultural Strategy and implement areas relevant to the Museum. • Collaborate with and support local museums and galleries. • Collaborate with Wrexham Museum to support the development of the Football Museum for Wales. 	<ul style="list-style-type: none"> • Review the effectiveness of the Museum's contribution to the Cultural Strategy.
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Exhibitions and events are created, used and enjoyed with communities across Wales

<p>A1.05 Develop an Action and Business Plan with partners to deliver community-based events and exhibitions.</p>	<ul style="list-style-type: none"> • Conduct audit of current events, exhibitions, and related partnerships. • Draft action plan and business plan. • Complete Action Plan and Business Plan for 2022-25 as part of Strategy for Public Programmes. 	<p>Completed in 2021/22.</p>	
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<p>A1.06 Develop and deliver community-based activities and events with partners.</p>	<ul style="list-style-type: none"> • Deliver programme of events with communities and other partners. • Develop a forward programme of events with communities. 	<ul style="list-style-type: none"> • 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. • Pilot use of BSL in events. • Co-deliver community-based initiatives including the Valleys re-told three-year initiative. • Develop a forward programme of events and activities with communities for 2023/24. 	<ul style="list-style-type: none"> • Deliver programme of events with communities and other partners as detailed in the Strategy for Public Programmes. • Develop a forward programme of events with communities.
<p>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.</p>		<ul style="list-style-type: none"> • Develop funding application with Arts Council of Wales to support creative practitioners with lived experience. • Research and review current exhibitions at Amgueddfa Cymru. • Appropriate gallery and museum spaces to deliver exhibitions. 	<ul style="list-style-type: none"> • Deliver phase one of action plan for permanent displays.

		<ul style="list-style-type: none"> • Complete pre-exhibition production phase and agree schedule for 2023-25 with community partners. 	
<p>A1.07 Develop community exhibitions with partners.</p>	<ul style="list-style-type: none"> • Deliver programme of exhibitions with communities and other partners. • Develop a forward programme of community exhibitions with partners. 	<ul style="list-style-type: none"> • Develop and deliver a programme of temporary community exhibitions with partners at Oriel y Parc. • 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. • Produce an Action Plan to develop permanent displays that speak to and are relevant to culturally and ethnically diverse communities. • Establish a model for displaying at National Events and in other community venues. 	<ul style="list-style-type: none"> • Deliver programme of exhibitions with communities and other partners as detailed in the Strategy for Public Programmes.

Implement a Marketing and Communications Strategy that represents the diversity of communities in Wales

<p>A1.071 Develop and deliver a Marketing and Communications Strategy that represents the diversity of communities in Wales.</p>	<ul style="list-style-type: none"> • Develop a draft Marketing and Communications Strategy for key target users. • Use Audience Finder to develop better data and bespoke research packages to support marketing and communications for key target users. 	<ul style="list-style-type: none"> • Following approval of Strategy to 2030 and new brand. Finalise Marketing and Communications Strategy and begin delivery. • Embed Audience work and further to inform audience development. 	<ul style="list-style-type: none"> • Review Marketing and Communications Strategy and deliver local plans resulting in better representation and engagement with our work in all our communities.
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Users and visitors reflect the diversity of communities in Wales

<p>A1.09 Develop a museum wide Community Engagement Plan.</p>	<ul style="list-style-type: none"> • Complete audit of community engagement activity across Wales. • Review partnership agreements and establish consultee advisory group. • Develop a widening engagement action plan with partners and Welsh Government to establish regular programmes across Wales, with communities who experience inequalities or racism, 	<ul style="list-style-type: none"> • 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. • Review established partnership networks and develop models of working with community partners, including 	<ul style="list-style-type: none"> • Draft and publish a Partnership and Community Engagement Plan for Amgueddfa Cymru
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	LGBTQ+ communities, D/deaf and disabled communities, and people experiencing disadvantage due to poverty.	exploring systems for making dormant resources accessible. <ul style="list-style-type: none"> Continue to support the Fusion network and Welsh, pending Government's review of the Fusion programme. 	
A1.10 Develop and deliver the Fusion widening engagement research with Welsh Government, and collaborative research initiatives with communities across Wales.	<ul style="list-style-type: none"> Agree Theory of Change approach with Welsh Government. Deliver Welsh Government's Fusion research and evaluation. Conduct Hands on Heritage participatory research re widening engagement with young people. Deliver widening engagement research with Arts Council Wales. 	Completed in 2021/22.	
A1.101 Develop and publish Child Poverty Objectives.		<ul style="list-style-type: none"> Draft Objectives. Discuss and agree with partners. Publish Objectives. 	<ul style="list-style-type: none"> Draft Objectives. Discuss and agree with partners. Publish Objectives. Embed delivery against objectives in corporate plans.

Staff and Board are representative of the diversity of Wales

A1.11 Update the Museum's Strategic Equality Plan and Objectives.

- Year one equality objectives to focus on establishing baseline data, reporting, policies, development of staff and fair pay.
- Pilot for attitude-based recruitment in customer facing roles.
- Develop a policy and role descriptors, promote opportunity and set up equality & diversity champions ensuring representation for all protected characteristics.
- Consider other measures in short to medium term including co-opting focused on lived experience.
- Consider proposal for an Equalities and Welsh Language Advisory Board.
- Consider proposal for a permanent agent of change at a senior level.
- Development of four-year equality strategy and objectives, with effective integration with the Welsh Language Policy and the Widening Engagement Action Plan. This will include annual equalities reporting and publishing of our Gender Pay Gap and supporting actions.
- Complete an organisational People Strategy to improve approaches to recruitment and partnerships and enhance the diversity of staff at all levels.
- Champions for protected characteristics will be established including disability, LGBTQ+ and race. Together, these will help implement the goals from key action plans.
- Continuation of the four-year plan.
- Adopt BSL as third language re working with staff, volunteers and the public.
- Commission further D/deaf and disability led research on creative/participatory activity.
- Make explicit the adherence to accessibility provision as part of procurement process.

<p>A1.111 Work with Welsh Government and Trustees to recruit a Board that represents the diversity of Wales.</p>		<ul style="list-style-type: none"> • Work with Welsh Government to review and revise Trustee recruitment process to enhance diversity of Board. • Further develop induction process to ensure Strategy 2030 embedded and values supported. 	<ul style="list-style-type: none"> • Implement plans to ensure Board, Committee and advisory groups are diverse and reflect communities across Wales.
<p>Promote Welsh Government equalities strategies, including the Anti-racist Wales Action Plan</p>			
<p>A1.12 Support implementation of Welsh Government's Racial Equality and the Anti-Racist Wales Action Plan, LGBTQ+ action plan and other equalities plans in museums and galleries.</p>	<ul style="list-style-type: none"> • Support establishment of a Race Equality Task Force and provide operational support, in partnership with Arts Council Wales. • Consult and work in partnership with local museums and galleries to deliver relevant plans. • Support implementation of agreed projects, policies and plans. • Publish reports against targets and milestones as detailed in the Action Plan. 	<ul style="list-style-type: none"> • Collaboratively report outputs and outcomes in response to the Racial Equality and the Anti-Racist Wales Action Plan and LGBTQ+ action plan. • Report against targets and milestones in collaboration with Arts Council of Wales, as detailed in the Widening Engagement Action Plan. 	<ul style="list-style-type: none"> • Work with Arts Council of Wales to review quarterly the effectiveness of the delivery of the Widening Engagement Plan and the jointly funded initiative in support of Welsh Government's Anti-racist Wales Action Plan. • Collaboratively deliver outputs and outcomes as developed and agreed by the taskforce. • Annual report on widening engagement

			reviewed and agreed by Board and Council.
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2: Inspire creativity and learning for life



Activity / Outcome	Actions year 1 (2021/22)	Actions year 2 (2022/23)	Actions years 3-5 (2023/24 – 2025/26)
Nurture and facilitate creativity for all, and celebrate the creative achievements of Wales			
A2.01 Develop and implement a 5 Year Creativity Strategy and Plan for the Museum.	<ul style="list-style-type: none"> • Conduct literature review for the Creativity Strategy. • Identify role of different departments across Amgueddfa Cymru in nurturing creativity of the public. 		<ul style="list-style-type: none"> •
A2.02 Develop and implement a 5 Year Learning and Public Programme Strategy and Business Plan.	<ul style="list-style-type: none"> • Conduct internal and external workshops to explore content options for exhibitions, events and learning with feasibility studies. • Complete strategy and action plan for Learning and the Public Programme. 	<ul style="list-style-type: none"> • Agree Learning and the Public Programme Strategy with Board. • Publish strategy and action plan for Learning and the Public Programme online. • Review partnerships for all learning and public programme areas of work. 	<ul style="list-style-type: none"> • Revise and review strategy and action plan for 2026/30.

<p>A2.03 Deliver exhibitions and events to celebrate creativity in collaboration with the partners.</p>	<ul style="list-style-type: none"> • Develop and deliver Events and Exhibitions Programmes to support and celebrate creativity at Amgueddfa Cymru Museums and partner venues in Wales. 	<ul style="list-style-type: none"> • Develop and deliver Events Programmes to support and celebrate creativity. • Deliver Exhibitions Programmes to support and celebrate creativity including BBC in Wales. • Develop plans for exhibitions, including Artes Mundi 10 and Hip Hop in 2023. • Detail forward plan for events and exhibitions in 2023/24. 	<ul style="list-style-type: none"> • Develop and deliver Events and Exhibitions Programmes to support and celebrate creativity at Amgueddfa Cymru Museums and partner venues in Wales as detailed in the Strategy for Public Programmes.
<p>A2.04 Develop new pathways for using our collections as an inspirational resource for makers and creative professionals.</p>	<ul style="list-style-type: none"> • Consult with creative professionals to establish the most effective ways to facilitate the use of the collection. Incorporate findings within the revised Loans Policy. • Begin pilot programmes. 	<ul style="list-style-type: none"> • Consult with design sector in Wales. • Review existing collections to identify how they can be used to support design agenda. 	<ul style="list-style-type: none"> • Continue roll out of the scheme. • Monitor progress and impacts.

All schools in Wales can use Amgueddfa Cymru annually to deliver the national curriculum

<p>A2.05 Develop and implement a Learning Programme Action Plan and Business Plan for Schools.</p>	<ul style="list-style-type: none"> • Develop draft action plan, to include consideration of the reform of the school day and the school year, the new curriculum and the teaching of black history. • Undertake full consultation with school and teaching community. • Plans incorporated as part of the Strategy for the Public Programmes. 	<p>Completed in 2021/22.</p>	
<p>A2.06 Develop and deliver hybrid programmes and resources for schools.</p>	<ul style="list-style-type: none"> • Deliver facilitated activities virtually into schools and face to face in our museums. • Deliver teacher and Post Graduate Certificate in Education training. • Develop and publish resources for teachers and schools to support the new curriculum and promote inclusivity and anti-racist practice and principles. 	<ul style="list-style-type: none"> • Deliver new curriculum-based programmes and resources, including to support anti-racism and better understanding of the diverse cultural heritage of Wales. • Revise programme in response to the review of the school day/year and develop programme for 2023-26. 	<ul style="list-style-type: none"> • Deliver programme as outlined in Action Plan.

Adults and families across Wales are inspired to learn with Amgueddfa Cymru

<p>A2.07 Develop and deliver Pre-school Learning Programme.</p>	<ul style="list-style-type: none"> • Develop and deliver resources and activities digitally. • Develop plan for delivering physical and virtual programmes with partners, which includes promoting inclusivity and anti-racist practice and principles. 	<ul style="list-style-type: none"> • Host partnership programme physically and develop resources online. 	<ul style="list-style-type: none"> • Support Pre-school Learning as partnership programmes.
<p>A2.08 Develop and deliver Programme for Family and Intergenerational Learning.</p>	<ul style="list-style-type: none"> • Develop and deliver resources and activities digitally. • Develop plan for delivering physical and virtual programmes with partners. 	<ul style="list-style-type: none"> • Deliver programme physically and online, including to support school enrichment programmes, looked after children and care leavers. 	<ul style="list-style-type: none"> • Review findings of programmes. • Launch Family Learning Programme for 2023-26. • Deliver Family Learning Programme and activities for looked after children as detailed in the Strategy for Public Programmes.

<p>A2.09 Develop and implement Action Plan for Adult Learning.</p>	<ul style="list-style-type: none"> • Develop and deliver new pilot programmes with partners, which includes promoting inclusivity and anti-racist practice and principles. • Review methodologies and develop a plan to scale up and seek additional funding. • Develop and deliver a range of virtual courses and curatorial talks. • Review current relationships with Further and Higher Education. 	<ul style="list-style-type: none"> • Deliver pilot programmes as part of new action plan for adult learning. • Further explore opportunities with partners including Open University and Adult Learning Wales. 	<ul style="list-style-type: none"> • Review findings of pilot programme. • Launch Adult Learning programme for 2023-26 with partners as detailed in Strategy for Public Programmes. • Deliver Adult learning programme. • Seek funding to scale up programme.
<p>Young people lead and produce innovative and creative programmes and experiences</p>			
<p>A2.10 Widen engagement with young people.</p>	<ul style="list-style-type: none"> • Deliver Hands on Heritage Action Plan as part of Kick the Dust Scheme. • Develop accreditation and skills models with partners, to support young people facing the greatest disadvantages. • Deliver Cultural Ambition Programme. 	<ul style="list-style-type: none"> • Deliver Hands on Heritage youth engagement initiatives in line with action plan. • Support Welsh Government Initiatives, Summer of Fun and Winter of Wellbeing, pending funding. 	<ul style="list-style-type: none"> • Establish progression routes to employment. • Deliver action plan. • Complete action plan for 2026-30.

<p>A2.11 Develop and implement Action and Business Plan for widening engagement with young people post Hands on Heritage initiative.</p>	<ul style="list-style-type: none"> • Reflect on performance against Hands on Heritage Strategy and Action Plan. • Review evaluation of programme and develop action plan for 2022-26. • Establish baseline for developing youth engagement post funding. 	<ul style="list-style-type: none"> • Review Amgueddfa Cymru Producers model with partners. • Develop a post funding action plan for 2023/26 with partners and young people. 	<p>Actions completed in 2022/23.</p>
<p>Volunteers, placements and apprenticeships are supported to realise their potential</p>			
<p>A2.12 Revise and implement Policy and Action Plan for volunteering and placements.</p>	<ul style="list-style-type: none"> • Submit Investors in Volunteering application. • Undertake audit and evaluation of current offer for placements, interns, and apprenticeships. 	<ul style="list-style-type: none"> • Review policy for volunteering and placements with partners and volunteers in line with Investors in Volunteering recommendations. • Complete action plan for 2023-26. 	<ul style="list-style-type: none"> • Deliver action plan for volunteering programme. • Complete action plan for 2026-30. • Submit Investors in Volunteering application for 2025. • Revise action plan in line with recommendations made by Investors in Volunteers. • Explore and pilot a visit buddy scheme with volunteers.

<p>A2.13 Deliver the established volunteering programme, including digital and E-Volunteering.</p>	<ul style="list-style-type: none"> • Develop E-Volunteering offer. • Support volunteers virtually and via newsletters. • Deliver volunteering programmes in line with COVID-19 safeguarding guidelines. • Complete Volunteering Impacts Report. 	<ul style="list-style-type: none"> • Review and revise E-Volunteering offer. • Deliver volunteering opportunities and programmes in line with action plan. 	<ul style="list-style-type: none"> • This is now incorporated into Volunteering Action Plan.
<p>A2.14 Develop and deliver placements and develop a framework for a structured Apprenticeship Programme.</p>	<ul style="list-style-type: none"> • Deliver Apprenticeship Programme and Placement Programme across AC. 	<ul style="list-style-type: none"> • Deliver Apprenticeship and Placement Programme. 	<ul style="list-style-type: none"> • Deliver new placement and apprenticeship programme in line with the Strategy for Public Programmes Action Plan..

3: Help protect and restore nature and our environment



Activity / Outcome	Actions year 1 (2021/22)	Actions year 2 (2022/23)	Actions years 3-5 (2023/24 – 2025/26)
Embed our response to the climate and nature emergency in everything that we do.			
<p>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.</p>	<ul style="list-style-type: none"> Engage an external environmental specialist to conduct a carbon audit of all areas of business. Scope and implement viable energy saving and carbon reducing capital projects. Begin rollout of accredited Carbon Literacy training across AC staff to help embed awareness and create green champions. Strengthen and develop active travel initiatives. 	<ul style="list-style-type: none"> Following completion of the carbon audit, implement 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. 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 	<ul style="list-style-type: none"> Deliver the foundational Sustainable Development Action Plan. Deliver Welsh Government funded projects to decarbonise the site operations (funding to 2024/25). Report on Welsh Public Sector Net Zero annually.

		towards Silver Award as an organisation.	
A3.02 Annually review our Environment Policy, and action plan to achieve continuous improvement and retain our accredited compliance status (including energy consumption and waste management).	<ul style="list-style-type: none"> • Deliver the action plan including work towards retaining our BS8555 Seren Scheme level of accreditation. • Work with national bodies and adopt a circular economy approach. to embed 'The 7 Rs of Recycling' in our work. • Work towards implementation of binless office. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Review and develop waste management processes in line with revised guidance. • Annual Seren compliance. •
A3.03 Develop a Land & Nature Recovery Management Plan for biodiversity and restoration for each of our museum sites.	<ul style="list-style-type: none"> • Conduct a programme of biodiversity audits across all museums. • Work with partners to deliver the Green Recovery Wales projects 'Natur am byth' and the contribute to the development of the proposed National Nature Service for Wales. 	<ul style="list-style-type: none"> • Undertake biodiversity audits across the Sites. Using the biodiversity audits develop and implement a Land & Nature Recovery Management Plan. 	<ul style="list-style-type: none"> • Conduct annual review of progress and plan and identify priority areas to deliver by 2030.

<p>A3.031 Develop and strengthen our existing procurement processes to help support local supply chains.</p>	<ul style="list-style-type: none"> • Follow Welsh Government guidelines to openly advertise our tenders as suitable for SMEs whenever possible. • Request information on local subcontractors / supply chains in tenders. • Provide advice and guidance to staff for lower value purchases, encouraging the use of local suppliers where possible. • Report percentage of spend by local SME as a measuring metric / KPI. 	<ul style="list-style-type: none"> • 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. • To provide guidance to enable lower carbon purchases both from purchasing locally and in choice of products. • Explore working with WRAP on improving resource efficiency towards a circular economy. 	<ul style="list-style-type: none"> • Follow Welsh Government guidelines to openly advertise our tenders as suitable for SMEs whenever possible. • Request information on local subcontractors / supply chains in tenders. • Provide advice and guidance to staff for lower carbon purchases, encouraging the use of local suppliers where possible. • Report on percentage of spend by local SME

			as a measuring metric / KPI.
Raise public awareness of the environmental emergency and inspire action.			
A3.04 Deliver events and exhibition programmes to raise awareness of the environmental emergency.	<ul style="list-style-type: none"> • Deliver events in partnership which focus on the environmental emergency. 	<ul style="list-style-type: none"> • Deliver events and exhibitions focusing on the environmental emergency including Wildlife Photographer of the Year. • Develop an action plan for 2023-26. 	<ul style="list-style-type: none"> • Deliver Action Plan for 2023-26 as detailed in the Strategy for Public Programmes. • Revise action plan and business plan for 2026/30.
A3.05 Develop and implement action plan and business plan for an exhibition programme to raise awareness of the environmental emergency, across Amgueddfa Cymru museums and online.	<ul style="list-style-type: none"> • Develop exhibitions which focus on the environmental emergency in conjunction with partner venues in Wales and develop plans with Natural History Museum to bring 'Wildlife Photographer of the Year' to National Museum Cardiff in summer 2022. • Explore methods of developing environmentally friendly exhibitions. 	This Activity is incorporated into A3.04 above	<ul style="list-style-type: none"> •

<p>A3.06 Establish partnerships for delivering a national public programme to raise awareness of the environmental emergency.</p>	<ul style="list-style-type: none"> • Review partnership agreements and discuss and agree plans with partners. • Agree partnership working for 2022-24. 	<p>This Activity is incorporated into A3.04 above</p>	
<p>Research focused on biodiversity and environmental change in Wales or of benefit to Wales</p>			
<p>A3.07 Develop new focused 5-year programme of research.</p>	<ul style="list-style-type: none"> • Launch 3 new funded projects with partners and monitor progress on a quarterly basis. • Disseminate research findings on a range of platforms, with at least one of the projects being directly related to restoring natural habitats. • Support the delivery of Amgueddfa Cymru Biodiversity Plan. 	<ul style="list-style-type: none"> • Launch 3 new funded projects with partners and monitor on a quarterly basis. • Disseminate research outcomes on a range of platforms, with at least one of the projects to be directly related to restoring natural habitats. • Support the delivery of Amgueddfa Cymru Biodiversity Plan. 	<ul style="list-style-type: none"> • Finalise and publish 5-year Research programme. • Launch 3 new funded projects with partners and monitor on a quarterly basis. • Disseminate research outcomes on a range of platforms. At least one of the projects to be directly related to restoring natural habitats. • Support the delivery of Amgueddfa Cymru Biodiversity Plan.

<p>A3.08 Establish and maintain a new partnership network both in Wales and internationally.</p>	<ul style="list-style-type: none"> • Review current partnerships and MOUs and revise and renew where appropriate. • Develop and support research capability within staff teams. Strengthen relationships with university partners in Wales and develop new collaborative projects. 	<ul style="list-style-type: none"> • 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. • Develop a minimum of 3 projects relating environmental change. • Strengthen agreements with university partners in Wales. • Continue to develop international research projects with diverse researchers. 	<ul style="list-style-type: none"> • 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. • Develop at least three projects related to environmental change. • Continue to work with university partners on collaborative projects.
<p>A3.081 Identify and showcase collaboration with ethnically and culturally diverse, minoritized researchers and communities in extending public understanding of the natural world and the environment.</p>	<ul style="list-style-type: none"> • Develop and deliver international projects with diverse researchers. • Ensure better representation within the Research Fellows programme by recruiting people from minoritised backgrounds. • Seek funding for Hidden Histories project. • Offer training opportunities through Nuffield Research 		<ul style="list-style-type: none"> • Review research project portfolio and identify any gaps/weaknesses. • Develop new programme for work from 2026-30.

	Placements and PTY Students.		
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4: Support wellbeing through inspirational spaces and experiences



Activity / Outcome	Actions year 1 (2021/22)	Actions year 2 (2022/23)	Actions years 3-5 (2023/24 – 2025/26)
Our museums will be spaces that support well-being.			
<p>A4.01 Redevelopment of Amgueddfa Cymru Gogledd with partners and local communities to develop a world leading museum for our visitors and communities.</p>	<ul style="list-style-type: none"> • Develop and deliver concept and feasibility planning with communities and partners. 	<ul style="list-style-type: none"> • Progress feasibility study and incorporate principles of sustainable design. • Agree a vision for the National Slate Museum/Amgueddfa Cymru Gogledd. • Complete Site Options Appraisal. • Engage with a range of local community partners in developing the concept. • Undertake feasibility study in relation to joint collections storage facility in Gwynedd. 	<ul style="list-style-type: none"> • Commence re-development in phases to deliver world class Museum supporting World heritage status for Welsh slate landscape.

<p>A4.02 Deliver the National Museum Cardiff Master planning project, through a participatory methodology, in conjunction with the specialist design team.</p>	<ul style="list-style-type: none"> • Commence 15-month National Museum Cardiff Concept Masterplanning programme in April 2021. • Complete phase 1 and begin phase 2 with associated deliverables. 	<ul style="list-style-type: none"> • Complete phases 2 and 3 with associated deliverables. • Develop overarching masterplan proposals with costed options. 	<ul style="list-style-type: none"> • Feasibility and alignment of phased packages. • Develop stakeholder engagement and outline funding plans for potential future phases of redevelopment. •
<p>A4.03 Improve physical access to all Museum sites.</p>	<ul style="list-style-type: none"> • Commission a programme of regular inclusive access audits for all sites. 	<ul style="list-style-type: none"> • Complete inclusive access review of all Museums and implement action plan and recommendations. 	<ul style="list-style-type: none"> • Implement recommendations and actions from Access Audits and continue to monitor.
<p>People will be supported to live healthier and happier lives as part of a well-being programme for Wales</p>			
<p>A4.04 Develop and establish action plan and business plan for a wellbeing programme across Amgueddfa Cymru museums and online.</p>	<ul style="list-style-type: none"> • Draft action plan and business plan focused on supporting people facing the greatest disadvantages. • Complete action plan and business plan. 	<p>Completed in 2022/23 - incorporated into the Strategy for Public Programmes</p>	<ul style="list-style-type: none"> •

<p>A4.05 Deliver collaborative wellbeing programmes with other sectors and providers.</p>	<ul style="list-style-type: none"> • Develop and deliver programmes with partners, including Objects of Comfort. • Deliver the Art in Hospitals project with two new projects in partnership with Health Boards. • Develop and deliver initiatives to support people living with dementia. • Participate in Welsh Government's round table discussions re developing a framework for social prescribing as required by Welsh Government. 	<ul style="list-style-type: none"> • Deliver <i>Museums Inspiring Memories</i> programmes in care settings and museums in line with the action plan in partnership with Alzheimer's Society. • Develop the plan for supporting Welsh Government's framework for social prescribing. 	<ul style="list-style-type: none"> • Deliver programmes in line with action plan. • Work collaboratively with the Alzheimer's Society in Wales to establish a role for Amgueddfa Cymru as a lead dementia voice across Wales. Support development of Welsh Government's Social Prescribing Framework.
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Support public enjoyment and wellbeing through the visitor experience to the national museums

<p>A4.06 Develop Visitor Experience Action Plan to support enjoyment and wellbeing.</p>	<ul style="list-style-type: none"> • Review and develop Visitor Experience Action Plan and business plan to support visitor enjoyment and wellbeing, and to support people with disabilities and other priority groups. 	<ul style="list-style-type: none"> • Implement Visitor Experience Action Plan. • Training and recruitment of staff to support excellence in visitor experience. • Work with Arts Council Wales and the commissioned consultant to develop best practice standards 	<ul style="list-style-type: none"> • Review Visitor Experience Action Plan and produce a new action plan for 2024/25 – 2026/27 to deliver an integrated and diverse visitor offer. Continue to work with ACW and Richie Turner Associates on work for widening engagement around access in line with the action plan.
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		for D/deaf and disabled people.	
A4.07 Develop self-directed engaged experiences for visitors in our museums.	<ul style="list-style-type: none"> Literature review into visitor self-directed engagement. 	<ul style="list-style-type: none"> Develop pilot and review models of working to enhance accessible self-directed engagement in museum spaces with partners. 	<ul style="list-style-type: none"> Develop pilot and review models of working to enhance accessible self-directed engagement in museum spaces with partners.
A4.08 Develop sector leading visitor experiences, customer care training and customer service provision.	<ul style="list-style-type: none"> Develop training package of Excellence in Visitor Care as part of the Visitor Experience Action Plan for 2021/22 - 2023/24. Complete pilot sessions Excellence in Visitor Care training programme. 	<ul style="list-style-type: none"> Roll out of Excellence in Visitor Care training programme. 	<ul style="list-style-type: none"> Monitor and review impact of Visitor in Excellence care training programme Share learning with sector and partner organisations.
A4.09 Develop and implement plans to retain traditional and craft skills across AC	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Develop Crafts Strategy across AC. Deliver Succession Plan at Big Pit and National Wool Museum.

5: Discover and explore digitally



Activity / Outcome	Actions year 1 (2021/22)	Actions year 2 (2022/23)	Actions years 3-5 (2023/24 – 2025/26)
<p>Improve digital services and infrastructure to grow and enhance digital reach and engagement as an integral part of our user experience and creativity</p>			
<p>A5.01 Development and delivery of a digital strategy to set out our ambition and align with our strategy Amgueddfa Cymru 2030.</p>	<ul style="list-style-type: none"> • Develop discovery phase of digital strategy in consultation with partners and users. • Develop social media and digital content plans and policies to align with organisation strategy and commitments. 	<ul style="list-style-type: none"> • Implement discovery phase of digital strategy with partners and users. • Deliver revised social media and digital content plans updating our profiles on our channels and editorial approaches. 	<ul style="list-style-type: none"> • Implement digital strategy with partners and users. • Review and evaluate digital strategy. • Develop new plans as digital technology and user requirements develops and evolves.
<p>A5.02 Develop a new website and intranet to reflect the needs of our participants and new strategy and brand.</p>	<ul style="list-style-type: none"> • Commission a discovery phase to review the website - its design, content, and architecture. • Review and refresh intranet to support staff and facilitate communication and information flow. 	<ul style="list-style-type: none"> • Deliver a new website facilitating greater engagement, access, and reach. • Implement new intranet and rollout changes based on review and staff consultation. 	<ul style="list-style-type: none"> • Introduce new website areas, functionality, and programmes to target audiences. • Review and evaluate as organisational requirements and

			digital continue to evolve.
<p>A5.03 Develop and implement a digital infrastructure fit for purpose.</p>	<ul style="list-style-type: none"> • Upgrade and enhance core network and server infrastructure and user equipment to facilitate delivery, engagement and access to collections and services. • Implement cloud based solutions across the entire Amgueddfa Cymru network and estates. 	<ul style="list-style-type: none"> • Build upon the resilience of infrastructure and server estate to further develop delivery of products and services. • Adopt a phased approach to moving incumbent solutions from on-premise to virtual servers hosted in a cloud platform. 	<ul style="list-style-type: none"> • Improve the resilience and scalability of our Digital Infrastructure. Including our Networks, Servers, IT Systems, Data, Museum technology and Audio Visuals.
<p>A5.04 Deliver and further develop ERM/CRM platforms and associated systems and processes.</p>	<ul style="list-style-type: none"> • Deliver Phase 1 of ERM/CRM programme. • Plan and procure Phase 2 of ERM/CRM re the ticketing and booking system elements. 	<ul style="list-style-type: none"> • Deliver Phase 2 of CRM/ERM project. • Plan and procure Phase 3. 	<ul style="list-style-type: none"> • Complete delivery of Phase 3. • Review and evaluate. • Produce development plan for further development.

<p>A5.05 Ensure the integrity and security of our data and networks. Including GDPR.</p>	<ul style="list-style-type: none"> • Implement best of breed solutions to monitor our digital assets to ensure any breaches or security events are quickly identified and blocked. 	<ul style="list-style-type: none"> • Continue upgrade and monitoring of Cyber security. • Attain and retain Cyber Essentials. 	<ul style="list-style-type: none"> • Implement best of breed solutions to monitor our digital assets to ensure breaches and security events are quickly identified and mitigated. Develop and implement IT Security Policies and Procedures.
<p>Digital will enhance the physical visit to the national museums creating memorable experiences</p>			
<p>A5.07 Develop and deliver digital experiences.</p>	<ul style="list-style-type: none"> • Review existing digital provision and Wi-Fi across Amgueddfa Cymru Estate. • Develop plan to improve infrastructure to deliver better digital connectivity in public spaces. • Commission a feasibility study for installation of internal and external visitor information screens across Amgueddfa Cymru. 	<ul style="list-style-type: none"> • Develop and deliver online and virtual experiences, content and campaigns including virtual and augmented. • Implement plans to improve digital in our public spaces. 	<ul style="list-style-type: none"> • Continue implementing plans, deliver new initiatives and activities aligned with strategy. • Complete delivery of programme. • Review and evaluate programmes and explore new opportunities for digital experiences. • Develop and deliver plans for internal and external screens for visitor information.

People can create their own content, experiences and products by engaging online

<p>A5.08 Deliver the Contemporary Art Digitisation Project to extend the availability of the national collection for display at galleries and museums throughout Wales.</p>	<ul style="list-style-type: none"> • Undertake consultation with a wide range of user groups across Wales. • Incorporate responses within the methodology for the on-line platform. 	<ul style="list-style-type: none"> • Design and develop accessible and user driven digital platforms. Launch pilot phases for testing. Amend approaches and content accordingly. • 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. 	<ul style="list-style-type: none"> • Complete the work on the digital platforms and incorporate NLW art collections. • Begin work on the roll out of the dispersed model (dependant on funding from Welsh Government). • Complete the work that enables people to develop their content. • Encourage people to develop their own content.
<p>A5.06 Work with Welsh Government and partners to deliver the objectives of the new 3-year strategy for Peoples Collection Wales.</p>	<ul style="list-style-type: none"> • Delivery of Peoples Collection Wales Business Plan. 	<ul style="list-style-type: none"> • With partners, deliver 3-year Peoples Collection Wales strategy through annual business plan. 	<ul style="list-style-type: none"> • Evaluate and develop objectives for new three-year strategy.

<p>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.</p>	<ul style="list-style-type: none"> • Identify priority communities, including marginalised and racialised communities, to be represented online in relation to contemporary art. • Identify priority languages to be represented online, including Welsh, English and BSL. • Review existing provision. • Create digitisation and collection access strategy and plan, in relation to contemporary art. • Conduct Wales-wide consultation with a wide range of user groups and incorporate responses in relation to contemporary art. • Update and enhance the Digital Asset library to facilitate collections access and usage. • Review commissioning of content and develop plan, which prioritises marginalised and racialised communities to widen commissioning and content development. 	<ul style="list-style-type: none"> • Complete the first stage research on the digitisation of the Natural Sciences Collection. 	<ul style="list-style-type: none"> • Implement integrated systems and solutions to ensure consistency of data and access to collections and content for both our internal and external audiences. • Complete the work on the digital platforms. • Continue to consult with users and stakeholder. • Review and evaluate commissioned content.
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6: Build global connections



Activity / Outcome	Actions year 1 (2021/22)	Actions year 2 (2022/23)	Actions years 3-5 (2023/24 – 2025/26)
Amgueddfa Cymru will be recognised as a museum of global significance			
<p>A6.01 Support the Welsh Government’s International Strategy by developing and delivering an Amgueddfa Cymru International Strategy to increase recognition across the globe.</p>	<ul style="list-style-type: none"> • Commence development of an Amgueddfa Cymru International Strategy. 	<ul style="list-style-type: none"> • Develop new International Strategy with action plan. 	<ul style="list-style-type: none"> • Develop an interim International Framework to strategically plan and support our international activity. • Implement International Strategy and deliver action plan. • Review strategy for 2026/30.

<p>A6.02 Develop and implement an International Communications and Marketing Action Plan.</p>	<ul style="list-style-type: none"> • Develop an Amgueddfa Cymru International Communications and Marketing Action Plan. 	<ul style="list-style-type: none"> • Develop and begin implementation of action plan and actively work with international partners to increase awareness of Amgueddfa Cymru. • Work with tourism partners to ensure marketing reflects the depth of our diverse cultural heritage. 	<ul style="list-style-type: none"> • Review and evaluate effectiveness of strategy and plan for future years.
<p>A6.03 Develop and manage international partnerships with governments and museums and other strategic partners.</p>	<ul style="list-style-type: none"> • Develop research projects with international partners. 	<ul style="list-style-type: none"> • Review MOUs with National Museum Ireland and Japanese museums. • Review partnerships in accordance with Amgueddfa Cymru's new International Strategy and identify priorities for development. 	<ul style="list-style-type: none"> • Maintain, review and develop partnerships.

<p>A6.04 Develop an International Touring Action Plan for Amgueddfa Cymru Exhibitions.</p>	<ul style="list-style-type: none"> • Scope the potential to develop an International Touring Action Plan for Amgueddfa Cymru Exhibitions. • Develop options for potential touring exhibitions to inform a business case. 	<ul style="list-style-type: none"> • Develop partnerships plan for a Gwen John international touring exhibition. • 	<ul style="list-style-type: none"> • Plan a Gwen John international exhibition for 2026/27 with partners.
<p>Global partnerships developed with organisations that share our commitment to social justice and recognise the value of diversity of indigenous and contemporary knowledge and practice</p>			
<p>A6.05 Forge links and deepen relationships with other countries through shared values.</p>	<ul style="list-style-type: none"> • Collaborate with international organisations and museums to develop and deliver Cultural Rights and Cultural Democracy programme. • Develop partnerships with international organisations, researchers, and practitioners with expertise in cultural rights, and sustaining the cultures of small and indigenous nations. 	<ul style="list-style-type: none"> • Plan future Cultural Democracy Programmes. • Share the outcomes of the 2022 Cultural Rights and Cultural Democracy programme with museums and other partners. • Sustain exchanges and partnerships with organisations and practitioners with expertise in this field. 	<ul style="list-style-type: none"> • This work is/will be incorporated into our International Framework.
<p>Support growth of UK and international tourism in Wales</p>			

<p>A6.06 Develop and implement an action plan to support Cultural Tourism to increase recognition across the rest of the UK and the world.</p>		<ul style="list-style-type: none"> • Develop a cultural tourism action plan, along with key stakeholders including Visit Wales and Visit Britain. • With partners, build and promote UNESCO World Heritage Site status, as part of Amgueddfa Cymru marketing strategy. 	<ul style="list-style-type: none"> • Work with tourism partners to support the development of tourism action plan. • Maintain relationships and contribute to the UNESCO World Heritage partnerships of: <ul style="list-style-type: none"> (i) Blaenavon Industrial Landscape, and (ii) Slate Landscape of Northwest Wales.
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7: Enablers



Activity / Outcome	Actions year 1 (2021/22)	Actions year 2 (2022/23)	Actions years 3-5 (2023/24 – 2025/26)
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.	<ul style="list-style-type: none"> • Prepare draft budgets for approval by Board. • Produce monthly management accounts for Strategic Executive Team, and quarterly financial reports for Board, Planning Performance and Resources Committee, and Welsh Government. 	<ul style="list-style-type: none"> • Prepare draft budgets for approval by Board. • Produce monthly management accounts for Strategic Executive Team, and quarterly financial reports for Board, Planning Performance and Resources Committee, and Welsh Government. 	<ul style="list-style-type: none"> • Prepare draft budgets for approval by Board. • Produce monthly management accounts for Strategic Executive Team, and quarterly financial reports for Board, Planning Performance and Resources Committee, and Welsh Government.
Increase income generation to support delivery of Amgueddfa Cymru 2030 strategy			
B1.02 Develop Amgueddfa Cymru Income Generation Strategy aligned to organisational strategy.	<ul style="list-style-type: none"> • Develop the strategy and begin delivery. 	<ul style="list-style-type: none"> • Deliver the income generation strategy through appropriate means. 	<ul style="list-style-type: none"> • Review and evaluate strategy delivery. • Develop new initiatives.

			<ul style="list-style-type: none"> • Develop new strategy and scope new initiatives.
	<ul style="list-style-type: none"> • Develop and begin delivery of a 3-year Enterprises Plan. 	<ul style="list-style-type: none"> • Deliver 3-year Enterprises Plan developing new initiatives. 	<ul style="list-style-type: none"> • Evaluate Enterprises Plan and develop new plan. • Further diversify commercial business streams.
	<ul style="list-style-type: none"> • Develop and begin delivery of a 5-year Collections & Research Income plan. 	<ul style="list-style-type: none"> • Deliver 5-year Collections & Research Income Plan developing new income streams. 	<ul style="list-style-type: none"> • Continue delivery of Collections & Research Income Plan.
	<ul style="list-style-type: none"> • Deliver the 3-year Development (Fundraising) Plan. 	<ul style="list-style-type: none"> • Deliver the 3-year Development (Fundraising) Plan. 	<ul style="list-style-type: none"> • Review and evaluate the (Development) Fundraising Plan. • Develop new plan.
	<ul style="list-style-type: none"> • Develop and deliver a Learning and Public Programmes Income Plan. 	<ul style="list-style-type: none"> • Develop and deliver Learning and Public Programmes income generation plan. 	<ul style="list-style-type: none"> • Develop and deliver Learning and Public Programmes income generation models. • Review models for 2026/30.

A comprehensive programme of research and evaluation will inform and develop all areas of our work

<p>B1.03 Develop and implement a Research Programme which clearly aligns with the delivery of the strategy and the delivery of the Commitments.</p>	<ul style="list-style-type: none"> • Complete all long-standing live projects. • Develop a new cross-divisional 5-year strategy which clearly identifies funding opportunities and partners. • Develop and implement a clear methodology for monitoring projects. • Establish and strengthen partnerships with major research funders UKRI/AHRC/NERC and seek new funding opportunities. • Strengthen and develop projects with international partners. 	<ul style="list-style-type: none"> • Continue to deliver live projects and develop new initiatives. • Review work in relation to IRO criteria. • Continue to monitor project delivery. • Raise profile of research work, both within and outside Amgueddfa Cymru. 	<ul style="list-style-type: none"> • Undertake full review of Research Strategy to ensure that it remains fit for purpose. • Continue to develop new funded projects and monitor progress of existing projects.
<p>B1.031 Develop and implement a plan for Participatory Action Research which offers opportunities for individuals and community partners.</p>	<ul style="list-style-type: none"> • Review current activity within existing programmes. • Work with partners to establish future requirements. • Incorporate opportunities for PAR within revised 	<ul style="list-style-type: none"> • Establish action plan and explore funding opportunities for delivery. • Incorporate Participatory Action Research within plans to develop new joint storage facilities. 	<ul style="list-style-type: none"> • Continue to implement plan. • Evaluate progress and effectiveness with key partners.

	<p>Research Fellow programme.</p>	<ul style="list-style-type: none"> • Develop two research projects to explore the most appropriate methodologies for maximizing accessibility of digital collections delivered in partnership following consultation with communities. 	
<p>B1.04 Establish a research plan for Learning and the Public Programmes.</p>		<ul style="list-style-type: none"> • Draft and scope potential key research questions with partners. • Map research already undertaken on impacts of museum-based learning, health and well-being. • Establish action plan and scope key partners and funding for delivery. 	<ul style="list-style-type: none"> • Deliver research plan and scope plan for 2026/30.
<p>B1.05 Establish a research and evaluation programme to support visitor self-directed engagement in our museum spaces.</p>	<ul style="list-style-type: none"> • Carry out literature review of self-directed engagement for best practice and case studies. 	<ul style="list-style-type: none"> • Map research projects already undertaken for the impacts of accessible self-directed engagement in the areas of wellbeing, learning and creativity. 	<ul style="list-style-type: none"> • Develop and evaluate pilot projects. • Deliver research plan and scope plan for 2026/30.

<p>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.</p>	<ul style="list-style-type: none"> • Improve digital profile with an initial focus on Amgueddfa Cymru website. • Develop new relationships with community partners and support activist research. 	<ul style="list-style-type: none"> • Develop a series of conference events to share research and develop global network. • Continue to raise research profile, including publication of peer reviewed papers and articles. • Ensure that staff are supported in developing research skills. • Maintain IRO status. 	<ul style="list-style-type: none"> • Continue to raise research profile, including publication of peer reviewed articles. • Support public programmes.
<p>B1.07 Enable and support project delivery, including the archiving of project information to allow lessons learned to be carried through to future projects.</p>	<ul style="list-style-type: none"> • Complete the development of a suite of project templates that can be used by project managers across the organisation for defined projects. • Produce a projects register to facilitate the monitoring of projects. 	<ul style="list-style-type: none"> • Nominated transformational projects supported by the Projects Office. • Review and update templates and documentation to incorporate lessons learned or revised AC procedures. • Quarterly reporting of nominated project progress to Senior Executive Team via the Projects Register. 	<ul style="list-style-type: none"> • Nominated transformational projects supported by the Projects Office. • Review and update templates and documentation to incorporate lessons learned or revised Amgueddfa Cymru procedures. • Quarterly reporting of nominated project progress to Senior Executive Team via the projects register.
<p>Support and develop our people, trustees and volunteers to embed trust, respect and inclusion</p>			

<p>B1.08 Develop and implement HR and People Strategy.</p>	<ul style="list-style-type: none"> • Deliver change to human resources delivery model to include transition to HR Business Partners. • Develop and deliver human resources and people strategies. • Continued focus of staff health and well-being and inclusion. Continue to train and develop mental health first aiders. • Undertake skills audits and succession planning for key roles. • Launch annual staff survey. • Promote flexible working, flexible retirement opportunities and pilot blended working. • Engage with the network of Disabled People's Employment Champions to help identify and implement opportunities. • Implement training programmes for disability awareness, deaf awareness, and hidden disabilities. • Develop training to raise awareness of racism. 	<ul style="list-style-type: none"> • Continue to deliver and embed the HR Business Partner model. • 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. 	<ul style="list-style-type: none"> • Continue to deliver and embed the HR Business Plan model. • Continue to deliver HR strategy to support organisational sustainability and the overall long-term strategy. Elements to include Leading, Driving Results and Managing change.
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	<ul style="list-style-type: none"> • Develop inward and outward secondment policy. 		
B1.09 Develop and deliver Internal Communications Plan.		<ul style="list-style-type: none"> • Review Internal Communications Plan to ensure alignment with Amgueddfa Cymru 2030 and begin delivery. 	<ul style="list-style-type: none"> • Review, evaluate and amend plans as required. • Deliver amended plan.
B1.10 Embed Investors in people and achieve next level IIP Standard across all Museums.		<ul style="list-style-type: none"> • Deliver Investors in People Action plan. • Organise and deliver bi-annual all staff development event. • Undertake assessment for Developed Level of IIP. 	<ul style="list-style-type: none"> • Continue work to deliver next stage of Investors In People. • Deliver bi-ennial all staff development events.
Exemplar governance of organisation ensuring the people of Wales are part of our decision-making processes			
B1.11 Governance structures and arrangements facilitate devolved decision making and reflect Amgueddfa Cymru 2030.		<ul style="list-style-type: none"> • Review of governance structures to ensure involvement in decision making. • Establish community task force and task and finish groups with Arts 	<ul style="list-style-type: none"> • Complete implementation of action plan and review in 2025-26 in readiness for next 5-year business plan.

		Council of Wales to oversee development and implementation of Widening Engagement Action Plan.	<ul style="list-style-type: none"> Plan for review of National Waterfront Museum Swansea partnership with Swansea Council (25 years from October 2005)
B1.12 Organisational performance and planning reported to Board of Trustees and Welsh Government.	<ul style="list-style-type: none"> Produce quarterly performance monitoring reports to facilitate decision making by Board of Trustees and Welsh Government. 	<ul style="list-style-type: none"> Produce quarterly performance monitoring reports to facilitate decision making by Board of Trustees and Welsh Government. 	<ul style="list-style-type: none"> Produce quarterly reports and annual report to schedule. Review success of 5-year business plan in 2025-26, and develop next 5-year business plan.
	<ul style="list-style-type: none"> Produce the Annual Report and Accounts, and attain a clean audit report. 	<ul style="list-style-type: none"> Produce Annual Report and Accounts and attain a clean audit report. 	<ul style="list-style-type: none"> Produce Annual Report and Accounts and attaining a clean audit report.
	<ul style="list-style-type: none"> Develop the annual Operational Plan and deliver the Annual Review. 	<ul style="list-style-type: none"> Develop the annual Operational Plan and deliver the Annual Review. 	<ul style="list-style-type: none"> Develop a new 5 Year Business Plan for next Term of Government. Develop and report Operational Plan and deliver the annual review.

The Welsh language is an integral part of all aspects of our work

<p>B1.13 Revised Welsh Language Policy and Action Plan.</p>	<ul style="list-style-type: none"> • Develop Welsh Language Action Plan. • Publish Annual Report. • Draft Action Plan for 2023-25, which goes beyond the Standards in support of Cymraeg 2050. 	<ul style="list-style-type: none"> • Review and revise Welsh language Policy and align with Equalities objectives and plan. • Publish Annual Report. • Draft Action Plan for 2023-28. 	<ul style="list-style-type: none"> • Review and revise Welsh language Policy alongside Equality Objectives. • Publish Annual Report. • Draft Action Plan for 2028-30.
<p>B1.14 Welsh language learning supported in partnership with the National Centre for Learning Welsh.</p>	<ul style="list-style-type: none"> • Deliver Cymraeg Gwaith and other learning initiatives. • Welsh language learning encouraged for staff, volunteers and public and consideration given to implementing courtesy level Welsh for new employees. 	<ul style="list-style-type: none"> • Deliver Cymraeg Gwaith and other learning initiatives. • Work on partnership initiatives with the National Centre for Learning Welsh. 	<ul style="list-style-type: none"> • Deliver Cymraeg Gwaith and other learning initiatives.
<p>B1.15 Welsh language experiences and services provided.</p>	<ul style="list-style-type: none"> • Deliver visitor experiences and public programmes through the medium of Welsh across Wales and online, including use of plurilingual approach to help normalize the language. 	<ul style="list-style-type: none"> • Deliver Visitor experiences and public programmes through the medium of Welsh across Wales and online. 	<ul style="list-style-type: none"> • Deliver Visitor experiences and public programmes through the medium of Welsh across Wales and online, including the use of a plurilingual approach to promote the use of the Welsh language.

Amgueddfa Cymru will be trusted and recognised⁶⁹ by everybody in Wales			
B1.16 Rollout of the new Amgueddfa Cymru brand.	<ul style="list-style-type: none"> • Complete brand development project including Brand Strategy and Brand Creative - launch internally and externally. 	<ul style="list-style-type: none"> • Implement roll out of new brand across all areas of our work, physical or virtual, on site or in the community. 	<ul style="list-style-type: none"> • Embed new brand across the organisation.
B1.17 Develop and deliver Marketing and Communications Strategy to deliver stories and inspire creativity.	<ul style="list-style-type: none"> • Develop and deliver Marketing and Communications Strategy, and work with colleagues and partners to develop key messages, stories and media opportunities which convey our strategy. 	<ul style="list-style-type: none"> • Develop and deliver Marketing and Communications Strategy. 	<ul style="list-style-type: none"> • Develop key messages and stories for media opportunities to convey each of our strategic goals.
B1.18 Develop Advocacy and External Affairs Action Plan as part of Marketing and Communications Strategy.	<ul style="list-style-type: none"> • Engage members of the 6th Senedd as a priority for 2021-22. 	<ul style="list-style-type: none"> • Review and refresh Advocacy and External Affairs Plan to support strategy to 2030. 	<ul style="list-style-type: none"> • Implement Advocacy and External Affairs Plan, and review in 2025-26.

<p>B1.19 Develop and implement corporate and participant priorities.</p>	<ul style="list-style-type: none"> • Develop corporate participant priorities and apply to all public facing work. • Develop action plan to deliver recommendations of review of our social and digital platforms. 	<ul style="list-style-type: none"> • Embed Audience Insight team and processes to support priorities across the organisation. 	<ul style="list-style-type: none"> • Establish processes to continually update our insight into audience expectations and priority audiences. • Work alongside our partners and users to create content and respond to emerging digital trends.
<p>Physical infrastructure is fit for purpose</p>			
<p>B1.20 Develop and deliver a 5-year Estates Management Strategy and associated plans.</p>	<ul style="list-style-type: none"> • Develop and begin delivery of the 5-year Estates Management Strategy. • Develop and deliver annual Estates Plan (incorporating funded decarbonisation work). • Procure and commission updated condition survey and review and revise priorities and capital plans. • Procure and commission professional services framework to support delivery of capital projects. 	<ul style="list-style-type: none"> • Implement approved 5-year plan capital projects. 	<ul style="list-style-type: none"> • Implement approved 5-year plan.

<p>B1.201 Develop and deliver a comprehensive storage strategy.</p>	<ul style="list-style-type: none"> • Undertake a review of storage requirements across all sites. • Identify opportunities for rationalizing collections where appropriate. • Consult with local museum partners/local authorities to identify options for shared facilities. • Draft Storage Strategy. 	<ul style="list-style-type: none"> • Develop programme of rationalization. • Finalise storage strategy ensuring that it informs and aligns with other initiatives such NMC master-planning and Llanberis redevelopment. • Develop detailed plans for joint facilities. Begin implementation where possible. (Funding dependent). 	<ul style="list-style-type: none"> • Complete rationalisation. • Begin to roll out Strategy in a structured way with clear site prioritisation. • Continue to implement joint storage facilities (funding dependent).
<p>Our museums and working practices are safe, secure, and compliant with Health & Safety and security regulations</p>			
<p>B1.21 Ensure the health, safety and welfare of staff and visitors.</p>	<ul style="list-style-type: none"> • Monitor and maintain health & safety across all sites and methods of working. • Maintain Covid secure requirements and safe methods of working as required. 	<ul style="list-style-type: none"> • Monitor and Maintain health & safety across all sites and methods of working. 	<ul style="list-style-type: none"> • Maintain Health & safety compliance across AC. • Ensure that each museum is sufficiently and effectively staffed to provide a safe rewarding and enjoyable experience for visitors. • Ensure that each museum is able to open to the public on dates

			and times as advertised.
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Part 2 Performance Indicators

Part 2 Key Performance Indicators

Please note, Year 1 shows actual figures; Year 2 targets have been developed in discussion with Welsh Government; and Years 3 to 5 will be developed in discussion with Welsh Government.

1: Make sure everyone is represented

Metric	Definition	Frequency	Lead Director	Actual Year 1 (2021/22)	Target Year 2 (2022/23)
Visits	Number of visits recorded across all sites	Quarterly	Director of Visitor Experience	674,814 visits (Target 672,000 visits – revised at 6-month stage)	1,000,000 visits
Loans	Loans within Wales	Quarterly	Director of Collections and Research	New metric for 2022/23	Loans to all 22 Local Authority Areas in Wales

2: Inspire Creativity and Learning for Life

Metric	Definition	Frequency	Lead Director	Actual Year 1 (2021/22)	Target Year 2 (2022/23)
Learning	Number of users in museums and digitally	Quarterly	Director of Learning &	122,707 participants	90,000 participants

			Public Programmes	(Target 70,000 - revised at 6-month stage)	
Exhibitions (Temporary)	Numbers at Amgueddfa Cymru and partner venues	Quarterly	Director of Learning & Public Programmes	New metric for 2022/23	250,000
Events	Numbers attending	Quarterly	Director of Learning & Public Programmes	New metric for 2022/23	60,000
Volunteering	Volunteer (hours)	Quarterly	Director of Learning & Public Programmes	23,138 hours (Target 15,000 hours – revised at 6-month stage)	20,000 hours

3: Help safeguard and restore nature and our environment

Metric	Definition	Frequency	Lead Director	Actual Year 1 (2021/22)	Target Year 2 (2022/23)
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Energy Usage	Total annual estate wide (8 sites). Using 2019/2020 as a baseline, Amgueddfa Cymru will reduce carbon emissions by 2% year on year	Annually	Director of Corporate Services	Overall, a greater than 2% reduction has been achieved. (Target – a 2% reduction Equivalent to: electricity 91,495 kWh Gas 175,437 kWh	2% Reduction Using 2019/2020 as a baseline, Amgueddfa Cymru will reduce carbon emissions by 2% year on year
Research Projects	Number of projects that are directly related to environmental monitoring	Annually	Director of Collections and Research	3 research projects	3 research projects

4: Support wellbeing through inspirational spaces and experiences

Metric	Definition	Frequency	Lead Director	Actual Year 1 (2021/22)	Target Year 2 (2022/23)
Visitor Satisfaction	Overall net promoter score.	Annual	Director of Visitor Experience	A new blended metric and collection methods to be researched and developed during 2021-22	Target increase of 1% on our baseline. <i>improvement in NPS, compared to Q4 baseline 2021/22.</i>

5: Discover and Explore Digitally

Metric	Definition	Frequency	Lead Director	Actual Year 1 (2021/22)	Target Year 2 (2022/23)
Website	Number of visits (cumulative over year)	Quarterly	Chief Operating Officer	2,241,982 visits (Target 1,750,000 visits)	1,850,000 visits
Social media	Number of followers (at period end)	Quarterly	Chief Operating Officer	187,530 followers (Target 165,000 followers)	190,000 followers
Collections	Number of objects with images and supporting information shared on digital platforms in the period	Quarterly	Director Collections & Research	5,074 objects (Target 4,500 objects – revised at 6-month stage)	4,500 objects

6: Build Global Connections

Metric	Definition	Frequency	Lead Director	Actual Year 1 (2021/22)	Target Year 2 (2022/23)
Visitors from outside Wales	Percentage of total visits deriving from people resident outside Wales (UK and rest of World)	Annually	Chief Operating Officer	To be delivered during 2022/23	25% of visits

7 : Enablers

Metric	Definition	Frequency	Lead Director	Actual Year 1 (2021/22)	Target Year 2 (2022/23)
Income generation (unrestricted)	Total net income from unrestricted revenue funding, Collections & Research income (net) and Enterprises profits/recharges.	Quarterly	Chief Operating Officer	£1,377,000 (includes £355,000 CJRS income) (Target £1,640,000 (net) -Includes CJRS funding)	£1,104,000 net
Income generation (restricted)	Total income from capital and project fundraising	Quarterly	Chief Operating Officer	£714,076 (Target £809,675 (net))	
Research	Number of completed research projects	Quarterly	Director Collections & Research	12 research projects (target 10 research projects)	7 research projects
Media coverage	Advertising value equivalence (AVE)	Quarterly	Chief Operating Officer	£16.5m AVE (Target £12m AVE)	£12m AVE

Case Studies

In addition to the above quantitative performance measures, we will also produce two or three detailed case studies each quarter across different aspects of our Wellbeing Objectives. Each year will develop an annual case study demonstrating impact of our work. In 2021-22 this will focus on our volunteering programme. In 2022-23 we will review our development of collections and research.