

**AMGUEDDFA
CYMRU**

**Our Operational Plan
2023/24**

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Operational Plan 2023/24

Strategic Commitments 1 to 6 and the Enablers are from [Strategy 2030](#).

The Wellbeing Objectives are indicated by the green band.

Activities are from the 5-year business plan and cover the period 2021-26.

Strategic Commitment 1: Make sure that everyone is represented				
Activity (2021-26)	Director/ Division	Operational Plan 2023/24 – Actions	Lead Officer	Quarter delivery
The national collection represents and is shared with all of the people of Wales				
A1.01 Deliver the Charter for Decolonising Amgueddfa Cymru collections.	Collections & Research	<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. 	Head of Public History and Archaeology	Q1-Q4 Q1-Q4 Q4
A1.02 Develop and deliver a new way of working to facilitate the widespread use of collections across Wales both within the regional museum network and community settings across each of the 22 Local Authorities.	Collections & Research	<ul style="list-style-type: none"> 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, the Welsh Government's Museums Branch as the sector development agency and the Federation of Museums and Art Galleries of Wales. 	Head of Collections Services	Q3-Q4 Q1-Q4

A1.03 Develop and deliver a new Collections Strategy which drives forward the diversification of the collection and works in collaboration with community partners.	Collections & Research	<ul style="list-style-type: none"> Publish and implement strategy and deliver accordingly. Continue to identify and address 'cold spots' and address any further barriers identified. 	Director Collections and Research	Q3
A1.031 Maintain nationally recognised standards of Collections care.	Collections & Research	<ul style="list-style-type: none"> Maintain Museum Accreditation and develop a plan for achieving Archive Service Accreditation. 	Head of Collections Services	Q1-Q4
A1.032 Work towards developing the National Contemporary Art Gallery.	Collections & Research	<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. 	Director Collections and Research	Q1-Q4
A1.033 Work in partnership with Wrexham Borough Council to develop and deliver a new Wales football museum.	Collections & Research	<ul style="list-style-type: none"> Support development of Football Museum for Wales. 	Director Collections and Research	Q1-Q4
A1.034 Develop new pathways for using our collections as an inspirational resource for makers and creative professionals.	Collections & Research	<ul style="list-style-type: none"> Develop scheme. Sign off new design agenda framework. 	Head of Art/Head of Design Collections	Q3 Q1
Play a leadership role in supporting the Welsh Government's Cultural Strategy				

A1.041 Ensure that Amgueddfa Cymru contributes to the development of the Cultural Strategy.	Chief Executive	<ul style="list-style-type: none"> Provide input and contribute to the development of Welsh Government's Culture Strategy. 	Director Visitor Experience / Director Learning & Public Programmes	Q1-2
Exhibitions and events are created, used, and enjoyed with communities across Wales				
A1.06 Develop and deliver community-based activities and events with partners.	Learning & Public Programmes	<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. 	Head of Events	Q1-Q4 Q3
A1.061 Develop and deliver a strategy for permanent displays that speak to and are relevant to the heritages of communities who experience inequalities or racism.	Learning & Public Programmes	<ul style="list-style-type: none"> Work with Arts Council of Wales to deliver phase one of the action plan for permanent displays as detailed in the Widening Engagement Action Plan and in support of Welsh Government's Anti-racist Wales Action Plan. 	Director of Learning & Public Programmes	Q1-4
A1.07 Develop community exhibitions with partners.	Learning & Public Programmes	<ul style="list-style-type: none"> Deliver programme of exhibitions with communities and other partners as detailed in the Strategy for Public Programmes. 	Head of Exhibitions & Design	Q1-Q4
Implement a Marketing and Communications Strategy that represents the diversity of communities in Wales				
A1.071 Develop and deliver a Marketing and Communications Strategy that represents the	Chief Operating Officer	<ul style="list-style-type: none"> Review Marketing and Communications operations to support the development of a strategy that will result in better representation and engagement with our work in all our communities. 	Head of Marketing and Communications	Q1-Q4

diversity of communities in Wales.				
Staff and Board are representative of the diversity of Wales				
A1.11 Update the Museum's Strategic Equality Plan and Objectives.	Corporate Resources	<ul style="list-style-type: none"> Continuation of the four-year plan. Adopt BSL as third language regarding work with staff, volunteers, and the public. In partnership with Arts Council of Wales Commission further D/deaf and disability led research on developing accessible venues. Make explicit the adherence to accessibility provision as part of procurement process. The Updated Strategic Equality Plan (SEP) objectives will continue to reflect and support the wider goals and actions of the Anti-racist Wales Action Plan. 	Head of Human Resources (Heads of VE and Heads of Programmes) Head of Human Resources Head of Human Resources	Q3 Q2 Q2 Q4
A1.111 Work with Welsh Government and Trustees to recruit a Board that represents the diversity of Wales.	Chief Operating Officer	<ul style="list-style-type: none"> Implement plans to ensure Board, Committee and advisory groups are diverse and reflect communities across Wales. 	Corporate Governance Manager	Q3
Promote Welsh Government equalities strategies, including the Anti-racist Wales Action Plan and the draft Child Poverty Strategy				
A1.12 Support implementation of Welsh Government's Racial Equality and the	Learning & Public Programmes	<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 	Head of Engagement & Volunteering, Heads of C&R	Q1-4

Anti-Racist Wales Action Plan, LGBTQ+ action plan and other equalities plans in museums and galleries.		jointly funded initiative in support of Welsh Government's Anti-racist Wales Action Plan. <ul style="list-style-type: none"> Annual report on widening engagement reviewed and agreed by Board and Council. 		Q3
A1.13 Develop Child Poverty Objectives.	Learning & Public Programmes	<ul style="list-style-type: none"> Respond to WG's draft child poverty strategy Review Child Poverty Objectives with other national bodies. Draft AC Child Poverty Objectives. 	Head of Engagement & Volunteering; Head of Learning	Q3 Q2-Q4 Q4

Strategic Commitment 2: Inspire creativity and learning for life

Activity	Director	Operational Plan 2023/24 - Actions	Lead	Quarter
Nurture and facilitate creativity for all, and celebrate the creative achievements of Wales.				
A2.02 Develop and implement a 5 Year Learning and Public Programme Strategy and Business Plan.	Learning & Public Programmes	<ul style="list-style-type: none"> Annually review delivery against Action Plan and provide a report to SET and Board on progress. 	Director of Learning & Public Programmes	Q4

<p>A2.03 Deliver exhibitions and events to celebrate creativity in collaboration with the partners.</p>	<p>Learning & Public Programmes</p>	<ul style="list-style-type: none"> • Develop and deliver Events and Exhibitions Programmes and publications to support and celebrate creativity at Amgueddfa Cymru museums and partner venues in Wales as detailed in the Strategy for Public Programmes. • Deliver Artes Mundi partnership programmes and Jurassic Oceans exhibition. 	<p>Head of Exhibitions & Design / Head of Events /Head of Publishing</p> <p>Head of Exhibitions & Design and Head of Events</p>	<p>Q1-Q4</p> <p>Q4</p>
<p>All schools in Wales can use Amgueddfa Cymru annually to deliver the national curriculum</p>				
<p>A2.06 Develop and deliver hybrid programmes and resources for schools.</p>	<p>Learning & Public Programmes</p>	<ul style="list-style-type: none"> • Develop and deliver partnership initiatives as detailed in the Action Plan. • Deliver National Curriculum for Wales programme as outlined in the Strategy for Public Programmes Action Plan. • Develop and publish resources for teachers and schools to support the new curriculum and promote Welsh language learning, inclusivity, and anti-racist practice. • Develop the secondary school programme. 	<p>Head of Learning</p>	<p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q1-Q4</p>
<p>Adults and families across Wales are inspired to learn with Amgueddfa Cymru</p>				
<p>A2.07</p>	<p>Learning & Public Programmes</p>	<ul style="list-style-type: none"> • Support Pre-school Learning as partnership programmes. 	<p>Head of Learning</p>	<p>Q1-Q4</p>

Develop and deliver Pre-school Learning Programme.				
A2.08 Develop and deliver Programme for Family and Intergenerational Learning.	Learning & Public Programmes	<ul style="list-style-type: none"> • 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. 	Head of Learning	Q1-Q4 Q1-Q4
A2.09 Develop and implement Action Plan for Adult Learning.	Learning & Public Programmes	<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. 	Head of Learning	Q1-Q2 Q2-Q4
Young people lead and produce innovative and creative programmes and experiences				
A2.10 Widen engagement with young people.	Learning & Public Programmes	<ul style="list-style-type: none"> • Establish core youth initiatives. • Deliver Action Plan. 	Head of Volunteering & Engagement	Q1-Q2 Q1-Q4
Volunteers, placements, and apprenticeships supported to realise their potential				
A2.12 Revise and implement Policy and Action Plan for volunteering and placements.	Learning & Public Programmes	<ul style="list-style-type: none"> • Deliver Action Plan for volunteering programme. 	Head of Volunteering & Engagement	Q1-Q4
A2.14 Develop and deliver placements and develop a framework for a	Learning & Public Programmes	<ul style="list-style-type: none"> • Deliver new placement and apprenticeship programme in line with the Strategy for Public Programmes Action Plan. 	Head of Volunteering & Engagement, Head of HR (apprenticeships),	Q1-Q4

structured Apprenticeship Programme.			Heads of NWM, BP, SF and NSM	
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Strategic Commitment 3: Help protect and restore nature and our environment

Activity	Director	Operational Plan 2023/24 - Actions	Lead	Quarter
Embed our response to the climate and nature emergency in everything that we do				
A3.01 Develop and implement the Sustainable Development Action Plan to support Welsh Governments target for decarbonisation and contribute to Welsh Public Sector targets for Net Zero Carbon by 2030.	Visitor Experience	<ul style="list-style-type: none"> 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. 	Director Visitor Experience / Director of Corporate Resources	Q1-Q4 Q2, Q4 Q1-Q3
A3.02 Annually review our Environment Policy and action plan to achieve continuous improvement and retain our accredited compliance status (including energy	Visitor Experience	<ul style="list-style-type: none"> Review and develop waste management processes in line with revised guidance. Annual Seren compliance. 	Director of Visitor Experience /Director of Collections & Research/Director of Corporate resources	Q2, Q4 Q4

consumption and waste management).				
A3.03 Develop a Land & Nature Recovery Management Plan for biodiversity and restoration for each of our museum sites.	Visitor Experience	<ul style="list-style-type: none"> Conduct a review of progress and identify priority areas and funding requirements for delivery by 2030. 	Director Visitor Experience/Director of Collections & Research/Heads of Natural Sciences and Head of HBU, gardens & Estates/Volunteer Manager	Q1-Q4
A3.031 Develop and strengthen our existing procurement processes to help support local supply chains.	Corporate Resources	<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. 	Head of Finance	Q4 Q4 Q4 Q4
Raise public awareness of the environmental emergency and inspire action				
A3.04 Deliver events and exhibition programmes to raise awareness of the environmental emergency.	Learning & Public Programmes	<ul style="list-style-type: none"> Deliver Action Plan for 2023-26 as detailed in the Strategy for Public Programmes. 	Head of Events / Head of Exhibitions & Design	Q1-Q4
Research focused on biodiversity and environmental change in Wales or of benefit to Wales				

A3.07 Develop new focused 5-year programme of research.	Collections & Research	<ul style="list-style-type: none"> Finalise and publish 5-year Research programme. 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 Surveys. 	Head of Research/Heads Natural Sciences	Q4	
					Q4
			Heads Natural Sciences	Q4	
A3.08 Establish and maintain a new partnership network both in Wales and internationally.	Collections & Research	<ul style="list-style-type: none"> Develop strategic partnership with Bangor University and agree areas of focus relating to marine and forest. Develop at least three projects documenting Biodiversity. 	Head of Research/Heads Natural Sciences	Q2-Q4	
			Heads Natural Sciences	Q2	
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.	Collections & Research	<ul style="list-style-type: none"> Review research project portfolio and identify any gaps/weaknesses. Develop new programme for work from 2026-30. 	Head of Research/Heads of Natural Science	Q1-Q4	
			Heads of Natural Science	Q3	

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

Activity	Director	Operational Plan 2023/24 - Actions	Lead	Quarter
Our museums will be spaces that support wellbeing				
A4.01 Redevelopment of Amgueddfa Lechi Cymru – National Slate Museum with partners and local communities to develop a world leading museum for our visitors and communities, and as a key partner in the development of a Museum of North Wales.	Director Of Collections and Research	<ul style="list-style-type: none"> Complete Strategic Outline Case. Begin development of outline business case. Commission Design Team to develop and deliver plans to RIBA Stage 3. Commence work on delivery of levelling Up Project. Develop Activity Plan for development of Amgueddfa Lechi Cymru – National Slate Museum. Support research and scoping work initiated by WG in relation to development of MONW. 	<p>Director Collections and Research /Project Director</p> <p>Director Collections and Research</p> <p>Director Collections and Research /Project Director</p>	<p>Q2</p> <p>Q1-Q3</p> <p>Q4</p> <p>Q1</p> <p>Q2-Q4</p>
A4.02 Deliver the National Museum Cardiff master planning project, through a participatory methodology, in conjunction with the specialist design team.	Visitor Experience	<ul style="list-style-type: none"> Continue to align planned or future maintenance work with the concept plan. Continue to assess feasibility of future design for possible future pipeline projects and future funding potential. 	Director Visitor Experience (Project Director) /Head of Gallery Projects (Project Manager)	Q1 - 4
A4.03	Visitor Experience	<ul style="list-style-type: none"> Implement recommendations and actions from Access Audits. 	Director VE with HOS; Director of	Q1-Q4

Improve physical access to all Museum sites.			Corporate Resources, Head of Buildings, Head of ICT and Digital and Head of Marketing	
People will be supported to live healthier and happier lives as part of a well-being programme for Wales.				
A4.05 Deliver collaborative wellbeing programmes with other sectors and providers.	Learning & Public Programmes	<ul style="list-style-type: none"> • 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. 	Head of Learning and Heads of VE	Q1-Q4 Q3-Q4
Support public enjoyment and wellbeing through visitor experience to the national museums				
A4.06 Develop Visitor Experience Action Plan to support enjoyment and wellbeing.	Visitor Experience	<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 on work for widening engagement around access. 	Head of St Fagans Director Visitor Experience and Head of St Fagans	Q1-Q4 Q1-Q4
A4.08 Develop sector leading visitor experiences, customer care training	Visitor Experience	<ul style="list-style-type: none"> • Monitor and review impact of Excellence in Visitor Care training programme. 	Head of St Fagans	Q1-Q4

and customer service provision.				
A4.09 Develop and implement plans to retain traditional and craft skills across AC	Visitor Experience	<ul style="list-style-type: none"> Develop Crafts Strategy across AC. Deliver Succession Plan at Big Pit and National Wool Museum. 	Heads of Museums, Director of VE Heads of Museum	Q2,Q4 Q1-Q4

Strategic Commitment 5: Discover and explore the museum digitally

Activity	Director	Operational Plan 2023/24 - Actions	Lead	Quarter
Improve digital services and infrastructure to grow and enhance digital reach and engagement as an integral part of our user experience and creativity				
A5.01 Development and delivery of a digital strategy to set out our ambition and align with our strategy Amgueddfa Cymru 2030.	Chief Operating Officer	<ul style="list-style-type: none"> Implement digital strategy with partners and users. Review and evaluate digital strategy. Develop new plans as digital technology and user requirements develops and evolves. 	Head of Digital, ICT and TS.	Q1-Q4 Q1-Q4 Q1-Q4
A5.02 Develop a new website and intranet to reflect the needs of our participants and new strategy and brand.	Chief Operating Officer	<ul style="list-style-type: none"> Introduce new website areas, functionality, and programmes to target audiences. Review and evaluate as organisational requirements and digital continue to evolve. 	Head of Digital, ICT and TS.	Q1-Q4 Q1,Q2,Q4
A5.03 Develop and implement a digital infrastructure fit for purpose.	Chief Operating Officer	<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. 	Head of Digital, ICT and TS.	Q1-Q4

A5.04 Deliver and further develop ERM/CRM platforms and associated systems and processes.	Chief Operating Officer	<ul style="list-style-type: none"> • Complete delivery of Phase 2. • Plan and deliver Phase 3 of the CRM implementation. • Review and evaluate to ensure data informs insight and business intelligence. • Produce development plan for further development. 	Head of Digital, ICT and TS.	Q1 Q1-Q4 Q1-Q4 ? Q4
A5.05 Ensure the integrity and security of our data and networks, including GDPR.	Chief Operating Officer	<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. 	Head of Digital, ICT and TS.	Q1-Q4
Digital will enhance the physical visit to the national museums creating memorable experiences				
A5.07 Develop and deliver digital experiences.	Chief Operating Officer	<ul style="list-style-type: none"> • Continue implementing plans, deliver new initiatives and activities aligned with strategy. • Review and evaluate programmes and explore new opportunities for digital experiences. 	Head of Digital, ICT and TS.	Q1, Q2, Q4 Q2-Q3
People can create their own content, experiences, and products by engaging online				
A5.06 Work with Welsh Government and partners to deliver the objectives of the new 3-year strategy for Peoples Collection Wales.	Chief Operating Officer	<ul style="list-style-type: none"> • Evaluate and develop objectives for new three-year strategy. 	PCW Programme Manager	Q1

<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>	<p>Collections & Research</p>	<ul style="list-style-type: none"> • Continue 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>Director Collections and Research</p>	<p>Q1-Q4 Q1-Q4 Q1-Q4 Q1-Q4</p>
<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>	<p>Collections & Research</p>	<ul style="list-style-type: none"> • Develop the work on the digital platforms. • Continue to consult with users and stakeholders. • Develop specification for the upgrade of SnBase (subject to funding and the creation of an API by the database provider). 	<p>Head of Collection Services/ Head of Digital, ICT and TS. Heads of Natural Sciences Head of Collection Services</p>	<p>Q1,Q4 Q1, Q4 Q1, Q4</p>

Strategic Commitment 6: Build global connections

Activity	Director	Operational Plan 2023/24 - Actions	Lead	Quarter
<p>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.	Chief Executive	<ul style="list-style-type: none"> Develop an interim International Framework to strategically plan and support our international activity. 	Head of Planning & External Affairs	Q3
A6.02 Develop and implement an International Communications and Marketing Action Plan.	Chief Operating Officer	<ul style="list-style-type: none"> Review current marketing and communication activities, plans and processes to help inform and support the development of a new International Framework and international partnership opportunities. 	Head of Marketing & Communications	Q4
A6.03 Develop and manage international partnerships with governments, museums, and other strategic partners.	Chief Executive	<ul style="list-style-type: none"> Maintain, review, and develop partnerships. 	Head of Planning & External Affairs Director of Collections & Research, Director of Learning & Public Programmes	Q1-Q4
A6.04 Develop an International Touring Action Plan for Amgueddfa Cymru Exhibitions.	Learning & Public Programmes	<ul style="list-style-type: none"> Develop a UK and US international tour focusing on Gwen John for 2026. 	Director of Learning & Public Programmes / Head of Exhibitions and Design	Q1-Q4
Support growth of UK and international tourism in Wales				
A6.06 Develop and implement an action plan to support	Chief Operating Officer	<ul style="list-style-type: none"> Work with tourism partners to support the development of tourism action plan. 	Head of Marketing & Communications	Q1-Q4

Cultural Tourism to increase recognition across the rest of the UK and the world.		<ul style="list-style-type: none"> 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. 	(i) Director VE / Head of Big Pit (ii) Director C&R	(i) Q2, Q4 (ii) Q1-Q4
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Strategic Enablers

Activity	Director	Operational Plan 2023/24 - Actions	Lead	Quarter
Sustainability achieved through strong financial governance and management				
B1.01 Maintain robust finance/procurement systems, processes and controls, which meet operational and legislative requirements efficiently.	Corporate Resources	<ul style="list-style-type: none"> 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. Work to develop a broader finance strategy following the recruitment of a Finance Director as part of Tailored Review process. 	Head of Finance Finance Director (subject to appointment)	Q4 Q1-Q4 Q4
Increase income generation to support delivery of Amgueddfa Cymru 2030 strategy				
B1.02 Develop Amgueddfa Cymru Income Generation Strategy	Business Development	<ul style="list-style-type: none"> Review and evaluate 2021 – 2024 Income Generation strategy delivery and develop new 2025 – 2030 strategy. 	Business Development Director, Nia Elias	Q3, Q4 Q1-Q4

aligned to organisational strategy.	Collections & Research	<ul style="list-style-type: none"> Continue delivery of Income Generation Strategy. Continue delivery of Collections & Research Income Plan. 	Director of Collections & Research	Q4
	Learning & Public Programmes	<ul style="list-style-type: none"> Develop and deliver Learning and Public Programmes Income Plan. 	Director of Learning & Public Programmes	Q1-Q4
A comprehensive programme of research and evaluation will inform and develop all areas of our work				
B1.03 Develop and implement a Research Programme which clearly aligns with the delivery of the strategy and the delivery of the Commitments.	Collections & Research	<ul style="list-style-type: none"> Implement Research Strategy. Continue to develop new funded projects and monitor progress of existing projects. 	Head of Research	Q4 Q2
B1.031 Develop and implement a plan for Participatory Action Research which offers opportunities for individuals and community partners.	Collections & Research	<ul style="list-style-type: none"> Continue to implement plan. Evaluate progress and effectiveness with key partners. Deliver Induction programme for HRFs, monitor and report on project progress. 	Head of Research and Heads of Department	Q1-Q4 Q1-Q4 Q4
B1.06 Raise the external profile of research capability both in terms of specialist expertise and resources available for researchers. Work with community partners to develop new	Collections & Research	<ul style="list-style-type: none"> Continue to raise research profile, including publication of peer reviewed articles. Deliver research symposium. 	Head of Research	Q1-Q4 Q3

methodologies for participatory research.				
B1.07 Enable and support project delivery, including the archiving of project information to allow lessons learned to be carried through to future projects.	Corporate Resources	<ul style="list-style-type: none"> • 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. 	Head Of Gallery Development and Project Office	Q1-Q4 Q1,Q3,Q4 Q1-Q4
Support and develop our people, trustees, and volunteers to embed trust, respect and inclusion				
B1.08 Develop and implement HR and People Strategy.	Corporate Resources	<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. 	Head of Human Resources	Q3 Q4
B1.09 Develop and deliver Internal Communications Plan.	Chief Operating Officer	<ul style="list-style-type: none"> • Undertake review of internal communications to inform development of new plan. 	Head of Marketing & Communications	Q1-Q4 Q1-Q4
B1.10 Embed Investors in People and achieve next level IIP Standard across all Museums.	Corporate Resources	<ul style="list-style-type: none"> • Continue work to deliver next stage of Investors In People. • Deliver bi-ennial all staff development events. 	Head of Human Resources	Q2 Q3
Exemplar governance of organisation ensuring the people of Wales are part of our decision-making processes				

B1.11 Governance structures and arrangements facilitate decision making and reflect Amgueddfa Cymru 2030.	Chief Executive	<ul style="list-style-type: none"> With Welsh Government and the Board of Trustees, set up a task and finish group and develop an action plan to take forward as appropriate the recommendations in the published Tailored Review of Amgueddfa Cymru. Plan for review of National Waterfront Museum Swansea partnership with Swansea Council (25 years from October 2005). 	<p>Head of Planning & External Affairs</p> <p>Director of VE & Head of NWMS</p>	<p>Q4</p> <p>Q1-Q4</p>
B1.12 Organisational performance and planning reported to Board of Trustees and Welsh Government.	Chief Operating Officer	<ul style="list-style-type: none"> Produce quarterly reports and annual report to schedule. Produce Annual Report and Accounts and attaining a clean audit report. Develop and report Operational Plan 2024/25 and deliver the annual review. 	<p>Head of Planning & External Affairs</p> <p>Head of Finance/Head of Planning & External Affairs</p> <p>Head of Planning & External Affairs</p>	<p>Q1-Q4</p> <p>Q2-Q3</p> <p>Q3-Q4</p>
The Welsh language is an integral part of all aspects of our work				
B1.13 Revised Welsh Language Policy and Action Plan.	Learning & Public Programmes	<ul style="list-style-type: none"> Review and revise Welsh language Policy alongside Equality Objectives. Publish Annual Report. 	<p>Director Learning & Public Programme/ Welsh Language Co-ordinator Welsh Language Co-ordinator</p>	<p>Q3-Q4</p> <p>Q2</p>
B1.14 Welsh language learning supported in partnership	Corporate Resources	<ul style="list-style-type: none"> Deliver learning initiatives for staff. 	Head of HR	Q1-Q4

with the National Centre for Learning Welsh.				
B1.15 Welsh language experiences and services provided.	Learning & Public Programmes	<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 promote the use of the Welsh language. 	Heads of Learning & Public Programmes, Heads of VE, Digital and Welsh Language Co-ordinator	Q1-4
Amgueddfa Cymru will be trusted and recognised by everybody in Wales				
B1.16 Rollout of the new Amgueddfa Cymru brand.	Chief Operating Officer	<ul style="list-style-type: none"> Embed new brand across the organisation. 	Head of Marketing & Communications	Q1-Q4
B1.17 Develop and deliver Marketing and Communications Strategy to deliver stories and inspire creativity.	Chief Operating Officer	<ul style="list-style-type: none"> Work with service delivery departments (VE, LPP, C&R) to understand key activities to inform the development of an effective and relevant Marketing and Communications strategy. Implement phase 2 of brand development programme to roll out brand across the individual sites and core areas of Amgueddfa Cymru's work. 	Head of Marketing & Communications	Q1-Q4 Q4
B1.18 Develop Advocacy and External Affairs Action Plan as part of Marketing and Communications Strategy.	Chief Operating Officer	<ul style="list-style-type: none"> Implement Advocacy and External Affairs Plan, and review in 2025-26. 	Head of Planning & External Affairs	Q1-Q4

B1.19 Develop and implement corporate and participant priorities.	Chief Operating Officer	<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. 	Head of Digital, ICT and TS/ Head of Marketing and Communications	Q1-Q4 Q1-Q4
Physical infrastructure is fit for purpose				
B1.20 Develop and deliver a 5-year Estates Management Strategy and associated plans.	Corporate Resources	<ul style="list-style-type: none"> Implement approved 5-year plan. 	Head of Buildings & Estates	Q1-Q4
B1.201 Develop and deliver a comprehensive storage strategy.	Collections & Research	<ul style="list-style-type: none"> Deliver rationalisation pilot programme. Begin to roll out Strategy in a structured way with clear site prioritisation. Continue to implement joint storage facilities (funding dependent). 	Head of Collections Services	Q1 - Q4 Q1-Q3 Q1-Q4
Our museums and working practices are safe secure and compliant with Health & Safety and security regulations				
B1.21 Ensure the health, safety and welfare of staff and visitors.	Visitor Experience	<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. 	Heads of Museums	Q1-4 Q1-4 Q1-4