

Amgueddfa Cymru, PCS. Prospect and FDA

Joint Social Partnership Statement 2024/25

Introduction

During 2024/25, Amgueddfa Cymru continued to strengthen its social partnership arrangements with our three recognised Trade Unions. Guided by the Social Partnership and Public Procurement (Wales) Act, we maintained a collaborative, transparent and solution-focused approach to organisational decision-making. This year involved significant operational and workforce change, and the social partnership model has been central to ensuring these changes were delivered fairly, safely, and in a way that considered staff wellbeing.

Working in Partnership

Throughout the year, we applied the Act's principles by:

- **Working jointly and constructively** with Trade Union representatives from the earliest stages of discussion through to formal consultation and implementation.
- **Approaching challenges collectively**, ensuring that complex issues—such as structural change, job design, and workforce planning—were openly explored with shared responsibility for identifying solutions.
- **Ensuring proportionality, fairness and dignity**, embedding workforce voice into every major organisational decision, consistent with Welsh Government guidance referenced in Social partnerships statement correspondence.
- **National Slate Museum Llanberis project -**

This shared commitment enabled robust challenge, constructive debate, and joint accountability for outcomes.

Key Areas of Joint Work in 2024/25

1. Finalising the Reduction in Workforce

As part of strategic realignment earlier in the year, Amgueddfa Cymru engaged in comprehensive and extended consultation with Trade Union colleagues. Together we:

- Reviewed ways to minimise risk to staff.
- Developed alternative models and mitigations.

- Ensured staff had clear, timely, and compassionate communication and support.

This partnership approach coupled with Trade Unions' extensive work with members **successfully avoided compulsory redundancies**, demonstrating the effectiveness of joint social partnership working.

2. Revising Front of House Job Descriptions

We undertook a major redesign of Front of House (FoH) roles to:

- Increase variety and interest across the working week.
- Introduce more flexibility to reflect modern visitor needs.
- Support professional growth through multi-skilling.

Working groups with Trade Union representatives ensured that the new descriptions reflected staff experience, operational requirements, and the museum's commitment to fairness. Their input strengthened clarity, consistency, and transparency.

3. Introducing Revised Contracts with Annualised Hours

In partnership with Trade Unions, we co-designed updated employment contracts that:

- Introduced **annualised hours** to support our visitor experience, more predictable shifts and reduce the impact of seasonal fluctuation.
- **Embedded dedicated time for learning, development and training**, supporting development and staff wellbeing.
- Ensured safeguards, equity, and clear guidance for managers and staff.
- Protected trade union time

4. Consultations and Representative Support

Trade Union representatives invested **substantial time and effort** supporting staff throughout these significant changes. Their work included:

- Providing individual and collective representation.
- Supporting wellbeing during periods of uncertainty.
- Ensuring staff concerns were addressed.

Amgueddfa thank representatives across all three unions for their dedication, professionalism, and continued advocacy of staff welfare, an essential component of effective social partnership.

Impact of Social Partnership in 2024/25

As a direct result of strong social partnership:

- Major workforce changes were delivered **without compulsory redundancies**.
- New FoH roles improved visitor experiences by ensuring Galleries and visitor areas were fully operational, training and development opportunities, and operational resilience.
- Staff had a voice in shaping decisions that affect their working lives.
- Consultation processes were thorough and transparent.

Future Partnership Working (2025/26 and Beyond)

We will continue to strengthen our partnership with Trade Unions by:

- Embedding the new statutory requirements on demonstrating social partnership in decision-making.
- Co-designing policies and approaches linked to wellbeing, equality, fair work, and organisational culture.
- Ensuring transparent, early engagement on all strategic workforce and organisational developments.
- Continuing to develop shared training and development opportunities.

Learnings and reflections

workload

Following the reduction in staff, we recognise that the work does not always reduce at the same pace and for some may increase. It is important that we understand the impact this can have on colleagues who remain in post, both in terms of increased workload and wellbeing and the less visible psychological effects of change, uncertainty, and loss of familiar team support. Through our social partnership arrangements, we will continue to listen, review pressures as they emerge, and work together on practical steps to keep workloads manageable and to support staff wellbeing.

In practice, this has at times meant a greater intensity of work for those teams and individuals covering essential activity alongside additional change work. We recognise that the cuts have had a real impact, reducing capacity, stretching flexibility, and making it harder to absorb peaks in demand or unexpected absence. This reinforces the importance of keeping workload under regular review, being realistic about priorities and timescales, and ensuring staff feel able to raise concerns early so that adjustments and support can be put in place.

Llanberis Project

During the lead up to and throughout the Llanberis project, Amgueddfa Cymru and the Trade Unions worked closely together to support colleagues affected by change, with a shared focus on providing reassurance where possible and identifying meaningful deployment to other work during the project period to provide job security. A key learning from this experience is the importance of timing, starting these conversations as early as possible, so that options can be explored thoughtfully and staff have time to plan. We also learned the value of maintaining transparency throughout, including being clear about what is known, what is still being worked through, and how decisions will be made, to help reduce uncertainty and sustain trust.

Conclusion

Amgueddfa Cymru and its Trade Union Partners remain committed to maintaining an open, respectful, and collaborative relationship with all Trade Unions. This partnership is central to delivering fair work, supporting staff wellbeing, and ensuring our museums continue to serve the people and communities of Wales.

We continue to work together and take learnings where we can to build strength in our social partnership.