



**AMGUEDDFA
CYMRU**

**Corporate Operational Plan
2025-26**

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Chief Executive introduction

Croeso i'r cynllun corfforaethol uchelgeisiol a chyffrous ar gyfer 2025-26. As we step into an exciting new year for Amgueddfa Cymru, I invite you to reflect on our remarkable achievements and the challenges we have overcome during 2024-25. Looking ahead, we anticipate another year of innovation, growth, and excellence, building upon the strong foundations laid by our successes in 2024.



Amgueddfa Cymru serves as a beacon of Welsh identity through our role as custodians of the Welsh national collection. We offer unique experiences for visitors, fostering opportunities to create a positive and meaningful impact for community engagement. Throughout the challenges of 2024-25, the dedication of our staff, trustees, volunteers, and visitors has been nothing short of extraordinary. These collective efforts have ensured that the rich heritage of Wales remains vibrant, resonating deeply with local communities and global audiences.

We measure success not only in quantitative growth but in the tangible daily enthusiasm and engagement seen across our museums. Over the past year, we welcomed over 1.4 million visitors, and through this 2025-26 Operational Plan, we aim to welcome even more guests to share Wales' rich and vibrant culture. Our museums resonate to the sound of laughter and scribbling of crayons on paper as our visitors enjoy the national collection through our inclusive programming, innovative exhibitions, education programmes and dynamic cultural events. Our commitment to our museums remaining free at the point of entry to be places of warmth, safety and enjoyment remains steadfast.

Collaboration remains central to our mission. We have an ambitious plan of events for 2025-26 - from collaborative cultural events, to major international touring exhibitions to raise our world profile - and that of Wales - internationally. Through partnerships with local museums across Wales, we have played a pivotal role in supporting the wider cultural sector, preserving Welsh identity, and sharing expertise. Initiatives such as *Perspective(s)* exemplifies our dedication to diverse storytelling and inclusive history, ensuring that multiple perspectives shape the national narrative. Our plans for pop-up museums to continue showcasing Welsh culture in North Wales whilst the National Slate Museum's transformation is underway will further this.

Our work aligns with the Welsh Government's Priorities for Culture and the First Minister's four priority areas of health, the environment, opportunities for every family and connected communities. We echo these visions particularly through our increased access to arts and heritage, and by addressing colonial histories through our Decolonisation & Cultural Representation framework. Amgueddfa Cymru prioritises wellbeing and social inclusion through our work with Celf (formerly National Contemporary Art Gallery Wales) emphasising our rich heritage and broadening our reach. Furthermore, our commitment to sustainability and preservation underscores our responsibility to future generations.

We look forward to embracing further international and multicultural engagement in 2025-26, reinforcing our role as a leading cultural institution in Wales and the world.

Our Vision, Commitments and Values

Amgueddfa Cymru is a powerhouse of creative and historical learning focusing on our purpose that:

We are here to inspire learning and enjoyment for everyone through the national collection.

To do so, Amgueddfa Cymru will continue to focus on our visitor offer at all sites. The transformational redevelopment at the National Slate Museum, Llanberis aims to prioritise the visitor experience to reflect the deep history of north Wales and to become a gateway to the UNESCO World Heritage Site, while the National Waterfront Museum is prioritising visitor experience through a focus on innovation and engagement.

This focus on improving our visitor experience is successful due to the passion and hard work of our staff and volunteers. We have major plans to overhaul National Museum Cardiff as it approaches its centenary and ensure it continues to be a major cultural hub of international renown for the next 100 years.

This Corporate Plan details Amgueddfa Cymru's commitments to promote the ethos and values of Wales and to create a vibrant, inclusive, accessible and diverse cultural environment. As a Welsh Government arm's length body (ALB,) the Museum contributes to the aims of creating an age-friendly nation where poverty, social disadvantage, ill health, and disability should not be a barrier to participation or community. We will continue to prioritise our work with schools across Wales and Flying Start to reach out and enable access to our sites for all parts of our community. Our work with Anti-Racism Wales will ensure we are part of the wider training and policy development to ensure youth groups feel represented and supported. Amgueddfa Cymru will continue to focus on addressing systematic racism within the sector.

Amgueddfa Cymru has long-standing and dedicated relationships with local authorities and community partners across Wales, helping to implement social change and prioritising participation through the medium of both Welsh and English alongside British Sign Language. The museum supports the Welsh Government's Cymraeg 2050 strategy, and Amgueddfa Cymru believes strongly in shared experience in both Welsh and English, making each of the seven museums a place for learning, creativity and enjoyment.
















Reporting on our Corporate Commitments

Our Corporate Plan for 2025-26 outlines Amgueddfa Cymru's priorities for the coming year which are defined through the six commitments of our 2030 strategy. These are aligned with our objectives under the Well-being of Future Generations Act and the Welsh Government's Cultural priorities. We believe in shared success and excellence, so we are focussing on generating up-to-date and transparent information which will allow us to implement real-time change and strengthen our reporting.

Our Strategy 2030 provides the overall strategic direction for the aims of our Five-Year Business Plan, of which 2025-26 is the final year. Our Key Performance Indicators (KPIs) enable us to measure progress against set targets for the museum allowing us to be data-led in our decision making and gain a detailed understanding of our audiences.

Amgueddfa Cymru is committed to the Well-being of Future Generations Act and its five Ways of working. Consequently, the museum constantly considers the long-term impacts of decisions made. The museum's objectives have been mapped against the Act and correlating Wellbeing goals are listed with each Commitment. Meeting the needs of all objectives amidst a financially challenging period should be noted, particularly within the short to medium-term position of the museum.

Amgueddfa Cymru is committed to ensuring that the aims, ethos and commitments of all our work align with the principles and priorities the Welsh Government including the Priorities for Culture and the First Minister's priorities. As a key organisation within the Welsh education, arts and heritage sector, the following table demonstrates how we will deliver against the Welsh Government's priorities and aims within the sector.

	Culture brings us together	A nation of culture	Culture is resilient & sustainable
Make sure that everyone is represented			
Inspire Creativity and Learning for Life			
Help Protect and Restore Nature and our Environment			
Support well-being through inspirational spaces and experiences			
Discover and explore the museum digitally			
Build global connections			



Our Strategic Commitments

1: Make sure that everyone is represented

This Strategic Commitment represents the following Well-Being Goals:



This commitment focuses on our ambition that everyone should feel at home within the Museum and find personal connections, celebrating the full breadth of Wales's history, culture, and heritage. Amgueddfa Cymru tracks key performance indicators (KPIs) such as visitor numbers to assess exhibition popularity and refine programming. This ensures diverse, age-inclusive events that enhance local and international engagement. Monitoring loans helps evaluate partnerships, and by working with third parties through loaning works, the Museum expands its educational and cultural impact, broadening its reach while reinforcing its commitment to inclusivity and representation. To reflect the experiences of a range of communities who have not been represented fully in the past, the Collections Development Strategy focuses on building collections to enable this.

Ref Activity	Amgueddfa Cymru Vision Pillar	Activity (from the 5 Year-Plan 21-26)	Portfolio	Priority for Culture
A1.01	Collections	Deliver the Charter for Decolonising Amgueddfa Cymru collections	Collections & Research	A1
A1.02	Collections	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	A8 A12
A1.03	Collections	Maintain nationally recognised standards of collections care. The Collections Development Strategy falls within this section and the decolonisation work.	Collections & Research	A1 A9 A10
A1.04	Collections	Support the managed transition from ACW and lead the operational delivery of Celf (National Contemporary Art Galley for Wales) as set out in our Celf Future Operating Model paper	Collections & Research	A8 A12
A1.05	Collections	Work with community partners and local museums to support skills development within collections management and other curatorial areas.	Collections & Research	A12 A15

A1.06	Everyone	Develop and deliver community-based activities and events with partners.	Experience, Learning & Engagement Priority Programmes	A3 A8
A1.07	Collections	Develop and deliver a strategy for permanent displays that speak to and are relevant to the heritages of communities who experience inequalities or racism.	Collections and Research Priority Programmes	A1
A1.08	Collections	Develop community exhibitions with partners.	Collections & Research	A3 A8
A1.09	Everyone	Develop and deliver a Marketing and Communications Strategy that represents the diversity of communities in Wales	Relationships and Funding	A1
A1.10	Everyone	Develop a museum-wide Community Engagement Plan.	Experience, Learning & Engagement	A2 A3
A1.11	Everyone	Update the Museum's Strategic Equality Plan and Objectives	Finance and Resources / Experience, Learning & Engagement	A1
A1.12	Everyone	Work with Welsh Government and Trustees to recruit a Board that represents the diversity of Wales.	Finance and Resources	A1 A6
A1.13	Everyone	Support implementation of Welsh Government's Anti-Racist Wales Action Plan, LGBTQ+ action plan and other equalities plans in museums and galleries	Experience, Learning & Engagement	A1
A1.14	Everyone	Develop and publish Child Poverty Objectives	Experience, Learning & Engagement	A4



2: Inspire Creativity and Learning for Life

This Strategic Commitment represents the following Well-Being Goals:



This strategic commitment underscores Amgueddfa Cymru's partnership with the Welsh Government in prioritising the Well-being of Future Generations and Cultural Priorities for Wales and in delivering the National Curriculum for Wales. Central to this is fostering inclusion and removing barriers to cultural and creative learning across all ages. Over 250,000 school pupils engage in curriculum-based learning. Initiatives such as Dementia-Friendly events and youth-focused activities like 'Museum sleepovers' provide engaging, accessible experiences for all. The Museum supports creative learning through partnerships, such as Pinc College at National Museum Cardiff. These efforts advance people's rights to education and equal opportunities, particularly for those facing disadvantaged and for marginalised communities, reinforcing the Museum's commitment to youth development. Key Performance Indicators (KPIs) focus on expanding exhibition engagement, promoting school participation to cultivate early engagement with the culture and heritage of Wales, and strengthening a diverse volunteer network. Through these initiatives, the Museum ensures it remains a welcoming, dynamic space for all.

Ref Activity	Amgueddfa Cymru Vision Pillar	Activity (from the 5 Year-Plan 21-26)	Portfolio	Priority for Culture
A2.01	Learn	Develop and implement a 5 Year Learning and Public Programme Strategy and Business Plan.	Experience, Learning & Engagement	A4 A10
A2.02	Collections	Deliver exhibitions to celebrate creativity in collaboration with the partners	Collections and Research	A8 A10
A2.03	Enjoy	Deliver events to celebrate creativity in collaboration with the partners	Experience, Learning & Engagement	A8 A10
A2.04	Learn	Develop and deliver Pre-school Learning Programme.	Experience, Learning & Engagement	A4 A6 A10
A2.05	Learn	Develop and deliver hybrid programmes and resources for schools.	Experience, Learning & Engagement	A4 A6 A10
A2.06	Learn	Develop and deliver Programme for Family and Intergenerational Learning.	Experience, Learning & Engagement	A4 A10

A2.07	Learn	Develop and implement Action Plan for Adult Learning	Experience, Learning & Engagement	A6 A10
A2.08	Learn	Widen engagement with young people	Experience, Learning & Engagement	A2 A4
A2.09	Learn	Revise and implement Policy and Action Plan for volunteering and placements.	Experience, Learning & Engagement	A15
A2.10	Learn	Deliver the established volunteering programme	Experience, Learning & Engagement	A15
A2.11	Learn	Develop and deliver placements and develop a framework for a structured Apprenticeship Programme	Experience, Learning & Engagement	A10 A15
A2.12	Enjoy	Deliver events and activities that connect to key dates or events for individual museums.	Experience, Learning & Engagement	A8 A11



3.Help Protect and Restore Nature and our Environment

This Strategic Commitment represents the following Well-Being Goals:



This commitment highlights Amgueddfa Cymru's dedication to environmental protection and sustainability. The Museum promotes active recycling, sustainable staff practices, and the use of eco-friendly materials and providers. Aligned with the Welsh Government's vision for a sustainable future, Amgueddfa Cymru plays a key role in the Well-being of Future Generations Act, reinforcing its responsibility to future generations. Amgueddfa Cymru is involved in a wide range of national and international research projects on biodiversity and environmental change. By embedding sustainability in exhibitions, operations, and staff environments, Amgueddfa Cymru remains a leader in ecological responsibility, ensuring a lasting positive impact on future generations.

To measure success, the Museum tracks key performance indicators (KPIs) focused on sustainability. Energy usage is monitored against the 2019/20 baseline to reduce carbon emissions, while research projects on environmental monitoring demonstrate accountability and progress.

Ref Activity	Amgueddfa Cymru Vision Pillar	Activity (from the 5 Year-Plan 21-26)	Portfolio	Priority for Culture
A3.01	Everyone	Develop and implement a Carbon Management Plan to support Welsh Governments target for decarbonisation and contribute to Welsh Public Sector targets for Net Zero Carbon by 2030	Priority Programmes	A16
A3.02	Everyone	Annually review our Environment Policy and action plan to achieve continuous improvement, and retain our accredited compliance status (including energy consumption and waste management)	Priority Programmes	A16
A3.04	Learn	Develop and strengthen our existing procurement processes to help support local supply chains.	Finance and Resources	A16
A3.05	Collections	Deliver events and exhibition programmes to raise awareness of the environmental emergency	Experience, Learning & Engagement	A8 A16
A3.06	Collections	Develop new focused 5-year programme of research	Collections & Research	A14

A3.07	Everyone	Strengthen and promote research relationships in Wales and internationally	Collections & Research	A14
A3.08	Collections	Identify and showcase collaboration with ethnically and culturally diverse, minoritised researchers and communities in extending public understanding of the natural world and the environment.	Collections & Research	A1 A14 A16
A3.09	Collections	Progress the Caerllion Rufeinig - Roman Caerleon Partnership with Cadw & Newport City Council (subject to funding bid in Feb/Mar 25)	Experience, Learning & Engagement	A8 A12



4.Support well-being through inspirational spaces and experiences

This Strategic Commitment represents the following Well-Being Goals:



This commitment highlights Amgueddfa Cymru's dedication to well-being across its sites, creating inclusive and adaptive spaces where all generations can engage with art, history, nature and culture. Central to its mission, the Museum fosters inclusivity and community through supporting Welsh and British Sign Language (BSL) use, whilst ensuring inclusivity for visitors with health conditions or impairments. Amgueddfa Cymru also offers regular work placements to people who otherwise face barriers in accessing work.

Staff well-being is equally prioritised, with the Museum cultivating supportive environments based on feedback and collaboration. Visitor satisfaction serves as the primary key performance indicator (KPI), reflecting the Museum's commitment to delivering inspirational experiences. High satisfaction rates encourage recommendations and repeat visits, expanding the Museum's audience while reinforcing its role as a welcoming, inclusive destination.

Ref Activity	Amgueddfa Cymru Vision Pillar	Activity (from the 5 Year-Plan 21-26)	Portfolio	Priority for Culture
A4.01	Enjoy	Redevelopment of Amgueddfa Lechi Cymru, with partners and local communities to develop a world leading museum for our visitors and communities	Priority programmes	A8 A9 A11 A16
A4.02	Enjoy	The NMC Masterplan has been replaced by the NMC 100 Project that will identify and determine the preferred option to take forward over the next six years	Priority programmes	A8 A9 A16
A4.03	Everyone	Improve access to all museum sites	Experience, learning & engagement	A1
A4.04	Everyone	Deliver collaborative wellbeing programmes with other sectors and providers	Experience, learning & engagement	A5
A4.05	Enjoy	Develop visitor experience action plan to support enjoyment and wellbeing	Experience, learning & engagement	A5 A6 A10
A4.06	Enjoy	Develop self-directed engaged experiences for visitors in our museums	Experience, learning & engagement	A6 A10 A13

A4.07	Everyone	Improve and maintain our heritage estate and museums	Priority programmes	A9
A4.08	Everyone	Develop sector leading visitor experiences, customer care training and customer service provision.	Experience, learning & engagement Priority programmes	A10 A15
A4.09	Learn	Develop and implement plans to retain traditional and craft skills across Amgueddfa Cymru	Experience, learning & engagement Finance and Resources	A11 A15



5. Discover and explore the museum digitally

This Strategic Commitment represents the following Well-Being Goals:



Cymru lewyrchus
A prosperous 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

This commitment ensures the longevity and accessibility of Amgueddfa Cymru's collections through digitisation. The Museum has expanded its digital presence, creating an online community that allows broader audiences to explore the culture and heritage of Wales. This initiative removes barriers such as transport, financial constraints, and health limitations, making collections more accessible to a wider audience. Digital transformation modernises operations, supports global tourism, and provides insights into audience preferences, enabling tailored content.

To measure progress, the Museum tracks three key performance indicators (KPIs): website visitors, social media followers, and shared collection images. These metrics ensure continued modernisation and reinforce social media's role in marketing, helping to promote events, exhibitions, and the Museum's cultural mission.

Ref Activity	Amgueddfa Cymru Vision Pillar	Activity (from the 5 Year-Plan 21-26)	Portfolio	Priority for Culture
A5.01	Everyone	Development and delivery of a digital strategy to set out our ambition and align with our strategy Amgueddfa Cymru 2030	Finance and Resources	A13
A5.02	Everyone	Develop a new website and intranet to reflect the needs of our participants and new strategy and brand	Finance and Resources	A1 A13
A5.03	Everyone	Develop and implement a digital infrastructure fit for purpose.	Finance and Resources	A13
A5.04	Everyone	Deliver and further develop ERM/CRM platforms and associated systems and processes	Finance and Resources	A13
A5.05		Ensure the integrity and security of our data and networks, including GDPR.	Finance and Resources	A13
A5.06	Collections	Work with Welsh Government and partners to deliver the objectives of the new 3-year strategy for Peoples Collection Wales.	Collections & Research	A2 A12
A5.07	Enjoy	Develop and deliver digital experiences	Finance and Resources	A6 A13

A5.08	Collections	Deliver the Contemporary Art Digitisation Project to extend the availability of the national collection for display at galleries and museums throughout Wales	Collections & Research	A12 A13
A5.09	Everyone	Improve online presence to ensure digital experiences, services, and content will celebrate and represent the rich diversity of thinking, creativity and practice in Wales.	Finance and Resources	A1 A13



6. Build global connections

This Strategic Commitment represents the following Well-Being Goals:



Cymru lewyrchus
A prosperous Wales



**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

Amgueddfa Cymru is strengthening its global presence by building meaningful connections through international visitors, partnerships, loans programme digital engagement and through internationally significant exhibitions and redevelopment. This strategic commitment enhances the Museum's reputation, modernises its offerings, and celebrates diverse cultures alongside Welsh heritage. By showcasing the national collection on international platforms and marking significant international events, the Museum ensures that the unique culture and heritage of Wales has a global profile. Amgueddfa Cymru is also proactively developing collaborations with international partners in countries that align with Welsh Government policies and activity.

To measure success, the Museum tracks a key performance indicator (KPI): the number of global visitors from outside Wales. This metric helps assess its visibility within the international cultural scene. By attracting more global visitors, Amgueddfa Cymru cements its role as a leading hub for Welsh history, culture, and art, ensuring Wales is represented on the global stage.

Ref Activity	Amgueddfa Cymru Vision Pillar	Activity (from the 5 Year-Plan 21-26)	Portfolio	Priority for Culture
A6.01	Everyone	Support the Welsh Government's International Strategy by developing and delivering an Amgueddfa Cymru International Action Plan to increase recognition across the globe	Relationships and Funding	A7
A6.02	Collections	Develop and manage international partnerships with governments, museums and other strategic partners	Relationships and Funding	A7
A6.03	Collections	Develop an International Touring Action Plan for Amgueddfa Cymru Exhibitions	Collections & Research	A7
A6.04	Everyone	Develop and implement an Action Plan to support Cultural Tourism to increase recognition across the rest of the UK and the world	Relationships and Funding	A7

Our Strategic Enablers

These ambitious plans will be underpinned by a series of enablers that will guide and shape our work, projects and day to day operations, helping us to fulfil Amgueddfa Cymru's statutory responsibilities as set out in its Royal Charter.

Our strategic enablers are:

- To achieve sustainability through strong financial governance and management
- To develop a comprehensive programme of research and evaluation to inform and develop all areas of our work
- To support and develop our people, trustees and volunteers to embed trust, respect and inclusion
- To ensure the people of Wales are part of our decision-making processes
- To ensure the Welsh language is an integral part of all aspects of our work
- To guarantee that Amgueddfa Cymru will be trusted and recognised by everybody in Wales
- To ensure our museums and working practices are safe, secure and compliant with Health & Safety and security regulations

All these enablers help us to realise our ambitions throughout the year, enhancing our capability to achieve our ambitious goals and develop as a national museum.





**AMGUEDDFA
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