

Confirmed Minutes

Title of Meeting:	Museum Wales - Board of Trustees Open Session
Date of Meeting:	Thursday 28 September 2023 at 11:00 – 14:00
Venue:	National Waterfront Museum Swansea and via Zoom
Present Board Members:	Kate Eden, Chair Hywel John Carol Bell Professor John Hunt Ameerah Mai Rachel Hughes Abigail Lawrence Michael Prior Cai Wilshaw Freya Stannard
Present Executive Team Members:	Jane Richardson, Chief Executive Phil Bushby, Director of Corporate Resources Nia Williams, Director of Learning and Public Programmes Nia Elias, Director of Business Development Kath Davies, Director of Collections and Research Janice Lane, Director of Visitor Experience.
Additional Attendees Present:	Elizabeth Connolly (Head of Human Resources) Rhodri Davies, Head of Marketing and Communications Ian Williams, Deputy Director of Culture, Welsh Government Phillip Roberts, Welsh Government Sponsorship Team Ioan Davies (Translator) Sian Jones (Zoom Translator)
Declarations of Interest:	No declarations of Interest were received
Apologies:	Owen Hathway, Trustee Catherine Duigan, Trustee Richard Thomas, Trustee Peter Holt, Interim Chief Operating Officer
Secretariat:	Mark Petherick, Corporate Governance Manager

Item 1. Open Meeting

1. The Chair provided a formal thank you to the Senior Executive Team, Trustees, and staff for the warm welcome that she had received during the past month.

2. The Chair expressed that it was a huge privilege to sit here as Chair, and that she would do her best to support the work that this amazing museum does across Wales.
3. The Chair welcomed all to the meeting and provided a particular welcome to Jane Richardson to her first meeting as the Museum's newly appointed Chief Executive.
4. The Chief Executive commented that she was delighted to join the team and had already really enjoyed her first few days at the Museum getting to know the Senior Executive Team and spending time with staff at St Fagans and the National Museum Cardiff. She explained that her first priorities whilst working part time was to get to know the people and places, and that she was really looking forward to meeting everyone in person over the coming months.
5. The Chief Executive confirmed that she would take up her role full time from the 4th of November 2023 and would be looking at key priorities such as the financial challenges and structure and the way the Museum was shaped.
6. The Chair confirmed that there were a number of farewells today and acknowledged that this would be Trustee CB's last meeting as she would be stepping down in her role as a trustee and acting Chair from the Museum at the end of September. Further confirming that she would be saying more to acknowledge this at the end of the meeting.
7. The Chair also highlighted that this would be the Interim Chief Operating Officer's last Board meeting as he would be leaving the Museum at the end of October. The Chair, Trustees and the Senior Executive Team thanked PH for all his hard work and for stepping in to be the Museum's Interim Chief Operating Officer.
8. The Chair was sad to report that since the last meeting Trustee RH had submitted his resignation. During his tenure, RH had provided the Museum with significant expertise and experience in the education and governance sectors. The Chair, Trustees and the Senior Executive Team provided sincere thanks to RH for his service, and dedication to the Museum and wished him all the very best in his other roles within Welsh Public life.
9. The Chair commented that RH's departure reminded us about the important work that we as Trustees undertake as board members.
10. The Chair confirmed it was important that the Board was a space in which Trustees and the Senior Executive Team could feel comfortable to raise issues, be heard and leave the rooms with nothing left unspoken. The Chair expressed that she wanted to work in a culture of openness and transparency where constructive and respectful challenge was welcomed and that the Museum and all involved would emerge the stronger for it.
11. Apologies were received from, Owen Hathway, Catherine Duigan, Richard Thomas and Peter Holt, Interim Chief Operating Officer.

Item 2. Review Minutes and Actions

12. The minutes from the public meeting held on the 29th of June 2023 were reviewed.
13. Trustee FS asked if a declaration could be added to the last minutes as she was employed by the Natural History Museum and the Museum was mentioned within the meeting papers.
14. No further actions were raised.

RESOLVED: T H A T with the addition above, the minutes from the public meeting held on the 29th of June 2023, be approved.

Item 3. Review Public Action Log from meeting held on the 29th of June 2023

15. The Corporate Governance Manager confirmed that work was in progress against the below actions.

Item 6. Quarterly Report to Board – Delivery Against the Widening Engagement Action Plan - A joint meeting between trustees and members of ACW's Council was being scheduled in the autumn.

Item 14. Trustee Appraisal and Skills Matrix Report – Presentation - Corporate Governance Manager to contact historic Wales Organisations.

16. The Corporate Governance Manager confirmed that all other actions from the meeting were completed.

RESOLVED – T H A T the update from the open action log be noted.

Item 4. Update from the Chair

17. The Chair provided thanks to the Corporate Governance Manager for setting up of her induction and confirmed that she had now met with all the Senior Executive Team and Trustees. Further confirming that she would be accompanying the Chief Executive on site visits starting with Nant Garw and Bit Pit next week.
18. The Chair confirmed that the Museum Accounts for 2021 – 2022 had been approved by the board at a joint meeting of the Audit Risk & Assurance Committee (ARAC) and Planning, Performance & Resources Committee (PPRC) – held on the 21 September 2023. The accounts were expected to be published during mid-October.
19. No date had yet been confirmed for the Museums 2022/2023 accounts audit. The Chair and Chief Executive had sent a joint letter to the Auditor General to ask for a start date for this to be progressed without any further delay.
20. The Chair confirmed that she and the Chief Executive had attended their first biannual meeting with the Deputy Minister on Tuesday to discuss the Museum's initial and immediate priorities. This included the current and

upcoming financial situation, plans to take forward the Tailored Review, and safeguarding the national collections and estate strategy.

21. The Chair confirmed that the first Tailored Review Task and Finish Committee meeting would be scheduled in October.
22. The Chair was pleased to report that Rhys Evans, had been appointed by Welsh Government as Vice Chair of the Museum and would be taking up his appointment on the 1st of October 2023.

RESOLVED: T H A T the Chair's verbal update be noted.

Item 5. Amgueddfa Cymru Quarterly Highlights – Verbal Presentation

Sponsor and Presenter: Senior Executive Team

23. The Senior Executive team presented Trustees with their quarterly highlights that covered the following areas.
 - Our Enablers
 - Visitor Numbers
 - Supporters and Stakeholder Engagement
 - Public Events
 - Exhibitions
 - Learning and adult learners week
 - Collections and Research
24. A copy of the presentation and highlights would be circulated with the minutes.
25. The Chair thanked the Senior Executive Team, on behalf of the Board, for a very comprehensive, informative presentation, that highlighted all the positive work that had been undertaken during the last quarter.
26. Trustees, having considered the presentations and all the issues and implications contained therein.

RESOLVED: T H A T the Senior Executive Teams Quarterly Highlights be noted.

At this point on the agenda the Chair brought forward item 9, Quarterly Sustainable Development Update Report, as the Director of Visitor Experience had to leave to attend another meeting.

Item 9. Quarterly Sustainable Development Update Report

Sponsor and Presenter: Janice Lane, Director of Visitor Experience

27. Following the presentation of the Foundational Sustainable Development Action Plan at the December 2022 Board Meeting, The Director of Visitor Experience provided the following updates on activity during quarter two that covered July – September 2023.

Decarbonisation and renewable generation

28. Decarbonisation projects continued to progress. Following the completion of design and investigation work in 22/23 and early 23/24, most of the work this year was preparatory and planning with works completing next financial year when core capital or Salix funding was in place. The buildings team were also commissioning carbon management plans for all its museums.
29. The Welsh Government additional grant award for decarbonisation of £1.25m over three years was allocated as £200k 22/23 (spend achieved) £750k 23/24 and £300k 24/25. The formal grant letter confirming this year's funding had now been received and the Museum was due to report on its progress to Welsh Government as part of the conditions of this funding.
30. The report noted works on projects across museum sites that were funded through this direct grant from Welsh Government. The focus was on low carbon intervention and decarbonisation through change of energy source, submetering and PV array and insulation works.
31. As part of the waste management review, Net Zero waste submissions were reviewed. For the 22/23 report the Museum had re-assessed waste data and the return reflected a much more accurate assessment of Amgueddfa Cymru's organisational waste stream. Consequently, the submissions for Waste have shown significant reductions compared to previous years. The Amgueddfa Cymru 22/23 NZR report was submitted to Welsh Government on 4th September 2023.
32. The Director of Visitor Experience was pleased to note that the 22/23 Energy report recently completed by buildings was showing a significant reduction in CO2 emissions of 29% on the baseline year of 2019/20. It also showed a year-on-year improvement of 13.6%. These large improvements were a result of several factors, it was partly due to different conversion factors being used to assess electricity use due to the 'greening' of the national grid, but also improvements to the museum estate to lower carbon forms of power.

Land and nature recovery

33. The GwyddNi project at St Fagans National Museum of History funded by National Lottery Heritage Fund "The Woodland Investment Grant" was launched in May 2023.
34. The team and volunteers from Cardiff & Vale College cleared the entrance to GwyddNi woodland behind the Oakdale Workman's Institute. Corporate volunteers from Lloyds Bank joined the Agricultural Team on 13th September to clear the footpaths through the 4 of 6 woodlands. These footpaths would only then be used as the routes for the tree work over the winter, leaving nature undisturbed as much as possible. The Size of Wales1 team visited the farm to discuss improvements the Museum could make to contribute towards their Deforestation Free Wales campaign including looking at animal feed free from Palm Oil and Soy.

Staff and volunteer engagement

35. Having achieved a silver award in June, Carbon Literacy training continued with dates for staff in place over the autumn. Over 50% of staff were now trained. This is a course that Trustees are invited to attend, and we are working with the Governance Manager to build this into the Trustee training programme.

Ways of working

36. Considerable efforts continued to focus on reviewing policy and practices: The Museum continued to improve its processes for its environmental management and monitoring via the BS8555 SEREN scheme (this is an annual UK recognised award). The next annual assessment was due within Quarter 4 – January to March 2024.
37. The Museum was using the data more actively during the reporting year to monitor efficiencies and to raise awareness and ownership across departments of how they could better monitor and improve their areas of responsibility.
38. The report outlined that considerable efforts continued to focus on reviewing policy and practices in the following areas;
- Sustainable business travel
 - Procurement, circular economy & waste
 - Collaborations and Research
 - waste management review
39. The report also outlined the focus of activity in Quarters 3 - 4 2023/2024.
40. The Chair highlighted that this was a huge agenda that had to be embedded and reported to board every quarter in order that the Board could shine a spotlight on progress. In addition, and in support the Board needed to ensure that Sustainable Development was adequately represented through the Museum's committee structure.
41. Trustees, having considered the report and all the issues and implications contained therein.

RESOLVED: T H A T the contents of the report be noted.

Item 6. Quarterly Report to Board on the National Slate Museum Redevelopment and Update on Contemporary Art Gallery

Sponsor and Presenter: Kath Davies, Director of Collections & Research

42. The Director of Collections & Research provided the following quarterly update to the Board on the National Slate Museum Redevelopment Project and the Contemporary Art Gallery.

Redevelopment of the National Slate Museum

43. The redevelopment of the National Slate Museum, Llanberis through the Llewyrch o'r Llechi Project would support wellbeing through inspirational spaces and experiences. The works could be summarised as;
 - Conservation of Gilfach Ddu buildings that were part of the National Slate Museum, Llanberis.
 - Improving access and developing visitor facilities and spaces that support craft making, designing and traditional skills.
 - Developing the hub for the recent UNESCO WHS Slate Landscape of Northwest Wales, improving the interpretation on site and digitally.
44. Faithful and Gould had been commissioned through the Pagabo Framework to project manage and contract a Design Team that would develop and deliver the plans of the project.
45. The Rural Office for Architecture was the lead architect working with other professional services contracted by Faithful and Gould using the Pagabo Framework.
46. A detailed brief had been developed and was refined following a number of workshops with Faithful and Gould and the Design Team during July and August 2023. A project programme had been developed with Faithful and Gould to show the overall milestones and timeframe for delivery of the discrete project phases.
47. The estimated cost: for Phase 1 of the project was £12,383,000 million, and the Director of Collections & Research confirmed that just over 50% of funding for this phase (£6.2m) had been secured through Levelling Up Funding.
48. The Director confirmed that the time frame to spend the levelling up funding was March 2025, and that other allocated funds were to be expended by March 2026.
49. Project consultants Faithful and Gould had issued a stage 1 report to the Museum on the 08/09/23 with updated project costs which totalled £15,700,664 which represented an increase of £3.3m to the project.
50. The Director confirmed that estimates were currently being reconciled to determine where and why the variances had occurred. While some increased costs were to be expected due to current high rates of inflation, the RIBA 1 proposal also included some additional facilities which were not part of the original feasibility study conducted in 2020.
51. The Project Team was confident that there were some areas which could be reduced and had requested a more detailed narrative to the costs to support this reconciliation work.

52. To secure Welsh Government match funding for the project, a Business Case which followed UK Treasury's Green Book methodology had been prepared, with The Funding Centre supporting the project team to deliver. A Strategic Outline Case (SOC) was submitted to Welsh Government on 7th of June 2023 with a funding request of £2.1m, over two years. The Museum had received some initial feedback on the SOC from Welsh Government colleagues, responded to these comments and reissued an amended SOC on the 5th of September 2023.
53. Alongside the Business Case process, an independent assessment by a review team had been organised by the Integrated Assurance Hub (IAH).
54. The Director confirmed that a planning meeting with the team and key members of the Museum team was held on the 12th of September 2023 which clarified the Terms of Reference (TOR) submitted and arrangements for the review.
55. The review under Gateway 1 was scheduled for 2nd - 4th of October 2023. A number of internal and external stakeholders would be interviewed as part of the process. A revised Risk Potential Assessment (RPA) Form had also been submitted to the IAH.
56. In terms of fundraising the Director of Business Development confirmed that a Fundraising Feasibility Report had been commissioned by Amgueddfa Cymru's Fundraising Team which would help inform the approach for the remaining match funding.
57. In addition, the Director of Business Development was pleased to confirm that an expression of interest to the National Lottery Heritage Fund had been successful. An application for development funding from the National Lottery was currently being developed in readiness for submission by the 16th of November 2023. A decision on that application was expected around January 2024.
58. The development phase would run from February next year to September, with a Stage 2 Submission in October 2024. The Director confirmed that the timescale was defined by the levelling up funding required to expend the money and find the match funding in time.
59. The National Lottery in their expression of interest, feedback had expressed concerns about the timeline, but they know that the Museum was currently holding discussions with Gwynedd Council about any possible extension of timeline.
60. Currently there was a funding gap of at least £4 million that the Museum would need to find as part of the match funding element, therefore the bid to the National lottery would be for at least that amount. However, it was possible for the Museum to ask for further funding with good plans in submission one, and two of the project.

Contemporary Art Gallery

61. The Director of Collections & Research provided an update to the board on the National Contemporary Art Gallery for Wales.
62. Delivery partners, Amgueddfa Cymru, Arts Council of Wales and National Library of Wales, had recently updated and agreed the Operational Business Case (OBC). The OBC now sat with Welsh Government and was currently going through a Gateway Review. Several AC colleagues, lead partner, gallery network and stakeholder colleagues were being interviewed as part of the process.
63. The outcome of the review would determine the operational status of the initiative and whether there was a green light to continue to develop to Full Business Case (FBC) or whether further work or scrutiny was demanded of lead partners by Ministers. The Director confirmed that feedback on the review was due this week.
64. The Rural Office for Architecture had completed its building reviews of the nine galleries that were selected to form the dispersed National Contemporary Art Gallery Wales (NCAGW) network.
65. Summary reports of findings, together with outline costings for upgrading works required, were recently sent to the nine galleries by ACW, together with letters of invitation to apply for capital funding to undertake the necessary works. The turnaround for the galleries to make their applications was very tight, with the deadline of 14th of September 2023.
66. The freelance Project Director and Amgueddfa Cymru appointed Creative Director had been meeting with galleries to work through uncertainties and support expectations. Galleries were required to undertake the capital works and commit all spending by the end of March 2025.
67. A partnership agreement between lead partners, Amgueddfa Cymru, Arts Council Wales and National Library of Wales, had been drafted by the Museum in consultation with solicitors Geldards. The museum had a number of concerns with the draft agreement, and a three-way meeting was held to start addressing any concerns. Partners recognised that a major rewrite of the agreement was required if it was to establish an effective and productive governance structure.
68. The Director of Collections & Research confirmed that the revised partnership agreement once completed would be shared with the Board and Senior Management Team.
69. Trustees, having considered the report and all the issues and implications contained therein.

RESOLVED: T H A T the Quarterly Report to Board on the National Slate Museum Redevelopment and Update on Contemporary Art Gallery be noted.

Item 7. Quarterly Report to Board – Delivery Against the Widening Engagement Action Plan and Anti-Racist Wales Action Plan

Sponsor and Presenter: Nia Williams, Director of Learning and Public Programmes

70. The action plan was jointly developed with the Arts Council of Wales, and could be viewed via the following link, [Widening Engagement Action Plan | Museum Wales](#).
71. The Director of Learning and Public Programmes provided an update to the Board on progress made against the key principles in the Widening Engagement Action Plan during Quarter 2, that covered July to September 2023.
72. The report drew attention to actions and next steps under the Leadership and Accountability, Cultural Democracy, Equalities and the Welsh Language, Accessible Services, Workforce Development and Staff Training, and Communication and Branding sections.

Leadership and Accountability

73. In collaboration with the Arts Council of Wales and the Task Force, which includes community representatives and organisations who specialise in anti-racism, the Museum had developed alternative ways of measuring the impact of this work. This would be piloted in quarters 3 and 4 and discussed with the Government's Strategic Programmes & Project team.
74. There had been a slight delay in scheduling a joint progress meeting between the Board and Arts Council of Wales's Council members. It was hoped the meeting can be scheduled before the end of the year. A detailed RAG (Red/Amber/Green) progress report on the delivery of the Widening Engagement Action Plan would be reviewed at the meeting to consider the areas which required further attention.

Cultural Democracy

75. The Museum was embedding ways of celebrating cultural diversity in its public programmes. For example, this quarter British Sign Language content, live on-site interpreters and live music platforms were incorporated into the Amgueddfa Cymru Food Festival curated by New Heights, BBC Horizons, the Amgueddfa Cymru Producers and Tafwyl.
76. The Safbwynt(iau) / Perspective(s) Programme with Amgueddfa Cymru was underway with seven visual arts organisations appointed to work with the seven Amgueddfa Cymru museums.
77. With Arts Council of Wales and the seven visual arts organisations the Museum had also commissioned seven creative professionals from culturally and ethnically diverse backgrounds to work with the Museum over the next two years. A learning and development day was held in July with all members of the initiative.

78. Task and finish groups established with individuals and community organisations were working on the decolonisation of objects which would inform new displays and exhibitions as part of the programme.
79. In line with the charter for decolonising the Amgueddfa Cymru collection, [Charter-For-Decolonising-ACCcollection.pdf \(museum.wales\)](#). The new Collections Development Strategy would focus on greater diversity of collecting; a new focus on commissioning, and rapid response collecting.

Equalities and the Welsh Language

80. The Director of Learning and Public Programmes confirmed that The Annual Welsh Language Report was published in August. Task and Finish groups were being established to take forward the Welsh language and Equalities, Diversity and Inclusion recommendations in the Tailored Review.

Accessible Services

81. In partnership with the Arts Council of Wales draft kitemark standards had been developed by Richie Turner Associates and d/deaf and disabled people. The final designs were expected at the end of September. Visual stories were being developed for National Museum Cardiff and St Fagans.

Workforce Development and Staff Training

82. British Sign Language training for front-facing staff had continued this quarter. A pilot staff anti-racism training session had also been conducted and evaluated. A full procurement exercise for a training package on anti-racism to include all staff was being taken forward, with training rolled out in 2024.

Communication and Branding

83. The Safbwyntiau / Perspectives partnership collaborated on advertising the creative professional opportunities. A high percentage of applicants indicated that they had no prior experience of working with either Arts Council Wales or Amgueddfa Cymru. Developing more meaningful and engaging ways of sharing and communicating the Museums widening engagement and anti-racist work would form the focus of work for the Task Force in quarter 3.
84. The report also highlighted areas that required further work to be progressed in Quarter 2 of 2023/24.
85. Trustees, having considered the report and all the issues and implications contained therein.

RESOLVED: T H A T the contents of the report be noted

Item 8. Annual Report and Forward Plan for Learning and Public Programmes

Sponsor and Presenter: Nia Williams, Director of Learning and Public Programmes

86. The report provided the Board of Trustees with an Annual Report on the work of Learning & Public Programmes in the financial year 2022/23.
87. To support the delivery of Amgueddfa Cymru 2030 and reflect the changes made in response to Covid-19, a strategy for Public Programmes and an associated Action Plan was published last year, see [strategaeth Rhaglenni Cyhoeddus 2022-2027 | Museum Wales \(amgueddfa.cymru\) / strategy for Public Programmes 2022-2027 |](#) Museum Wales. As detailed in the strategy, the primary purpose of Amgueddfa Cymru's Public Programmes was to:
 - Make sure that everyone was represented.
 - Inspire creativity and learning for life.
88. Programmes were designed to focus on widening and increasing engagement with Amgueddfa Cymru and were co-developed with partners and participants and would be delivered bilingually, and support Welsh language fluency.
89. The following highlights were outlined within the report:
90. Establishing a successful hybrid co-produced Events Programme with 231,686 participating
91. Maintaining the largest provider of learning outside the classroom status, with 214,902 engaging in the hybrid schools' programme
92. Engaging 1,077,086 people in Amgueddfa Cymru exhibitions at locations across Wales.
93. Supporting 604 volunteers and maintaining Investors in Volunteering with no recommendations for improvement.
94. Securing £1,215,976 direct funding to support the delivery of public programmes.
95. Trustees having considered the report and all the issues and implications contained therein.

RESOLVED: T H A T the Annual Report and Forward Plan for Learning and Public Programmes be noted.

Item 10. July Month End Finance Report

Sponsor and Presenter: Phil Bushby, Director of Corporate Resources.

96. The Director of Corporate Resources provided Trustees with a finance update for July 2023.

97. Revenue Grant-in-Aid (GIA) of £9.1m had been drawn down for the first 4 months for the year, in line with expected cash requirements.
98. The trading subsidiary was behind profits target for the first 4 months of the year, with net profits of £298k, £104k under budget. While retail and in house catering were ahead of budget there were budget deficits on car park income and venue hire. The unrestricted revenue fundraising income target for the year was set at £750k, with transfers from unrestricted private funds accrued on a monthly basis.
99. Actual departmental self-generated income for the year to date was over budget by £83k, including significant income from ticket sales and loan fees.
100. Staff costs for the year to date were £7.9m, over budget by less than £0.1m. The core operating costs for the year to date was £2.2m, £0.3m under budget. This underspend at the early stage of the year reflected general spend patterns in previous years.
101. The Revenue Reserve/Contingency account was actively managed and enabled savings to be redistributed according to Amgueddfa Cymru priorities.
102. Capital spend would increase in line with forecast and was expected to be fully utilised.
103. The Director of Corporate Resources commented that whilst the implementation of the non-consolidated cost of living payment in August cost an unbudgeted £1.29m, in-year savings had been identified to meet this and revised budgets had been issued to affected departments.
104. These changes were not yet reflected line by line in the forecast, but overall, the forecast position for 2023/24 was expected to be as budgeted. However, further discussions by directors were ongoing regarding further savings, to address how to meet the annual pay increase if it exceeded the budgeted amount of 2%.
105. The Director for Corporate Resources commented on the negative impact of cost-of-living pressures which the Museum was starting to observe on enterprises income.
106. The Director of Business Development highlighted that cost-of-living pressures were having an impact on the behaviour of Museum visitors in Museum cafes and its shops.
107. In addition, the Museum was facing increases from suppliers, but the Museum was not passing these increased costs onto the customer as the cost of living was proving to be difficult at the present time.
108. The Director of Business Development commented that other income streams that had still not recovered fully from pre covid levels, were corporate entertaining, and commercial filming. However, the team was

entering its half year position, and would be working hard to look at what's possible within the remaining part of this financial year.

109. The Chair commented that a further financial update would be presented at the December Board meeting. This would provide the latest financial picture and hopefully at this time the Museum's budget position for next year would become clearer.

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

RESOLVED: T H A T the July Month End Finance Report update be noted.

Item 11. Annual Human Resources Report and KPIs.

Sponsor and Presenters: Phil Bushby, Director of Corporate Resources, Liz Connolly, Head of Human Resources

111. The Head of Human Resources provided the Board with the Annual Human Resources Report and KPI's update report.

112. The Human Resources function operated the Human Resources system "CIPHR" that held all employee data, excluding training that was held in the TWF system. The museum had interrogated the systems to obtain 5 years of data which would enable the organisation to identify trends and make decisions based on accurate figures. The highlights of the report included;

Headcount and Full Time Equivalent Numbers

113. This section of the report looked at the numbers employed by Amgueddfa Cymru. The overview provided Full Time Equivalent (FTE) to indicate level of resources whilst Headcount data provided the numbers of both full time and part time individuals employed as 745 staff. It should be noted that 80 head counted staff were on fixed term contracts.

114. This section identified the gender distribution and balance at Amgueddfa Cymru. The Head of Human Resources confirmed that gender balance at Amgueddfa Cymru was very positive, in favour of female at almost all levels with the exception of middle management.

Absence

115. The public sector continued to record the highest levels of absence, with a average sickness absence by percentage of 3.8%, in contrast to the 2.2% recorded in the private sector; these translated to 8.7 days in the public sector and 5.2 days in the private sector. Amgueddfa Cymru had an average of 10.60 days lost for each employee (based on FTE).

Welsh Language - April 2023

116. The Human Resources system allowed staff to record their own proficiency levels in the system which helped track progress and change.

The number of staff who were either proficient or advanced represented over a third of all staff employed.

Recruitment

117. Amgueddfa Cymru had been using different methods of recruitment to attract a diverse candidate base. The average number of candidates for roles was challenging with some recruitment resulting in only 2-3 candidates, whilst others had attracted 45 for a single post. The average was 6 per post. This was an area that the Amgueddfa Cymru was starting to address via different approaches and an upgrade to the system. The Human Resources team were looking to support community recruitment events and were developing materials on how to apply, what types of jobs were available and how applicants could find out and apply.

Wellbeing

118. Amgueddfa Cymru continued to offer wellbeing support to its staff through several mechanisms. During 2022-23 there were 44 occupational health referrals, 27 calls to Care First for counselling, 3 private counsellors selected.

Staff Turnover

119. Whilst 2022 and 2023 showed a significant increase in turnover of staff at Amgueddfa Cymru it was still lower than the UK reported average. The Head of Human Resources commented that the increase turnover had increased recruitment efforts and costs of advertising and sourcing candidates.

Amgueddfa Cymru Ethnicity of Staff

120. Amgueddfa Cymru recognised that there was still a considerable amount of work to be undertaken to improve representation by individuals from global majorities. As Amgueddfa Cymru still had relatively low representation, work on recruitment and attraction of underrepresented groups was very much a priority.
121. The report also highlighted the priorities within Learning and development, and it was noted that Human Resources had successfully delivered 92 courses, events and available resources that had been accessed by its staff during 2023.
122. In terms of policy development, the Head of Human Resources confirmed that new policies for Code of Conduct, Dispute Resolution and for Absence Management were being introduced.
123. In closing the Head of Human resources commented that in 2020 the Museum achieved the investors in people award following an assessment that was Bronze Standard across all sites. The ambition was to achieve silver award at all Museum sites, which only 15% of companies who apply for IIP accreditation achieved.

124. The Chair thanked the Head of Human Resources for such a detailed report and requested that the work be put together within the strategic equality plan and would also welcome the opportunity to have further discussions around the diversity data capture.
125. The Director of Corporate Resources confirmed that the current Strategic equality plan ran from 2022 to 2025. The Head of Human Resources confirmed that an interim review would take place this year. Further confirming that the tailored review also looked at the plan and recommended that the plan should include targets against milestones and the identification of task owners. The Director confirmed that these would be some of the improvements that the Museum would be taking into account.
126. Trustees having considered the report and all the issues and implications contained therein.

RESOLVED: T H A T the Annual Human Resources Report and KPIs update report be noted.

Item 12. Annual Estate Strategy – Update Report

Sponsor and Presenter: Phil Bushby, Director of Corporate Resources.

127. The strategic plan was drafted in 2021 with approval being gained from the Planning, Performance & Resources Committee (PPRC) during that year with Board approval being added in September 2022.
128. The Director of Corporate Resources provided an update to the Board in respect of progress over the 12 months since approval. It should be noted that Amgueddfa Cymru had recently appointed a new Interim Head of Buildings and a longer session was planned with him after he has been in post a few months.
129. The plan outlined the significant maintenance backlog of £65m and the gap that existed with the available funding. The Board noted the prioritisation of the works and the risks associated with the gap and approved spending c£3m each year to ensure that the museum could continue to address some of the most urgent and immediate capital works.
130. The Director for Corporate Resources highlighted that during 2022 to 2023, £2.8m was spent on various projects that were outlined within the report.
131. A similar plan was being implemented for 2023-2024 with key projects highlighted within the report. The works would ensure that the most critical issues were addressed. However, allocation of available finance to projects was never straightforward and relied on the judgement of the capital and buildings team.
132. The Director of Corporate Resources highlighted the following from the past year.

133. The scale of the challenge remained enormous even with some additional funding identified. In addition, the challenge was ever changing. This was illustrated by the recent 'raac' concrete issue and interest in the museum position in respect of this.

134. The five-year plan recognised the challenge, risk and the financial constraints that the museum operated within. It was therefore a conservative plan that sought to address the most fundamental of the backlog issues. Within this modest ambition, the plan was working. However, the challenge remained, and the risk was increasing. Significant funding was still required to address fundamental issues with the Museum estate.

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

RESOLVED: T H A T the Annual Estate Strategy update be noted.

Item 13. Welsh Government Update

Presenter: Ian Williams, Welsh Government, Deputy Director of Culture

136. IW began his brief by passing on the Minister's thanks to Trustee Dr Carol Bell for all her work and commitment to the Museum over the past 9 years.

137. He further confirmed that the Minister was pleased to meet both the newly appointed Chief Executive and the Chair at their first meeting held this week.

138. IW confirmed that the gateway review was completed last week and he was hoping to share the report with the Museum during the next week. He confirmed that there were some areas for improvement around governance and structure of the project and risk that would need to be addressed. In addition, he confirmed that there were a lot of positives outlined within the review and that he was positive that these could be addressed within the coming weeks.

139. Regarding the 2024 / 2025 budgets, IW confirmed that arm's length bodies had been protected from cuts during the last year. However, he confirmed that moving forward the Minister had asked that arms lengths bodies undertook scenario planning, and impact analysis, for their services as potentially extensive cuts to budgets could be applied to all arm's length, bodies during 2024-2025.

140. IW confirmed that this exercise around quantum and scale would need to be carried out within the next few weeks rather than months in order that Cabinet discussions could take place.

141. The Chair thanked IW for his update and suggested that a post meeting to discuss actions was held with IW and the Senior Executive Team. IW welcomed this approach and agreed that he would be free to meet at any time to discuss further.

142. Trustees, having considered the update and all the issues and implications contained therein noted, with thanks, the Welsh Government's Update.

RESOLVED: T H A T the Senior Executive Team hold a further meeting with IW to discuss the Gateway Project and the 2024 25 budgets.

Item 14. Appointments to Board Committees and Representative Boards – Verbal Update

Sponsor and Presenter: Mark Petherick, Corporate Governance Manager

143. The Corporate Governance Manager provided Trustees with an update on Trustee recruitment. A joint campaign to appoint 5 new Trustees would run in conjunction with Welsh Government during October to December 2023
144. In addition, the Museum was running its own campaign to appoint two external members to the Audit Risk & Assurance Committee (ARAC) with a closing date of the 20th of October 2023.
145. The Corporate Governance Manager also confirmed that he was working on succession planning for all board committees and this would be reported to the Appointments & Remuneration Committee (ARC) in November and then to the Board in December.
146. Trustees, having considered the report and all the issues and implications contained therein.

RESOLVED: T H A T the update with regards to Trustee recruitment be noted.

Item 15. Minutes from other Committees

Item 15.1 Research Advisory Committee Minutes – 19th of July 2023.

147. The minutes of the Research Advisory Committee held on the 19th of July 2023 were submitted.
148. Trustees, having considered the report and all the issues and implications contained therein.

RESOLVED: T H A T the minutes of the Research Advisory Committee held on the 19th of July 2023 be noted.

Item 15.2. Planning, Performance & Resources Committee (PPRC) – 20th of May 2023

149. The minutes of the Planning, Performance & Resources Committee (PPRC) held on the 20th of May 2023 were submitted.
150. Trustees, having considered the report and all the issues and implications contained therein.

RESOLVED: T H A T the minutes of the Planning, Performance & Resources Committee (PPRC) held on the 20th of May 2023 be noted.

Item 15.3. Pension Trustees Minutes – 17th of May 2023.

151. To be submitted to the December meeting of Board.

Item 15.4. Joint Audit Risk & Assurance Committee (ARAC) and Planning, Performance & Resources Committee (PPRC) – 21st of September 2023

152. To be submitted to the December meeting of Board.

Item 16. Any Other Business

153. The Chair paid tribute to Trustee Dr Carol Bell for the service, dedication, and commitment that she had shown to the museum during the past 9 years and thanked her personally for all the support that she had provided during the Chairs first month with the Museum.

154. The Chair, Trustees and the Senior Executive Team wished CB all the very best for her future.

155. Trustee CB thanked all for their support during her time at the museum and stated that the Museum was ready for a new period to grow and to ensure the sustainability of the organisation and what it could deliver, which was of huge value to the people of Wales.

156. The Director of Collections and Research provided the Board with an update on the Museum's collection in view of the recent events at the British Museum.

157. The Director of Collections and Research commented that with a collection that was over 100 years old, processes of recording throughout this time had been very varied, but she was confident that the Museums systems were robust.

158. The Director confirmed that an overarching review had been carried out to date and was confident to provide the Board with assurance that there were no items of any significant financial value that had been misplaced, stolen or lost. In terms of regular reporting to the Board, the Director confirmed that deaccessioning, or items which had been lost or moved were reported Quarterly.

159. No other business was reported.

160. The Chair thanked the Board and the Senior Executive Team for a very productive two days of meetings.

End of Public Board Meeting