

# Operational Plan 2009/10

**Amgueddfa Cymru — National Museum Wales  
creating a world-class museum of learning**

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## 1.0 Introduction

Amgueddfa Cymru – National Museum Wales is an independent chartered body and a registered charity which receives its principal funding through grant-in-aid from the Welsh Assembly Government as an Assembly Government Sponsored Body (AGSB).

This plan, agreed between Amgueddfa Cymru – National Museum Wales and the Welsh Assembly Government, sets out the main work of the Museum during the financial year April 2009 to March 2010. It has a dual purpose in providing:

- the Museum with a clear summary of its work-plan for the coming year and a framework that will allow us to measure our success in matching our own and the Welsh Assembly Government's objectives.
- the Welsh Assembly Government with a summary of our activities and targets for the year ahead and showing how these will contribute to the Welsh Assembly Government's own objectives in the coming year.

The underlying, long-term strategic commitments for the Museum are outlined in our Vision Statement (published in 2005) which describes the direction of our work and aspirations for the future development of the museum over the next decade and beyond. The Museum's medium-term planning document (Corporate Plan) is currently being re-written as an electronic Vision Map for 2009/10-11/12. Both of these planning tools follow the structure of the seven Priority Areas that emerged from our visioning work. These map onto the Welsh Assembly Government's objectives, describe our aspirations and our future commitments and provide a strong framework for our activities.

By its nature, this Operational Plan focuses on the headline objectives which change from year to year, the achievement of which will steer us towards our Vision of being a World Class Museum of Learning. It is underpinned by a suite of detailed departmental objective plans, similarly structured around the Seven Priority Areas Framework which emerged from the Vision.

### **The impact of the recession on Amgueddfa Cymru**

The UK economy is in recession and this will inevitably have an impact on ambitious plans that Amgueddfa Cymru has outlined in this Operational Plan. This impact will also be compounded by the fact that over the last 6 years the Museum has already had to find considerable savings to reflect the difference between the additional grant in aid received and the cost of annual pay settlements, significant increases in energy costs and over £500,000 per annum contribution to the revenue costs of the National Waterfront Museum Swansea which was opened in 2005.

Considerable savings of more than £500,000 have been implemented in order to achieve a balanced budget for the duration of this plan 2009/10 and these

have led to rotational closure of buildings at St Fagans, a reduction in the exhibition budget, non-replacement of staff retiring or leaving during the year, and a need to increase car parking charges at St Fagans.

Amgueddfa Cymru recognizes that the economic downturn is a situation that we all have to face. We have invested considerable time, effort and expertise in developing our commercial activities over the last few years, to such an extent that turnover for our trading subsidiary, across its various activities is now approximately £4.5m per annum. By the very nature of its activities, this turnover is immediately exposed to any downturn during the current recessionary period. The Museum recognises however, that it should be possible to alleviate the impact of the recession through a fresh impetus in our marketing activities, particularly highlighting the free admission factor.

Alongside our commercial activities, our fundraising department which targets trusts, lottery funding, corporate sponsorship etc. is expected to find the current economic climate exceedingly difficult and with the funding they raise being of a capital nature then this is a further challenge to our capital development projects.

As over 80% of our revenue costs are related to the paying of staff and a further 10% of our budget is relatively fixed as it is spent on energy and rates, Amgueddfa Cymru has very limited flexibility in the way that money is spent. However, Amgueddfa Cymru is committed to delivering its vision for a world-class museum of learning and during 2009/10, a fundamental review will seek to ensure that Amgueddfa Cymru staff and management structures will be able to efficiently and effectively deliver the Vision, despite the financially stringent legacy of the past few years and the current recession.

In addition, we will define and demonstrate the various ways in which we can make a positive contribution to assisting the people of Wales in a time of recession and will prepare a strategic briefing paper to outline these early in 2009/10. Unless funding levels can be maintained, then 2010-11 will see the Operational Plan for that period having to reflect choices between competing forms of delivery many of which will have positive roles to play in Wales during the recession. The Museum will continue to prudently financially manage its affairs during 2009-10 and will plan to the best of its ability to meet the challenges of 2010-11 onwards, but it is unrealistic to expect that the current breadth of delivery can be maintained without significant financial revenue investment.

## 2.0 Our Purpose and Priorities

### i. Our Purpose

The charitable object of Amgueddfa Cymru – National Museum Wales, as stated in our Charter (revised 2006) is the advancement of the education of the public:

- (i) primarily, by the comprehensive representation of science, art, industry, history and culture of, or relevant to, Wales, and
- (ii) generally, by the collection, recording, preservation, elucidation and presentation of objects and things and associated knowledge, whether connected or not with Wales, which are calculated to further the enhancement of understanding and the promotion of research.

### ii. Our Priorities

The underlying, long-term strategic commitments for the Museum are outlined in both our Vision Statement and the emerging Vision Map, which describe the direction of our work and our aspirations for the future development of the Museum over the next decade and beyond.

We share a broad common vision with our sponsoring body, the Welsh Assembly Government, and this plan is guided by the annual Remit Letter (Appendix A) although structured around the seven key priority areas which have emerged through the Visioning process.

#### **The Welsh Assembly Government's Strategic Agenda**

The Remit Letter explains that the Welsh Assembly Government's strategic agenda for 2007-2011 is embodied in ***One Wales: A progressive agenda for the government of Wales***. This includes commitments on a strong and confident nation, a healthy future, a prosperous society, living communities, learning for life, a fair and just society, a sustainable environment, a rich and diverse culture and governance arrangements. The ambition of One Wales is, 'no less than to transform Wales into a self-confident, prosperous, healthy nation and society, which is fair to all'.

The Welsh Assembly Government believes that the museum has a central part to play in delivering the following commitments contained within the *One Wales* document which states:

- *We will continue to promote Wales actively in external markets, drawing on our unique assets in culture, history and the environment.*
- *We will work to widen participation for all ages in further and higher education, promoting adult and community learning both in relation to*

*employability and the wider benefits which education brings.*

- *We will ensure that opportunities to enjoy Wales’s rich cultural and sporting activities are available to all, with continued free access to museums and galleries.*
- *We will establish a National English-language theatre and explore the creation of a National Gallery for Wales.*
- *We will establish an all-Wales Collection of People’s History, backed by a permanent curatorial staff with responsibility for the promotion and development of the collection.*

The remit Letter also notes that AGSBs involved in public service delivery may also wish to be aware of the commitment that ‘We will review the governance of public bodies in Wales to ensure their alignment with this improvement agenda’ – (i.e. continual improvement in services following the recommendations of the Beecham Report, Beyond Boundaries: Citizen-centred local services for Wales). The Museum’s review is scheduled for December 2010 (during the next Operational Plan). This review will be underpinned by the Assembly Government’s seven Citizen-centred Governance Principles which relate very closely to our seven Vision priority areas:

<b>CITIZEN-CENTRED GOVERNANCE PRINCIPLES FOR WALES</b>	<b>AMGUEDDFA CYMRU VISION PRIORITY AREAS (PAs)</b>
<b>Putting the Citizen First</b>	
Putting the citizen at the heart of everything and focusing on their needs and experiences; making the organisation’s purpose the delivery of a high quality service.	All priority areas (PA1-7)
<b>Knowing Who Does What and Why</b>	
Making sure that everyone involved in the delivery chain understands each others’ roles and responsibilities and how together they can deliver the best possible outcomes.	Growing through learning (PA6)
<b>Engaging with Others</b>	
Working in constructive partnerships to deliver the best outcome for the citizen.	Learning through sharing (PA4)
<b>Living Public Service Values</b>	
Being a value-driven organisation, rooted in Nolan principles and high standards of public life and behaviour, including openness, customer service standards, diversity and engaged	Growing through learning (PA6)

<b>CITIZEN-CENTRED GOVERNANCE PRINCIPLES FOR WALES</b>	<b>AMGUEDDFA CYMRU VISION PRIORITY AREAS (PAs)</b>
leadership.	
<b>Fostering Innovative Delivery</b>	
being creative and innovative in the delivery of public services - working from evidence, and taking managed risks to achieve better outcomes.	Creating living museums (PA1) Developing flourishing collections (PA2) Finding paths to make sense of the world (PA3) Learning through sharing (PA4) Communicating (PA5)
<b>Being a Learning Organisation</b>	
always learning and always improving service delivery.	Growing through learning (PA6)
<b>Achieving Value for Money</b>	
looking after taxpayers' resources properly, and using them carefully to deliver high quality, efficient services.	Building our resources (PA7)

The Remit Letter also asks that the museum should concentrate its time and resources in 2009/10 in four key areas. It should:

1. Deliver the capital projects and programmes of events and activities that have been identified as priorities within the Museum's Vision for the future.
2. Make the Museum's collections widely accessible throughout Wales, through close collaboration with CyMAL and other bodies, to deliver an expanded programme of partnership activities.
3. Develop the UK national and international profile of the Museum's collections and research activities.
4. Enable and promote access to the Museum's collections and services by all members of society paying particular attention to the needs of disadvantaged communities and minority groups.
5. Manage the Museum's Collections, Estates and Resources effectively.

The activities that will deliver objectives in these areas over the coming 12 months are highlighted in section 3.0 Action Programmes and highlighted among our full range of activities as being Remit Letter Objectives.

## **Approach to Delivery**

As requested within the Remit Letter, the museum will illustrate the desired outcomes of objectives within its Action Programme and will report progress against the delivery milestones on a quarterly basis. During 2009/10, we will use the work resulting from the pilot year of an evaluation action plan to develop an Evaluation Toolkit for the organisation. We will then use this to measure the success of our work against all our vision objectives, and do drive our ongoing development as a 'Learning Organisation'.

## **Supporting other Welsh Assembly Government Strategies**

The Museum will support the implementation of the Wales Spatial Plan, and the Sustainable Development Action Plan, through implementation of our own Sustainable Development Policy and Action Plan. As outlined in section 3.7 we will continue in our commitment to introduce and develop sustainable practices in all our museums, in order to continue to reduce our environmental impact and make a positive contribution to the local communities in which our museums are located.

We will also seek, in all our work, to recognise the potential impacts of Climate Change and to explore ways in which we may need to operate differently in the future in the light of such potential changes to our environment.

We will engage with relevant Communities First Partnerships, where appropriate, to assist in the delivery of Community Action Plans (Section 3.4).

As part of the ownership agenda that has emerged as one of the core aspects of our Vision, we will continue in our commitment to expanding the reach and the depth of our partnership work (for example Section 7.1).

We will continue in our commitment towards Welsh language mainstreaming and as in previous years, the Operational Plan will be used to formulate the 2009/10 Mainstreaming Strategy for presentation to our Trustees and to the Welsh Assembly Government.

We will continue to carry out our operations in line with the Value for Money Action Plan and to ensure that our core standards for customer service adhere to the good practice guidance set out in the 'Making the Connections – Building Better Customer Service' document.

We will also meet the following two commitments on sustainable procurement agreed by the Business Procurement Task Force:

- All AGSBs in Wales to achieve Level 3 of the Sustainable Procurement Assessment Framework (SPA) overall and Level 5 in at least one area by March 2010

- The wider public sector to apply the Sustainability Risk Assessment (SRA) template for 'goods' or 'services' to all procurement activity over Official Journal for the European Union (OJEU) thresholds.

### 3.0 Action Programmes

#### **Priority Area One:**

**Experiencing living museums where the collections tell their stories more clearly, and visitors experience life in the past and present and explore a variety of possible futures.**

**During 2009/10, we will open our seven museums to wide public access, ensuring that they provide a consistently high standard of welcome and engagement. In addition, we will fulfil the following objectives:**

#### **OBJECTIVE 1.1**

**Creating new displays at National Museum Cardiff to show contemporary art and present historical and recent art in a different way, allowing the art collections to tell a greater range of stories.**

Progress design plans and intellectual development, and appoint contractors, to redevelop the Upper West Wing at the National Museum Cardiff, in order to create significant additional space for the display of art and enable more high-profile temporary exhibitions (**Remit Letter Objective 1**).

Create the following temporary and experimental collection displays in the Centre Block Galleries:

- Artistic Uprisings: French Art and Impressionism;
- Master and Model: Rodin and Gwen John;
- Colour and Space: Abstraction in 20<sup>th</sup> century Art;
- Modern Bodies: The Human Form in 20<sup>th</sup> century Art; and
- a display themed on 'art and music' to respond to 'Music 09' programming.

Present the first display at the National Museum Cardiff of a selection from the 'Artists' Rooms' collection, devoted to the work of Diane Arbus.

Renew and refresh elements of the displays in the East Wing Art Galleries.

Promote, install and open the *Sisley* and *Lauren Childs* touring exhibitions.

Install and open *Artes Mundi 4* in collaboration with the *Artes Mundi* curator and arrange programme of learning opportunities for formal education and family groups.

#### **OBJECTIVE 1.2**

**Creating spaces at National Museum Cardiff where we share our scientific research and use our natural science collections, to help our visitors understand our shared environment.**

Continue with scoping concepts for the future development of a Natural History Museum at the National Museum Cardiff (**Remit Letter Objective 1**). In particular, explore the potential of arranging a conference to develop

proposals for science at the Museum in conjunction with HE institutions and other organisations.

Develop plans for the redisplay of some of our Science collections.

Exhibit the *Darwin* exhibition during 2009, including reference to the work of other key scientists including Wallace, as part of the national Darwin bicentenary celebrations, with an associated programme of learning opportunities for formal education and family groups.

### **OBJECTIVE 1.3**

**Re-displaying the archaeology collections at National Museum Cardiff and developing dialogues with the social history collections at St Fagans: National History Museum, so that new stories emerge.**

Deliver a programme of changing displays within *Origins*: 'Mona' Sean Harris; 'Crusades'; and 'World Cultures', supported by a programme of events, lunchtime lectures and family activities.

Host the Festival of Archaeology at National Museum Cardiff, St Fagans and the National Roman Legion Museum, using activities spread across the sites to raise awareness of experimental and reconstruction techniques in understanding the past.

Commence planning for a major Archaeology/Social History exhibition at St Fagans in 2011/12.

Complete a preliminary study into the potential re-location of the Archaeology & Numismatics collections and staff.

### **OBJECTIVE 1.4**

**Increasing the range of interpretation at St Fagans, to give a clear historical timeline and opportunities to explore the complex layers of personal experiences that formed the societies and individuals who live in Wales today. This will be the first phase of the creation of a national museum of archaeology and history at St Fagans.**

Consulting widely, produce a coherent, costed and flexible capital and revenue Development Plan for the redevelopment of St Fagans: National History Museum, which will tell the stories of the people of Wales, and explore potential funding streams (**Remit Letter Objective 1**).

Work with partners to develop Amgueddfa Cymru's *Agenda for History*.

Deliver a range of temporary exhibitions and displays in Oriel 1 to include 'Pop' as part of the 2009 Amgueddfa Cymru-wide series of music themed events and Urdd.org to coincide with Urdd Eisteddfod in Cardiff in May 2009; Also work in partnership with the Urdd to host an Urdd 'Jamboree' event at St Fagans in June linked to the Urdd exhibition.

Integrate archaeological activities into the programming at St Fagans.

Develop a strategy for the incorporation of experimental archaeology (including archaeological reconstruction of buildings and monuments) at St Fagans, including the plans for the redevelopment of the Celtic Village and the dismantling and excavation of Moel-y-Gaer house.

Install and implement daily working demonstration of the on-farm corn mill at Llwyn-yr-eos and complete the paddock in front of Hendre Wen barn and graze, putting the building in a more authentic agricultural context.

**Priority Area Two :**

**Flourishing collections that are well-used, sustained and growing.**

**OBJECTIVE 2.1**

**Adding to the collections in ways that are relevant to the needs of today and the future; collaborating with relevant stakeholder and visitor groups, to ensure that the collections are meaningful to the diverse peoples and cultures of Wales**

Implement the new Collecting policy & strategies for Social and Cultural History and Industry, creating action plans for each area.

Develop collections that represent and are accessible to the diverse communities of Wales (**Remit Letter Objective 4**), including the installation of community-curated displays in Oriel 1 by the Wales Puja Committee and the Sikh Community.

Continue the 'Four Corners of Wales' archaeology fieldwork programme and dissemination, building collections and encouraging community participation in projects based in or near: Chepstow, Mynydd Rhiw, and Llanmaes.

Collect biodiversity specimens appropriate to our areas of taxonomic expertise and current acquisition policies, and in particular the acquisition of: marine biodiversity samples through targeted sea-bed sampling in the Irish Sea, Bristol Channel/Severn Estuary and western Scotland, towards achieving a complete seabed map in the long term; foreign and British Hemiptera through field collecting and the purchase of the Linnavouri collection in order to inform our understanding of insect biodiversity; and develop a collection of micro fossils from Tanzania used as indicators for ancient climates.

At St Fagans: National History Museum, commence re-erection of the Merchant's House from Haverfordwest and continue the re-erection of the barn and calf stalls in the Kennixton Farmyard. In addition, obtain and dismantle any other appropriate buildings offered to and accepted by the Museum, for future re-erection at the site.

Pursue an art acquisition as part of the centenary purchase programme and make a range of art acquisitions across key collecting areas, especially post-1900 and in the context of the Upper West Wing development at the National Museum Cardiff.

Complete the extended outreach meteorite project in collaboration with Cardiff University, using new Science Technology Facilities Council Funding.

**OBJECTIVE 2.2**

**Implementing physical improvements at our museums, so that visitors experience the collections in accessible, safe and well-maintained environments**

Progress with physical improvements to the National Museum Cardiff, including refurbishment of the educational facilities and restaurant (**Remit Letter Objective 1**). In particular, redevelop the Glanely gallery and the Science Education Room, at National Museum Cardiff, with money from a successful bid to the Clore Duffield Foundation.

Continue to rationalise the storage of paintings and applied art objects, following recent storage improvements and, subject to programme and budget, withdraw entirely from the art store at RAF St Athan.

Extend coverage of the telemetric monitoring system across all of the Museum's sites in order to improve environmental conditions for the collections and for visitors while reducing energy consumption. Participate in the establishment of internationally-approved standards for collections care and performance monitoring, especially through the National Museums Directors Conference (NMDC) and Museums Association working groups. Undertake a critical review of environmental requirements in our own gallery and storage areas, taking into account the emerging sector-wide standards.

Upgrade facilities for visitors with disabilities at the National Museum Cardiff and St Fagans: National History Museum, (**Remit Letter Objective 1**) and in particular work with Mencap Cymru to install "Changing Places" toilets which are specifically designed to meet the needs of visitors with disabilities at the National Museum Cardiff and St Fagans National History Museum.

At the National Roman Legion Museum, create plans for the second phase of the Roman-inspired garden development, display the Llanvaches coin hoard treasure, 'romanise' the toilets and create an archeologically accurate 3-D digital Fortress.

At the National Slate Museum present 'Cofio'r Cau' exhibition, commemorating the 40<sup>th</sup> anniversary of the Dinorwig Quarry closure and create a series of activities which will further enhance the commemoration.

### **OBJECTIVE 2.3**

**Maintaining internationally approved standards of care for the collections, so that they are safe for future generations**

While all of our collections are documented according to the Collections Trust guidelines, proceed with a programme of computerising collections records. Work towards achieving appropriate levels of computerised documentation for all of the objects within the Museum's collections. During 2009/10, and based on a total collection size of 4,700,000, achieve 54.5% of the collections with computerised inventory level records (contain basic information that allows an item to be accurately and swiftly identified and located) and achieve 31% of the collections with full catalogue level records (all the information as for inventory, but will also include academic data and references to publication).

Support internal collections management training to complement our Collections Management Policy and Procedures and offer this externally to curators in local and regional museums in Wales, through CyMAL.

Establish National Panel for Archaeological Archives to continue the work of the 'What's in Store' Working Group.

Monitor the benefits of the experimental installation of underfloor heating and electricity supply for improved maintenance and cleaning in Kennixton farmhouse at St Fagans, to the care of the Museum's collection of buildings, furniture and objects.

#### **OBJECTIVE 2.4**

**Making collections-based study spaces and improving the dissemination of the results and findings of our collections-based research, to increase physical and intellectual access to our reference collections.**

Re-open the prints and drawings study room on an appointment basis from March 2009 and complete a new store and study area for Welsh ceramics.

Implement a programme of access improvements and public demand-led tours of the reserve collections at the National Collections Centre.

Ensure that categories used in the Collections database of UK Species of Conservation concern are compatible with those in the Global Biodiversity Information facility, and launch this collections database online along with the Leverhulme-funded checklist of planthopper vectors of plant disease, and the DTI-funded checklist of British bivalves.

Coordinate the 'Conservation Matters in Wales' conference and seminar programmes.

Continue to publish the series of popular publications in 'little books' series, including dinosaurs from Wales and Welsh gold and deliver the 'Saving St Teilo's: bringing a medieval church to life' book, in Welsh and English language editions.

Publish joint leaflet with City & County of Swansea to promote the Record Office, Research library, and the National Waterfront Museum Swansea research facilities.

**See also *Rhagor* objective in section 3.2.**

### **Priority Area Three**

**Finding paths to make sense of the world using a variety of media suitable for diverse learning styles, to create equality of access to the collections.**

#### **OBJECTIVE 3.1**

**Learning from our visitors, so that together we are able to use the collections for enriching and enjoyable learning experiences that reflect the diverse educational needs of all our visitors**

Continue with the policy of free entry for all visitors to all Amgueddfa Cymru sites and aim to welcome over 1.5 million visitors during 2009/10 (**Remit Letter Objective 4**). Aim to achieve 229,000 visits from formal education groups during 2009/10 with a further 170,000 in informal education groups.

Commission a Visitor Profile & Satisfaction Survey for the 6 month period from March - August to include research into the motivations of visitors to attend each of our museums, their expectation versus their experience(s), their demographic profile and their propensity to return for another visit.

Prepare and complete a comprehensive audience development action plan for each of the Amgueddfa Cymru museum sites.

Expand the evaluation of our museums, galleries and exhibitions and act upon the findings, in appropriate and relevant ways, to continually improve visitor experiences, including the evaluation of the science displays with a view to informing strategies for the future of the Natural History Museum; and evaluation of 'Origins': in search of early Wales through focus groups to follow-up the recent visitor observation survey.

#### **OBJECTIVE 3.2**

**Using new technologies to create a 'Virtual Museum of Wales' that is both local and global in reach, to bring new opportunities for learning in diverse ways and environments**

Continue the development of Rhagor, the Museum's online collections resource, to extend the reach of the Museum's work to local, national and global audiences (**Remit Letter Objective 3**). In particular, we will enable access to the Research Register and continue to develop the 'Curator's Choice'. In addition to effective marketing campaigns, we will ensure a broader audience exposure to Rhagor by highlighting content through a variety of external websites, as well as providing links within the context of our internal exhibitions.

During 2009/10, we will aim to attract 1 million visits to our website. We will seek to re-design elements of the website to implement more dynamic ways of using the website for promotion, evaluation, consultation and learning.

Launch a series of e-trails and web-based teachers' pack on the Miners' Strike of 84-85.

**OBJECTIVE 3.3**

**Continuing to implement our Welsh Language Mainstreaming Strategy and ensuring that our interpretive materials are produced bilingually in Welsh and English, and developing the provision of materials in a selection of other languages, both European and from the diverse cultures of Wales**

Produce and implement both an annual Welsh Language Mainstreaming Action Plan and Welsh Language Scheme Action Plan.

Develop and promote a range of resources produced for Welsh Language tutors and learners enabling the use of Amgueddfa Cymru – National Museum Wales for teaching and learning Welsh and continue to collaborate with the Department for Children, Lifelong Learning and Skills (DCELLS) on initiatives for teaching Welsh to adults.

**OBJECTIVE 3.4**

**Ensuring that our research programmes meet the requirements of our visitors and users as well as of the collections; identifying learning objectives and target audiences in all our projects, to create a user-centred museum.**

***Refer to Appendix B for the 2009/10 Research Programme.***

Provide training and support to colleagues outside Learning Department in the use of Generic Learning Outcomes to plan and evaluate events and exhibitions. Promote the use of case studies as a means of documenting Museum's development as a Learning Organisation.

#### **Priority Area Four**

**Learning through sharing our plans with visitors and jointly developing the ways in which we work, to provide meaningful access to the collections for the diversity of peoples who have made Wales their home.**

##### **OBJECTIVE 4.1**

**Finding ways to welcome and engage with people asking how we can make our events, exhibitions and the national collections more relevant to the diversity of lifestyles in today's Wales**

*Refer to Appendix C for highlights from the Learning Programme for 2009/10*

Maximize inclusive access to all sites, events and activities to meet the needs of all groups in society (**Remit Letter Objective 4**).

Communicate elements of the public programme at National Museum Cardiff (e.g. Diane Arbus photographic exhibition) and the *Music 09* programme through a dedicated PR campaign, to target 16-24 year olds specifically, one of our hard-to-reach audiences. The campaign plan will feature working with other organisations who have an established dialogue with younger audiences, such as contemporary dance company *Diversions*, and music festivals such as *Sŵn*.

##### **OBJECTIVE 4.2**

**Reaching out to and learning from partners in the diverse communities of Wales, so that the scope of our work is enriched and develops along new learning pathways**

Develop further links with multi-cultural organisations to facilitate their formal and informal use of the museum and in particular, celebrate Making Durga project at St Fagans, work with the Chinese Student Society on Chinese New Year celebrations; the Hindu Cultural Association for Wales on the Divali festival; the Muslim community for Eid festival and activities for Black History Month with the Afro-Caribbean communities.

Work with Somali Integration Society and Council for Ethnic Minorities' Voluntary Organisations to develop shared approaches to understanding the histories and contemporary identities of minority communities in urban south Wales, through oral history and local heritage work projects.

Create web-based series of case studies of good practice and projects around diversity within Amgueddfa Cymru, as a resource for users and audiences with particular needs and interests.

At the National Roman Legion Museum, continue to visit and engage with people who are unable to visit the NRLM physically, e.g. residents at Cheshire Nursing Homes.

Continue to work with disadvantaged and community groups via non-governmental organisations such as Hafal, Gateway and BTCV.

As part of the Museum's Outreach Strategy, aim to reach over 120 venues with loans from the dedicated outreach 'handling' collection.

Engage with over 30,000 individuals in off-site educational activities.

Continuing to explore how the Museum's activities can encourage engagement with visitors from Communities First / Communities Next areas (**Remit Letter Objective 4**) including building and developing relationships with Community First Groups through a series of outreach visits from the National Roman Legion Museum.

At Big Pit, deliver the new interpretive content for use in the Learning Annex which focuses on currently under-represented audiences such as older people and community groups.

Continue to deliver the Portable Antiquities Scheme in Wales, enabling the voluntary reporting of archaeological finds and review the network arrangements across Wales.

#### **OBJECTIVE 4.3**

**Actively pursuing race equality and placing a commitment to the values inherent in an open and diverse society at the heart of all our work, to help us develop a tolerant, multi-cultural organisation**

Building a workforce to serve and reflect the diverse audiences who make up 21st century Wales (**Remit Letter Objective 4**) and in particular attract applications for vacancies from a diverse range of ethnic backgrounds.

Create links with two local schools, a welsh-medium secondary school and a multi-cultural secondary school, in organising and hosting the Urdd Peace and Goodwill Message Day event in Oriel 1, as part of the Urdd Eisteddfod.

#### **OBJECTIVE 4.4**

**Developing our learning agenda, so we become known as an organisation where open discussion of contemporary issues takes place in a non-prejudicial and inclusive environment.**

**Continue to work as a partner in the 'Beacons of Public Engagement' initiative** along with Cardiff and Glamorgan Universities, Techniquest and BBC Wales on engagement initiatives generated within the two Universities, and in a conference addressing the question of public engagement in research.

Continue to address contemporary issues through the Main Hall exhibition space and in Oriel 1 at St Fagans.

Display 'Climate Change: What's Occurring' exhibition at the National Waterfront Museum, Big Pit and at Welsh Assembly Government community events and community venues.

### **Priority Area Five**

**Communicating our Vision so that Amgueddfa Cymru - National Museum Wales becomes known worldwide as a centre of learning of international quality.**

#### **OBJECTIVE 5.1**

**Developing our public programmes and using the results of our research and the knowledge inherent in the collections to generate discussion, to enable our museums to be recognized centres for debate on issues of public concern**

Develop new content for the website, including a section on the Museum's research programme within the online press room.

Deliver an effective Amgueddfa Cymru presence at the Urdd Eisteddfod.

Work with the Royal Society to celebrate the 2010 Year of Science/Royal Society 350th Anniversary by researching the biodiversity of all of our sites and producing small displays and a week of hands-on activities at each site with science curators.

Develop a public programme to support National Science Week initiatives.

Continue collaboration with the South Wales Coalfield Community Geoheritage Network, which is helping to bring schools and communities nearer to the geological history of the coalfield.

#### **OBJECTIVE 5.2**

**Engaging in research activities to internationally recognized standards and forming partnerships with the higher education sector, so our museums are known and trusted worldwide as sources of authoritative collection-specific data and knowledge**

***Refer to Appendix B for the Research Programme***

#### **OBJECTIVE 5.3**

**Providing greater access and increasing the local profile of the national collections through our work with partner organisations, resulting in the display and interpretation of objects in a variety of communities across Wales**

***Please note that partnership working is reflected throughout this plan but also in particular in Section 7.1.***

Continue to work with CyMAL and the wider museum community to take forward a Museum Strategy for Wales (**Remit Letter Objective 2**).

Work with CyMAL and two partner museums in operating *Cyfoeth Cymru Cyfan – Sharing Treasures* scheme, and with a range of regional partner

galleries in the *Celf Cymru Cyfan – Artshare Wales* scheme (**Remit Letter Objective 2**). As part of this we will:

- Work with CyMAL on the selection and management of projects for the new round of Sharing Treasures (Chepstow Museum and Rhyl Museum).
- Tour the exhibition 'Dinosaurs in your Garden' (which originated as a *Cyfoeth Cymru Cyfan – Sharing Treasures* project).
- Manage submissions and select projects for new round of ArtShare Wales following further grant of £90,000 over three years from the Esmée Fairbairn Foundation and work with the new partners Bodelwyddan Castle, Oriel Davies Gallery, Ruthin Craft Centre, Glynn Vivian Art Gallery, Locws and Cyrenians Cymru.
- Organise the 'Artist Object' project in conjunction with Glamorgan University in which artists will respond to Applied Art Collections.
- Facilitate the first artist's residency (Brendon Burns) at Oriel y Parc.

Work with CyMAL, the National Library of Wales, the Royal Commission on the Ancient and Historical Monuments of Wales (RCAHMW), and other partner organisations, in progressing the development of Casgliad y Bobl / The People's Collection (**Remit Letter Objective 2**).

Work with Gwynedd County Council to support the progression of their future plans for the potential redevelopment of the Dinorwig Quarry Hospital.

Work with Pembrokeshire Coast National Park Authority in an ongoing programme of exhibitions and events, at Oriel y Parc, St David's (**Remit Letter Objective 2**).

At the National Waterfront Museum, continue the partnership with the City & County of Swansea. In particular, work with the Local Authority and other local parties to create a destination strategy for the Waterfront. In addition, research, create and deliver an exhibition about Llandarcy Oil Refinery.

Facilitate the work of the Padarn Forum, the Llanberis Partnership, and their respective working parties.

At the National Wool Museum, maintain and develop links with Carmarthen Tourism Association and further investigate partnership opportunities with Coleg Sir Gâr, Menter Gorllewin Sir Gar, Symud Ymlaen, Gwlan Teifi, the Community Council and Oriel Myrddin. Actively pursue the re-establishment of the Teifi Valley Tourism forum.

Also at the National Wool Museum host the West Wales School of the Arts Graduate Fashion Show 2009, alongside an exhibition of students work and workshop sessions for local schools based on textiles and the fashion industry.

At Big Pit, contribute to the review of the World Heritage Site Management Plan and the re-launch of the partnership.

At National Roman Legion Museum, continue to work with the Caerleon Tourism Forum with a focus on destination marketing and supporting the creation of cycle paths from Newport to Caerwent. Work with local businesses through the Caerleon Tourism Forum and Arena Network in their aspiration to create the first 'Green Town'.

Investigate a Memorandum Of Understanding (MOU) with the National Botanic Garden of Wales in respect to mutual collaboration and complementation of research and collecting programmes and consolidate links with the Wales-wide Biological Record Centres for dissemination of information in collections, and in particular establish an MOU with the South-East Wales Biological Record Centre (SEWBrec).

Continue to support Segontium Cyf. in their planning of the future of the displays related to the site.

During 2009/10, we will actively explore other potential partnerships with relevant organisations in order to increase access across Wales to the national collections (**Remit Letter Objective 2**).

#### **OBJECTIVE 5.4**

**Loaning objects and exhibitions to venues around the world, to promote the collections and international awareness of our ability to communicate the stories in the collections, and so contribute to the sum of human knowledge.**

Continue to support applications for loans from our collections from regional, national and international museums, thereby developing our existing large-scale loans programme. During 2009/10, we aim to loan to more than 310 venues.

Tour the *Turner to Cezanne: Masterpieces from the Davies Sisters Collection* exhibition to venues in the USA, and work with the Welsh Assembly Government to maximise the profile of Amgueddfa Cymru, the Welsh Assembly Government and Wales in marketing the tour (**Remit Letter Objective 3**).

Support the work of the NMDC Collections Management sub-group and the Museum's Association on producing a simplified loans agreement process.

## **Priority Area Six**

**Growing through learning, by embedding and celebrating learning skills at the very heart of all our work.**

### **OBJECTIVE 6.1**

**Nurturing and sustaining talent and commitment in our staff, advisors and volunteers, and ensuring that they are adequately trained and have opportunities for professional development**

Maintain Investors in People (IIP) accreditation at National Roman Legion Museum, Big Pit: National Coal Museum, National Slate Museum, attain accreditation at National Waterfront Museum and initiate the accreditation process at Nantgarw and the National Wool Museum.

Implement our volunteering strategy and seek to expand the use of volunteers, where appropriate. Continue to work with the Friends of the Museum, developing our relationship with them.

Review our performance monitoring framework for staff and aim to develop and introduce a competency-based model.

Introduce a training portal on the intranet to facilitate the development of on-line training, which once completed will ensure that skills can be shared between staff and which will promote opportunities for continuing professional development throughout the organisation. In addition, acknowledge and celebrate the leading role played by many of our staff in professional bodies and groups by including a directory of professional group membership on the portal.

Implement a programme of collections management training for new internal curatorial staff and to offer participation by external curators via CyMAL.

### **OBJECTIVE 6.2**

**Improving our internal communication and putting suitable channels for input and dialogue in place, so that all our staff, advisors and volunteers are aware of our objectives, priorities and operational developments**

Support the implementation of the Internal Communications Strategy and develop our managers so that they enhance communications within their teams and between their teams and other teams throughout the Museum.

Implement findings of the recent review of the Executive Group structure which was introduced in Autumn 2007, and through these seek to improve their operation and effectiveness.

Brief and engage all Heads of Department in the Enterprises development Strategy approved by the Enterprises Board.

**OBJECTIVE 6.3**

**Developing new systems of performance measurement based on qualitative data produced through continual self-evaluation, to help us find meaningful measurements of our success**

Maintain and develop systems of performance measurement in order to measure organisational success against objectives that flow from the Museum's Vision and the Assembly Government's strategic agenda (**Remit Letter Objective 5**). In particular, reflect on the evaluation processes and outcomes resulting from the Performance Evaluation action plan (2008/9) report, to develop a Performance Evaluation toolkit for the organisation.

**OBJECTIVE 6.4**

**Engaging in dialogue and benchmarking activities with our partners, stakeholders and peer groups, to further develop our own professional practice and improve the quality of our museums as places to work and visit.**

Submit all our museum sites for accreditation under the Sandford Award for Excellence in Heritage Learning by mid-2009.

Arrange a training day to celebrate 60<sup>th</sup> anniversary of Schools Service loans now the Outreach Service.

### **Priority Area Seven**

**Building our resources so that we have a strong and solid base, from which we will be able to deliver our Vision for the next decade and beyond.**

#### **OBJECTIVE 7.1**

**Working together with the Welsh Assembly Government, other Assembly Government Sponsored Bodies and public agencies, to support and deliver arts, culture, education and learning, environment and tourism strategies for the benefit of the peoples of and visitors to Wales, and contribute to international agendas in these fields.**

*Please note that partnership working is reflected throughout this plan but also in particular in Section 5.3.*

Actively promote international partnerships to develop Amgueddfa Cymru's work (**Remit Letter Objective 3**). During 2009/10, the Director General will Chair the International Council of Museums (UK Committee). Furthermore, we will respond to requests for help and advice from the National Mining Museum of Zimbabwe, a mining museum in Pennsylvania USA, and the Luxembourgian National Slate project and will foster links with the China Three Gorges Museum in the Chongqing region of China.

Continue to work with the Welsh Assembly Government and other stakeholders on the preparation and programming for Wales' presence at the Smithsonian Folklife Festival in 2009 in Washington D.C. (**Remit Letter Objective 3**).

Seek to maximise publicity opportunities for our south east Wales museums arising from the Ryder Cup event.

Support the integration of the work of Herian into the Welsh Assembly Government and develop promotion of Anchor Point status within the European Route of Industrial Heritage through the National Waterfront Museum, Big Pit and National Slate Museum.

Develop the relationship between the Cadw run Fortress Baths and the National Roman Legion Museum operations. In addition, investigate, with Cadw, the opportunity to purchase the site adjacent to the National Roman Legion Museum.

Work with the Welsh Assembly Government in promoting cultural tourism and in particular stage a presence at the National Eisteddfod and Llangollen International Eisteddfod within the Welsh Assembly Government pavilion and at the Wonderwool Wales event at the Royal Welsh Showground in April 2009.

Work on key environmental projects initiated by the Welsh Assembly Government and other UK and International agencies (UK and international)

including entomological and lower plant surveys (Hyder, CCW, Environment Agency etc.); the UK Department of Trade and Industry (DTI)-funded British Bi-valve project; and the building stone survey in partnership with the Brecon Beacons National Park.

Initiate partnership with the Countryside Council for Wales (CCW) and Environment Agency Wales, with a view to collaboration on studies relevant to potential Severn Estuary Power Scheme and make our expertise available to others on a consultancy basis, if suitable.

Engage with the Cultural Olympiad 2012 as an official delivery partner in the programme 'Stories of the World'.

#### **OBJECTIVE 7.2**

**Maximising income generation from a range of sources, to deliver our short- and medium-term priority projects and build the capacity to deliver our long-term objectives, including developing St Fagans, a National Museum of Art and a National Museum of Natural History**

Maximise the efficient use of existing resources and identifying appropriate additional funding streams to enable delivery of the first-phase Vision projects **(Remit Letter Objective 5)**.

Despite the current difficult trading environment, continue to strive for like-for-like profit growth from our existing commercial activities. Aim to achieve £337,074 net profit raised through Enterprises during 2009/10.

Continue to evaluate all opportunities for further income generation through the Museum's enterprise company, and, where appropriate, through added value activities. **(Remit Letter Objective 5)**. In particular, develop an on-line shop.

Work with our Development Board to maximise external funding to enable the Museum's Capital Masterplan to be fully delivered **(Remit Letter Objective 5)**. In addition to the estimated £370k already pledged, the Development Department will seek to secure additional pledges of up to £700k including donations during the year.

Develop a fundraising Strategy for the development of St Fagans as the National History Museum, secure a funding commitment from the Welsh Assembly Government and submit HLF Stage 1 bid.

Continue to monitor European funding opportunities and apply for funds as appropriate. In particular, participate in Local Authority and other public body-led partnership opportunities which can access Convergence and INTERREG funding.

Building on the evaluation of the Halloween event at St Fagans in 2008, develop further income-generating events in conjunction with Enterprises and other departments as necessary.

**OBJECTIVE 7.3**

**Delivering effective resource planning, management and reporting, and fulfilling our commitment to support the Welsh Assembly Government's Making the Connections agenda, to increase efficiencies in our business operations**

Work with the Welsh Assembly Government to ensure the necessary revenue cost provision to sustain planned capital developments in the Upper West Wing at Cathays Park and at St Fagans.

Complete work on an electronic 'Vision Map' which will serve as the Museum's Corporate Plan for 2009/10 to 2011/12 **(Remit Letter Objective 5)**.

Undertake a review to ensure that Amgueddfa Cymru staff and management structures can efficiently and effectively deliver the Vision **(Remit letter Objective 5)**.

Continue to maximise efficiency gains as identified through the Delivering the Connections agenda through working with other bodies, and ensuring that any surpluses generated are reinvested into the wider work of the Museum **(Remit Letter Objective 5)**.

Update the Procurement Strategy Document and action plan i.e. e-procurement, procurement skills training, collaboration and trial implementation of the e-tendering module of the 'xchangewales' programme with the Buildings department.

Complete implementation and upgrade of the new Payroll and HR system.

Work with the Pension Scheme Trustees, in responding to the actuarial valuation of the Scheme that will be valued as at April 2009, to investigate ways in which the Scheme's deficit can be addressed **(Remit Letter Objective 5)**.

**OBJECTIVE 7.4**

**Continuing in our commitment to introduce and develop sustainable practices in all our museums, in order to continue to reduce our environmental impact and make a positive contribution to the local communities in which our museums are located.**

Invest in capital works across Amgueddfa Cymru sites in order to improve energy efficiency and reduce carbon emissions **(Remit Letter Objective 1)**.

Continue to implement cost effective energy efficient schemes across identified by Carbon Trust surveys across all sites as funding allows.

Use the Museum's resources and activities to raise awareness of environmental issues and support the Welsh Assembly Government's Sustainability Strategy **(Remit Letter Objective 5)**.

Achieve Green Dragon Level 3 for Amgueddfa Cymru across all museum sites.

Continue to proactively manage energy procurement to ensure best value is being achieved.

Implement sustainable initiatives identified for Upper West Wing redevelopment and develop the Masterplan for St Fagans in order to achieve sustainable design with new buildings achieving a minimum 'Excellent' BREEAM rating.

Produce and implement an action plan for the Sustainable Procurement Assessment Framework.

Complete Biodiversity Duty habitat audits and biodiversity reports for plants and invertebrates for all Amgueddfa Cymru sites.

#### 4.0 Quantitative performance measures for 2009/10

Performance Indicator	2004-05 out-turn	2005-06 out-turn	2006-07 out-turn	2007-08 out-turn	2008-09 Target	2008-09 out-turn	2009-10 Target
Total number of visits	1,318,486	1,343,685	1,534,727	1,672,677	1,500,000	1,524,806	1,500,000
Number of visits in formal education groups	217,231	234,377	238,678	232,694	229,000	238,644	229,000
Number of visits in informal education groups	167,854	174,090	243,520	174,258	170,000	270,231	170,000
Number of participants in education-based off-site activities	-	-	21,291	37,087	30,000	30,591	30,000
Number of website visits	961,534	1,292,733	1,637,517	1,926,781	1,000,000*	1,180,774	1,000,000
% of collections with computerised inventory control	42.3%	48.9%	51.7%	52.9%	56%	55%	56%
% of collections catalogued	23.4%	26.2%	27.9%	29.1%	30%	30.6%	31%
Number of collections enquiries	22,196	22,224	17,587	19,271	20,000	21,036	No longer reported
Number of research projects	101	112	126	142	126	143	126
Number of venues to which loans have been made	366	375	367	312	310	320	310
Number of venues to which outreach collection loans made	-	-	-	122	120	129	120
Income raised through fundraising	-	-	£480,721	£859,000	£780,000	£439,587	£700,000
Net profit raised through Enterprises	-	-	£246,417	£319,749	£372,609	£340,755	£337,074

\*Note: Targets for website visits for 08-09 onwards reflect revised method of collating web data to more accurately reflect patterns of usage.

### Definitions of quantitative Performance Indicators

Performance Indicator	Definition	How it is calculated
<b>Total number of visits</b>	Total number of visits to the museums of Amgueddfa Cymru. This PI includes the number of people visiting Amgueddfa Cymru to participate in educational programmes.	Total numbers counted using clickers/electronic devices at the entrance to each Museum site; Visitor surveys inform the profile of visitors to Museums. Visitor counts to each site summed to give Amgueddfa Cymru total.
<b>Number of visits in formal education groups</b>	Number of visits to one of our museums, as part of the delivery of, or arranged to complement and support the learning objectives of a recognised formal curriculum, usually by teachers and students from schools, colleges or universities. This figure also includes visits by teachers pursuing CPD opportunities and those undertaking work experience or placement opportunities, arranged as a formal curriculum supporting experience. All visits are counted daily, rather than per workshop or placement.	Number of visits in formal educational groups are based on actual counts of those participating
<b>Number of visits in informal education groups</b>	As above; educational programmes include all activities/events where there is "added value" to that which is available to the general visitor. This includes all guided tours, lectures, video-conferencing sessions and holiday activities.	Number of visits in informal education groups are based on actual counts of those participating in events and recorded on informal education proforma.
<b>Number of participants in off-site activities e.g. lectures</b>	The number of participants in outreach events which include all collection (or mission) related programmes implemented by Amgueddfa Cymru and/or its staff away from its own Museums i.e. school programmes, lectures, travelling exhibitions, festivals, eisteddfodau etc.	Summation of actual counts of participants in off-site programmes.
<b>Number of website visits</b>	The number of visits to the Amgueddfa Cymru web-site	Using 'AWStats' and 'Google Analytics', summation of web site visits.
<b>% of collections with computerised inventory control</b>	Inventory level records contain basic information that allows an item to be identified and locations e.g. accession number; title or object name; location; status - loan, purchase, donation etc. Based on a total collection size of 4,700,000.	Number of objects/lots documented to accepted standards divided by the total number in the collection.
<b>% of collections catalogued</b>	Catalogue level records will have all the information as for inventory, but will also include academic data and references to publication. Based on a total collection size of 4,700,000.	Number of objects/lots documented to accepted standards divided by the total number in the collection.
<b>Number of research projects</b>	The number of individual research projects being undertaken within Amgueddfa Cymru.	Count of research projects already underway at the start of the year + count of new research projects started during the year.
<b>Number of venues to which loans have been made.</b>	Number of venues to which loans have been made.	Count of venues to which loans are already placed at the start of the year + count of venues to which loans placed during the year.
<b>Number of venues to which outreach</b>	Number of venues to which outreach collection loans have been made.	Count of venues to which outreach collection loans are already placed at the start of the year + count of venues

<b>Performance Indicator</b>	<b>Definition</b>	<b>How it is calculated</b>
<b>collection loans have been made.</b>		to which outreach collection loans placed during the year.
<b>Income raised through fundraising</b>	Income raised through fundraising within the financial year.	Total sum of income raised during the financial year.
<b>Net profit raised through Enterprises</b>	The net profit raised through Enterprises with the financial year.	The net profit (having taking into account costs) generated during the financial year.

# Appendices

## Appendix A: Remit Letter

Alun Ffred Jones AC/AM  
Y Gweinidog dros Dreftadaeth  
Minister for Heritage



Llywodraeth Cynulliad Cymru  
Welsh Assembly Government

Paul Loveluck CBE JP  
President  
Amgueddfa Cymru - National Museum Wales  
Cathays Park  
Cardiff  
CF10 3NP

10 March 2009

*Dear Paul,*

### **Amgueddfa Cymru – National Museum Wales: Remit Letter 2009/10**

I am pleased to issue this Remit Letter for 2009/10 to Amgueddfa Cymru – National Museum Wales.

The role of Amgueddfa Cymru – National Museum Wales (“the Museum”) is the advancement of the education of the public, as stated in the objects in its Royal Charter.

The Welsh Assembly Government’s strategic agenda is embodied in the document ‘*One Wales: A progressive agenda for the government of Wales*’. This remit letter sets out your role in relation to that strategic agenda, including the priorities and outputs that I expect the Museum to deliver in 2009/10. These should form the basis for the Museum’s Operational Plan for 2009/10.

You will need to submit your draft Operational Plan for 2009/10 by **31 March 2009**. This will allow sufficient time for the plan to be discussed with your sponsor division for final approval and sign off by your Board of Trustees on 2 April 2009 and myself shortly afterwards.

You should also aim to develop an electronic Vision Map, which will serve as your Corporate Plan for 2009-12, by **July 2009**. Your Plan should reflect your overarching development aims for the years 2009-12, reflecting the Museum’s alignment with the One Wales agenda.

The financial support allocated to underpin your work in 2009/10 is set out in Annex 1. The financial situation for 2010/11 is unclear at present. More information regarding the funding for that financial year will follow as soon as possible.

Bae Caerdydd • Cardiff Bay  
Caerdydd • Cardiff  
CF99 1NA

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## **The Strategic Agenda**

The *One Wales* document includes commitments on a strong and confident nation, a healthy future, a prosperous society, living communities, learning for life, a fair and just society, a sustainable environment, a rich and diverse culture and governance arrangements. The ambition of *One Wales* is “*no less than to transform Wales into a self-confident, prosperous, healthy nation and society, which is fair to all*”.

Each Assembly Government Sponsored Body (AGSB) has its own particular functions and responsibilities. Within these, each is expected to contribute as best it can to making real the aspirations in *One Wales* and to delivering specific commitments. The provision of open and accessible services for the citizens of Wales underpins the delivery of *One Wales* and the Museum's Vision.

Amgueddfa Cymru – National Museum Wales continues to have a central part to play in delivering the following commitments:

- *We will continue to promote Wales actively in external markets, drawing on our unique assets in culture, history and the environment.*
- *We will work to widen participation for all ages in further and higher education, promoting adult and community learning both in relation to employability and the wider benefits which education brings.*
- *We will ensure that opportunities to enjoy Wales' rich cultural and sporting activities are available to all, with continued free access to museums and galleries.*
- *We will establish a National English-language theatre and explore the creation of a National Gallery for Wales.*
- *We will establish an all-Wales Collection of People's History, backed by a permanent curatorial staff with responsibility for the promotion and development of the collection.*

AGSBs involved in public service delivery may also wish to be aware of the commitment that “*we will review the governance of public bodies in Wales to ensure their alignment with this improvement agenda*” to maintain continual improvement in services following the recommendations of the Beecham Report, ‘*Beyond Boundaries: Citizen-centred local services for Wales*’.

Assembly Government Sponsored Bodies were notified via CEO Letter 03/09 that a programme of reviews had now been scheduled, and that the Museum's approximate date for review would be December 2010 to January 2011. The reviews will be underpinned by the Assembly Government's seven Citizen-centred Governance Principles. Further information is available at <http://wales.gov.uk/topics/improvingservices/workingtogether/governance>.

## Strategic and Operational Priorities

I would like you to concentrate your time and resources in the coming year on the following areas:

### Strategic

1. **Deliver the capital projects, and programmes of events and activities, that have been identified as priorities within the Museum's Vision for the future,** to include:
    - Progressing with design plans and intellectual development, and appoint contractors, to redevelop the Upper West Wing at the National Museum Cardiff, in order to create significant additional space for the display of art and enable more high-profile temporary exhibitions;
    - Producing a coherent, costed and flexible capital and revenue Development Plan for the redevelopment of St Fagans: National History Museum, which will tell the stories of the people of Wales, and explore potential funding streams;
    - Continuing with scoping concepts for the future development of a Natural History Museum at the National Museum Cardiff;
    - Progressing with physical improvements at the National Museum Cardiff, to include refurbishment of educational facilities and restaurant;
    - Upgrading facilities for visitors with disabilities at the National Museum Cardiff and St Fagans: National History Museum; and
    - Investing in capital works across AC-NMW sites in order to improve energy efficiency and reduce carbon emissions.
  
  2. **Make the Museum's collections widely accessible throughout Wales, through close collaboration with CyMAL and other bodies, to deliver an expanded programme of partnership activities,** to include:
    - Continuing to work with CyMAL and the wider museum community to take forward a Museum Strategy for Wales;
    - Working with CyMAL and two partner museums in operating the *Cyfoeth Cymru Cyfan – Sharing Treasures* scheme, and with a range of regional partner galleries in the *Celf Cymru Cyfan – Artshare Wales* scheme;
    - Working with CyMAL, the National Library of Wales, the Royal Commission on the Ancient and Historical Monuments of Wales (RCAHMW), and other partner organisations, in progressing the development of *Casgliad y Pobl / The People's Collection*;
    - Working with Pembrokeshire Coast National Park Authority in an ongoing programme of exhibitions and events at Oriel y Parc, St David's; and
    - Actively exploring other potential partnerships with relevant organisations in order to increase access across Wales to the national collections.
  
  3. **Develop the UK national and international profile of the Museum's collections and research activities,** to include:
    - Continuing the development of Rhagor, the Museum's online collections resource, to extend the reach of the Museum's work to local, national and global audiences;
    - Touring the *Turner to Cezanne: Masterpieces from the Davies Sisters Collection* exhibition to venues in the USA, and work with the Welsh
-

Assembly Government to maximise the profile of AC-NMW, the Welsh Assembly Government and Wales in marketing the tour;

- Continuing to work with the Welsh Assembly Government and other stakeholders on the preparation and programming for Wales' presence at the Smithsonian Folklife Festival in 2009; and
- Actively promote international partnerships to develop AC-NMW's work.

#### **Operational / Statutory**

#### **4. Enable and promote access to the Museum's collections and services by all members of society, paying particular attention to the needs of disadvantaged communities and minority groups, by:**

- Continuing with the policy of free entry for all visitors to all of AC-NMW's sites;
- Developing collections that represent and are accessible to the diverse communities of Wales;
- Maximising inclusive access to all sites, events and activities to meet the needs of all groups in society;
- Building a workforce to serve and reflect the diverse audiences who make up 21st century Wales; and
- Continuing to explore how the Museum's activities can encourage engagement with visitors from Communities First / Communities Next areas.

#### **5. Manage the Museum's collections, estates and resources effectively, by:**

- Maximising the efficient use of existing resources and identifying appropriate additional funding streams to enable delivery of the first-phase Vision projects;
  - Maintaining and developing systems of performance measurement in order to measure organisational success against objectives that flow from the Museum's Vision and the Assembly Government's strategic agenda;
  - Working with AC-NMW's Development Board to maximise external funding to enable the Museum's Capital Masterplan to be fully delivered;
  - Using the Museum's resources and activities to raise awareness of environmental issues and support the Welsh Assembly Government's Sustainability Strategy;
  - Continuing to maximise efficiency gains as identified through the *Delivering the Connections* agenda through working with other bodies, and ensuring that any surpluses generated are reinvested into the wider work of the Museum;
  - Continuing to evaluate all opportunities for income generation through the Museum's enterprise company, and, where appropriate, through added value activities;
  - Working with the Pension Scheme Trustees, in responding to the actuarial valuation of the Scheme that will be produced in April 2009, to investigate ways in which the Scheme's deficit can be addressed;
  - Undertaking a fundamental review to ensure that Amgueddfa Cymru staff and management structures can efficiently and effectively deliver the Vision; and
  - Producing an electronic Vision Map, which will serve as the Museum's Corporate Plan for 2009/10 to 2011/12.
-

## Approach to Delivery

It would be useful in your Operational Plan for 2009/10 to see details of the resources you will allocate to each programme area, the relevant delivery milestones, performance indicators and outcomes expected, how you will evaluate the effectiveness of your programmes, as well as identifying relevant risks and contingency plans.

Your Plan should also identify how the Museum will:

- Contribute to other public bodies' work, noting any proposals to work in partnership with other AGSBs, including the National Library of Wales, and other partners to help deliver key outcomes that inherently go wider than any one body;
- Meet efficiency targets and associated key actions in your Value for Money Action Plan, and how the core standards for customer service set out in *Delivering the Connections* and the Customer Service Core Principles and good practice guidance issued in March 2007 in *Making the Connections – Building Better Customer Service* will be put into effect;
- Communicate, engage and work closely with the Voluntary and Private Sectors as appropriate;
- Support implementation of the Wales Spatial Plan, and the Sustainable Development Action Plan;
- Support the delivery of local authorities' Community Strategies;
- Engage with the public in a meaningful way as part of your ongoing consultation exercises;
- Mainstream sustainable development<sup>1</sup>, equality<sup>2</sup>, partnership working<sup>3</sup>, and promoting the Welsh language<sup>4</sup> into the way you do your business (including through your estate management, procurement processes and programme activities) and comply with applicable statutory duties; and
- In relation to mainstreaming, the Museum should continue to plan to meet the following two commitments on sustainable procurement agreed by the Business Procurement Task Force:
  1. All AGSBs in Wales to achieve Level 3 of the Sustainable Procurement Assessment Framework (SPA) overall and Level 5 in at least one area by March 2010.
  2. The wider public sector to apply the Sustainability Risk Assessment (SRA) template for "goods" or "services" to all procurement activity over Official Journal for the European Union (OJEU) thresholds.

## Communications

The Museum's Communications Plan should be shared with the Welsh Assembly Government, and include arrangements for measuring and reporting effectiveness in engaging stakeholders and in communicating progress.

---

<sup>1</sup> Section 79 of the Government of Wales Act 2006

<sup>2</sup> Section 77 of the Government of Wales Act 2006, and additional public sector duties created by the Race Relations (Amendment) Act 2000, Disability Discrimination Act 2005 and Sex Discrimination Act 1975 (Public Authorities) (Statutory Duties) Order 2006

<sup>3</sup> The Assembly Government has a duty under sections 73, 74 and 75 of the Government of Wales Act 2006 to promote the interests of Local Government, the Voluntary Sector and Business sector.

<sup>4</sup> As set out in section 78 of the Government of Wales Act 2006, and the Welsh Language Act 1993.

It is important that we build on the progress made in developing a more coherent and integrated approach to our communication work. I would like you to continue to work closely with my officials to report evidence of good practice so this may be better reflected in our communications. This should include the development of an agreed communication plan that outlines shared objectives, protocols and ways of working together to promote our initiatives and achievements.

The Plan should also lay out how, in your position as leaders in the sector in Wales, you can further develop mechanisms and networks to share best practice and messages amongst stakeholders and deliverers across the sector, and how you can work with the Welsh Assembly Government to explain our commitment to providing opportunities for all to access our rich and diverse heritage.

#### **Policy Appraisal**

The Welsh Assembly Government's Policy Gateway process for major new policies is designed to ensure compliance with statutory obligations, and to bring people representing different areas of government together. This enables discussions on opportunities to join up with other work and consideration of all the potential impacts of a new policy. The Policy Gateway process is now also available as an option to AGSBs. If you would like further details, please contact your sponsor division.

#### **European Funding**

The Museum should continue to actively explore the opportunities presented by the new European funding round which runs from 2007-13. It should pay particular attention to the structural funds and engage in dialogue with relevant stakeholders in Wales in order to develop initiatives that can contribute to delivering the strategic goals set out in the Welsh operational programmes and strategic frameworks.

#### **Business Continuity**

As requested in CEO letter 09/08, it would be helpful to know what business continuity strategies you currently have in place, including your programmes for testing plans, as well as the measures you employ for maintaining good practice and spreading the culture of business continuity across your organisation.

#### **Data Security**

I would like to remind you of the importance of keeping data – especially personal data – secure, as stipulated in the Permanent Secretary's letter of January 2008.

I look forward to working with Amgueddfa Cymru – National Museum Wales on this progressive agenda to celebrate and conserve our cultural heritage and also to widen access to these valued cultural resources utilising the latest technology.



**Alun Ffred Jones AC/AM**  
Y Gweinidog dros Dreftadaeth/Minister for Heritage

## ANNEX 1: BUDGETS AND FINANCIAL INFORMATION

The Museum's grant in aid for 2009/10 allocation is detailed in the tables below. Payment of grant is subject to compliance with the Museum's Management Statement and Financial Memorandum.

### RUNNING COSTS

	2009-10 (£000s)
Gross Running costs	24,672
Receipts	-1,604

Depreciation/Cost of Capital	6,667
Provisions for Pensions (AME)	11,754

### CAPITAL

	2008-09 (£000s)
Capital	925
Specimen Purchase Grant	1,075

In addition to the above capital allocation, in 2009/10 the Museum will receive £500k from the Welsh Assembly Government towards the costs of the conversion of the Upper West Wing of the National Museum Cardiff to an art display area, and £150k towards the costs of investment in energy saving measures across the Museum's estates.

### Provisions for Pensions (AME)

The additional allocation from HM Treasury in the *Running Costs - Provisions for Pensions* line above is to cover the notional costs of your pension fund. The adjustments bring the Assembly Government into line with the requirements of Financial Reporting Statement 17 on the accounting treatment of pensions. The allocations are in respect of pension liabilities stated in your accounts; however, this budget will be revised at the Supplementary Budget.

The Treasury requires that we make a provision for any potential surplus or deficit on all AGSB 'Funded Pension Schemes'. The change is in line with Financial Reporting Standard 17, which is being adopted throughout the UK for the purposes of preparing final accounts. As this provision is classed as a liability there is also a negative cost of capital charge, which is netted off the new Provisions for Pensions line. Amgueddfa Cymru - National Museum Wales is affected by this change since you run your own pension scheme.

The figures are classed as Annually Managed Expenditure (AME) so are ring fenced and open to adjustment as the deficit or surplus changes. This additional resource is shown within the Culture Spending Allocation Area (SPAs) and not as part of the Culture Fund and is resource neutral to the Assembly Government as the cost has been recognised by the Treasury who have updated the Assembly Government's AME allocation accordingly. These are non-cash allocations known in accounting terms as Provisions. These Provisions recognise that there is a liability to be met which under the concept of prudence dictates that we should allow for this possible cost. Note that the pension figures above reflect the Assembly Government's published budget for 2009/10 and may change during the year.

## **Appendix B: Research Programme**

Research underpins all the functions and the credibility of a National Museum. Many of the specialised fields covered by our staff have declined or are no longer well supported in universities (industrial archaeology, art, history, numismatics, taxonomic biology, taxonomic paleontology and ethnography for example). We thus have a pivotal role to play in the understanding of the heritage, culture and natural environment of Wales and its place in the world and supporting increasing public and popular interest in these areas.

A wide range of research activities will continue in 2009/10, supporting the themes of our acquisition and exhibition programmes as well as our other core activities. Several continue from last year, since many projects will be for two or three years. Only a selection of projects is presented here. Research activity is fostered and monitored by a Research Board, which aims to ensure that research is directed in support of our Vision and is as best resourced as it can possibly be within our constrained budgets.

Following the creation of a new Research Policy and an overall Research Strategy, and our recognition as an Independent Research Organisation (i.e. equivalent to a university) by both the Arts & Humanities Research Council and the Natural Environment Research Council, research frameworks created for all our subject areas are being identified in those areas where future research can be most usefully concentrated in support of delivering the Vision.

Amongst our research projects that will be pursued during the year are:

### **Life: understanding our planet and environments**

- Palaeogeography and faunal distribution in Peri-Gondwanan terranes of Avalonia (including southern UK), Turkey, Middle East and central Asia, including biodiversity changes across the Ordovician-Silurian boundary.
- The geochemistry and petrology of the early Palaeozoic rocks of Anglesey (in partnership with NERC Isotope Geology Centre at the British Geological Survey, The Open University, and Dresden Natural History Museum).
- Taxonomic analysis of trilobites and bryozoans for international 'Treatise on Invertebrate Paleontology' project; and brachiopods, trilobites, and molluscs to provide data to be used in assessing distributions in Peri-Gondwanan terranes.
- Late Westphalian floristics, findings from an international geoconservation project funded by UNESCO.
- A Leverhulme Trust 3-year funded project (in year 2) to prepare a Handbook to leafhopper and planthopper (Hemiptera) vectors of plant disease.

- Relationships within Spioniform polychaetes, using DNA analyses in conjunction with traditional taxonomy, in partnership with Auburn University and Wood's Hole Coastal Center, USA.
- Molecular analysis of *Marsupella emarginata*, as part of ongoing population studies and biogeography of Welsh mosses.
- Taxonomic revisions of Australian *Melobasis* (jewel beetles), including describing 80 new species and the production of a key, and contributions to a handbook on British beetles to be published by the Royal Entomological Society.
- Systematics of lichens in the *Verrucaria dolosa-murina* and *Verrucaria macrostoma-nigrescens* groups.
- Taxonomy and molecular systematics of the family Streptaxidae (carnivorous land-snails) of East Africa, as part of a PhD project.
- Tropical marine micro-gastropods from the Indian Ocean, of which the Museum holds strong historical and modern collections.

**Origins: making sense of the present by putting people in touch with their past.**

- Palaeolithic settlement of Wales: publication of excavations undertaken at Pontnewydd Cave, Denbighshire.
- Wales' first industrial centres: investigating Neolithic axe production sites at Mynydd Rhiw, Llŷn Peninsula and Cwm Mawr, Montgomeryshire.
- The Langstone hoard and tankard, Newport: using modern archaeological and analytical techniques to understand this internationally-important discovery.
- Post-excavation research on the Roman town at Caerwent, Monmouthshire: report on the forum-basilica (with Cardiff University).
- Research on early medieval/Viking Age settlements and culture in Wales: Llangorse Crannog, Powys and Llanbedrgoch, Isle of Anglesey.
- Cataloguing and publishing a hoard of medieval coins from Abergavenny, Monmouthshire, acquired through the Treasure Act.
- Building stone distribution and diversity in Wales, in support of the Welsh Stone Forum.

**Belonging: representing peoples' memories, cultural experiences and what it means to live in 21<sup>st</sup> century Wales.**

- Farming in modern and contemporary Wales, research and field recording.
- Collecting the contemporary: researching trends in 20<sup>th</sup> and 21<sup>st</sup> century life in Wales.
- Mineworks: investigating the wide variety of skills needed to win coal.
- The historical background of the Vulcan Hotel, Cardiff, its contemporary use and the campaign to save it, to inform its reconstruction and interpretation.

**Creativity: celebrating the creativity of art and artist, inventor and invention and the ideas that have inspired our world.**

- The earliest on-the-spot images of Wales (by Francis Place, 1678) identified, and recreating the sketchbook using virtual technology.
- The production of the maps of William Smith, the father of geological mapping.
- A gold cup of 1662 and its context: presented to Welshpool parish church by Thomas Davies, agent of the East India Company in West Africa and plantation owner on Barbados.
- The relationship between the carvings of Henry Moore and Barbara Hepworth and found natural forms, in order to encourage new ways of understanding work in the collections.
- Welsh tinplate: an interpretive publication.

**Futures: engaging with and debating issues that will shape tomorrow's world.**

- Assess the seabed life of the Severn Estuary prior to any future tidal power development.
- Glaciation in a greenhouse climate? – 41m years ago the Earth experienced a short-lived glaciation, associated with a high CO<sub>2</sub> concentration, to add to our understanding of how greenhouse climates respond to change.
- Year 3 of a DTI funded project to prepare a comprehensive, illustrated identification manual covering all British bi-valve species and those likely to colonise UK waters in response to climate change.

- Insect inventories for biodiversity assessment in Fiji (one of the world's 25 key locations for world biodiversity conservation). Year 3 of a 3-year Darwin Initiative-funded project to build local capacity, in conjunction with the University of Sussex, University of the South Pacific, and the Bishop Museum, Honolulu.
- Analysing the genetic structures of the entire British slug fauna in order to differentiate between native and alien species, many of which are agricultural pests and which may become more common with climate change (joint PhD studentship with Cardiff University).
- Taxonomy and geographical spread of 21 British Hawkweed species listed as of conservation concern by the Biodiversity Action Plan (jointly with the Botanical Society of the British Isles).
- Examination of preserved cuticle material in the fossils of the main plant groups from the late Carboniferous of Upper Silesia (then adjacent to south Wales) to provide an understanding of changes in atmospheric carbon dioxide at the time, relevant to our understanding of climate change.

### **Museum Practice**

- Collections policies and strategies within national and local contexts in Wales, and working towards a strategy for Welsh museums.
- The preservation of biomolecules in fluid-preserved collections.
- Pesticide residues in natural history collections.

## Appendix C Learning Programme

<b>To Reach Wider Audiences we will..</b>
<p><b>Communities First</b></p> <ul style="list-style-type: none"> <li>• Build and develop relationships with Communities First Groups through a series of outreach visits by staff from the National Roman Legion Museum</li> <li>• Develop an Art learning project for KS2 children and their families from Communities First areas in Cardiff (subject to funding )</li> <li>• Deliver science workshops with secondary schools from Communities First areas of Cardiff and Vale, Newport, Gwent and RCT, in partnership with the First Campus: Reaching Wider Hands-on Science project</li> <li>• Work with the Families Learning Together team and the Open University, to develop and deliver activities to complement the <i>Darwin: A Revolutionary Scientist</i> exhibition, to families based in a Communities First area</li> </ul>
<p><b>Families</b></p> <ul style="list-style-type: none"> <li>• Create seasonal trails and art cart activities for families at the National Wool Museum</li> <li>• Develop early years provision at the National Slate Museum, targeting areas with high percentage of parents who are non-museum users, working with Cylch Meithrin, Cylch Ti a Fi and parent and child groups</li> <li>• Develop and deliver a diverse programme of facilitated events at Oriel 1, the Celtic Village, Tŷ Gwyrdd, Gwalia Stores and the outdoor environment and devise themed seasonal trails around St Fagans</li> <li>• Deliver new art and music activities at Oriel 1 and other settings to link with the music theme for 2009 (funded by the Principality)</li> <li>• Develop programme of events as part of the Festival of Archaeology</li> <li>• Create a family learning event as part of Cardiff Learning Festival to coincide with Adult Learners Week (funded by Cardiff Learning Festival)</li> <li>• Create a series of code breaker challenge worksheets for family learning at National Waterfront Museum</li> </ul>
<p><b>Young People (including students and disadvantaged young people)</b></p> <ul style="list-style-type: none"> <li>• Work with young inmates of Parc Prison to create a display of art for the <i>Treasures That Travel</i> space at National Museum Cardiff</li> <li>• Hold a familiarisation day for youth workers in the Diane Arbus exhibition at National Museum Cardiff, to encourage visits from young people during the school summer holiday</li> <li>• Trial Saturday Art clubs for young people at Oriel 1</li> <li>• Establish a formal programme with Young Archaeology Clubs at the Celtic Village</li> <li>• Collaborate with Soundwalk and young people from two secondary schools in Cardiff, to compose a song for Oriel 1 (funded by the Principality)</li> <li>• Work with Community Music Wales and a local youth group to create a music project on the theme of quarry closure 40 years ago, at the National Slate Museum (subject to funding)</li> <li>• Initiate competition on the theme of <i>Music</i> for Young Designers at colleges in South and West Wales, and arrange an exhibition of work submitted at the National Wool Museum</li> <li>• Host the Textile Degree Fashion Show for Coleg Sir Gâr at the National Wool Museum, with spin-off workshop sessions for local secondary schools pupils</li> </ul>
<p><b>Welsh Speakers and Learners</b></p> <ul style="list-style-type: none"> <li>• Launch Welsh for Adults pack at the National Wool Museum</li> <li>• Facilitate 'Perthyn', a new resource for tutors of Adult Welsh learners, to enable them to use Oriel 1 as a language teaching resource</li> <li>• Develop Welsh language leaflet for Welsh learners visiting Big Pit: National Coal Mining Museum, in conjunction with CILT Cymru (the National Centre for Languages) and Ysgol Gyfun Glyncoed, Ebbw Vale</li> <li>• Provide a 12 month-long programme of bilingual parent and toddler activities, working with Holibods, Menter Iaith Caerdydd and Mudiad Ysgolion Meithrin (subject to funding)</li> <li>• Host the Urdd's annual Jamboree in July for 4,000 KS2 pupils, to be funded by the Legacy</li> </ul>

<p>Trust.</p> <ul style="list-style-type: none"> <li>Establish partnership with Swansea Advisory Service for Welsh, to use the Waterfront Museum to develop Foundation Phase resources and sessions</li> </ul>
<p><b>Older People</b></p> <ul style="list-style-type: none"> <li>Work with the National Wool Museum's knitting group and RSVP (The Retired and Senior Volunteer Programme) to create art work for display in the Museum</li> <li>Trial Tea and Talking points session at Tŷ Gwyrdd, St Fagans</li> <li>Promote intergenerational links between older contributors to 'Glo' publications and schools visiting Big Pit: National Coal Museum</li> <li>Deliver study day for older people with the poet Mike Jenkins at Big Pit: National Coal Museum (subject to funding)</li> </ul>
<p><b>Formal Education</b></p> <ul style="list-style-type: none"> <li>Launch schools visit guide to Blaenavon Industrial Landscape at Big Pit: National Coal Museum, created in partnership with Cadw, Torfaen County Borough Council and local teachers – funded by Heads of the Valleys money</li> <li>Work with Education Business Partnership/Careers Wales to offer new opportunities for Teachers to use our museums, including training on how to use the Museum to help deliver the new Foundation Phase requirements</li> <li>Develop provision for Welsh Baccalaureate students at National Waterfront Museum</li> <li>Develop new sessions to meet the demands of the revised curriculum.e.g. trialling new KS2 workshops on the themes of sustainability, art and design at St Fagans</li> <li>Collaborate with Foundation Phase providers to bring new groups into the Lauren Childs exhibition at National Museum Cardiff. Run a training session for providers to enable them to facilitate own visit</li> <li>Develop a learning programme and KS2 resources for the Sisley in Wales exhibition at National Museum Cardiff</li> <li>Devise new workshops and resources for all Key Stages in the newly opened East Wing Art galleries at National Museum Cardiff</li> <li>Develop digital stories on art as a KS2 resource in partnership with EBP teachers</li> <li>Create a programme of activities for secondary schools to complement the <i>Darwin: A Revolutionary Scientist</i> exhibition at the National Museum Cardiff, including a debate for National Science Week</li> <li>Build on the success of the 'Don't Stamp out the Earth' workshop and develop a new sustainability workshop for primary schools, to be promoted particularly to Communities First schools throughout Cardiff</li> <li>Collaborate with secondary schools on the Business Language Champions scheme run by CILT Cymru to develop language capacity at National Waterfront Museum Swansea.</li> <li>Develop a Sustainable Seas workshop for schools visiting the National Waterfront Museum</li> <li>Develop opportunities for schools to study science at work at the National Slate Museum</li> </ul>
<p><b>BME ( Black and Minority Ethnic) groups</b></p> <ul style="list-style-type: none"> <li>Work with artists from India to create a Durga (object of worship or homage) in Oriol 1 (funded by the Principality and Arts Council Wales)</li> <li>Deliver steel pan and carnival mask making workshops at Oriol 1 as part of Black History Month (funded by the Principality)</li> <li>Collaborate with the Sikh community to create a display and events to support the theme of music at St Fagans</li> <li>Facilitate Refugee Week community activities and events at National Waterfront Museum</li> <li>Co-ordinate City of Sanctuary Outreach events being held at National Waterfront Museum</li> </ul>
<p><b>Adults:</b></p> <ul style="list-style-type: none"> <li>Trial Tŷ Gwyrdd as a venue for evening classes with external providers e.g. Cardiff Centre for Lifelong Learning, and work with the Cardiff Transition project to run short courses for adult learners/volunteers on sustainable living (subject to funding)</li> <li>Run seasonal activities for adults out of museum hours at St Fagans, including Dawn Chorus event and bat walks</li> </ul>

<ul style="list-style-type: none"> <li>• Host a skill share seminar for artists in Wales to work alongside artists from India (funded by the Principality and the Arts Council Wales)</li> <li>• Deliver a series of monthly talks for adults on various aspects of music in Wales in Oriel 1</li> <li>• Offer a lifelong learning programme at heritage sites in north Wales, during National Adult Learners' Week (subject to NIACE Dysgu Cymru and Academi funding)</li> <li>• Produce a study booklet for adult learners to accompany a travelling exhibition, commemorating the 25<sup>th</sup> anniversary of the beginning of the Miners' Strike</li> </ul>
<p><b>People with Disabilities:</b></p> <ul style="list-style-type: none"> <li>• Run a series of days in partnership with the RNIB for blind and partial sighted adults at St Fagans</li> <li>• Develop an Outreach Service loan box on meteorites and extinctions for visually impaired users</li> <li>• Work with visually impaired adults from Blaenau Gwent to offer a series of collection-themed workshops and handling/creative activities for Glanelly Gallery - and to inform refit of Glanelly Gallery</li> <li>• Development CPD opportunities for teachers working with children with special needs</li> </ul>
<p><b><i>Improving Learning Settings and Spaces/ Developing our Museum Spaces and bringing the visitor experience to life</i></b></p>
<p>Redevelop the Glanelly gallery, the science education room and the sandwich room at National Museum Cardiff with money from the successful Clore Duffield bid. Develop Glanelly handling drawers and booklets to better reflect the questions we know people ask, following a public consultation exercise</p>
<p>Create a dedicated area for schools to eat their lunch and research opportunities to create a sandwich room at the National Slate Museum when they visit the National Wool Museum (subject to funding)</p>
<p>Establish a focus group to consult on the development of content for new learning space at Big Pit: National Coal Museum</p>
<p>Collaborate with RSPB on an interpretive display, web page and activities for schools and families to show nesting behaviour of peregrine falcons on Cardiff City Hall clock tower</p>
<p>Extend the Woodlands project at St Fagans, providing facilitated workshops, creating a bird hide &amp; installing more wildlife cameras (subject to funding)</p>
<p>Re-develop and re-define Tŷ Gwyrdd's role as a learning setting at St Fagans</p>
<p>Organise the taking down of Moel y Gaer as part of experimental archaeology at the Celtic Village</p>
<p>Change and develop settings at Oriel 1 in response to public consultation including creating two temporary exhibitions 'Urdd.com' and 'Pop', and a community curated display</p>
<p><b>Virtual Learning Spaces &amp; IT Resources:</b></p> <p>Launch a suite of learning / interpretation projects for the People's Collection, funded by CyMAL including:</p> <ul style="list-style-type: none"> <li>• 2 teachers' packs – on the Woollen Industry and a KS3/4 resource on the 1984-85 Miners' Strike, with podcasts from those involved</li> <li>• Intergenerational digital stories on the closure of the slate quarry at Llanberis</li> <li>• Audio visual village trail of Dre-fach Felindre and a series of visual podcasts from the area surrounding the National Slate Museum</li> <li>• 'Heritage and Heather' web trails developed by Big Pit: National Coal Museum in partnership with CyMAL, Royal Commission on the Ancient and Historical Monuments of Wales and Torfaen County Borough Council</li> <li>• A webquest project developed with Newport School Improvement Service, to encourage teachers to create learning resources to interpret People's Collection materials</li> </ul>
<p><b><i>Helping our Visitors Make Sense of the World</i></b></p>
<p>Experiment with diverse forms of interpretation and themes as part of developing St Fagans: National History Museum</p>
<p>Deliver 'I Predict a Riot' talk at the National Roman Legion Museum and Big Pit: National Coal Museum in Summer/Autumn 09, comparing and contrasting Roman soldiers with riot police, to</p>

demonstrate the relevance of Roman military history to the modern world
Deliver a music themed temporary exhibition at the National Roman Legion Museum in Spring/Summer 09
Develop interpretation and tours for the Roman Garden at the National Roman Legion Museum (subject to funding)
Create an exhibition at the National Slate Museum, commemorating the quarry closure. Produce an activity booklet to help visitors engage more deeply with Fron Haul, the quarrymen's houses at the National Slate Museum (subject to funding)
Develop generic interpretative information on how to use objects in the Outreach Handling Collection for the web, in consultation with stakeholders
Install the Money Hub interactive area at the National Waterfront Museum
Create a sound-based archaeology- themed web resource celebrating the museum's music theme
<b>Embed and Celebrate Learning</b>
Enter Big Pit: National Coal Museum for renewal of Sandford Award for Heritage Education. Ensure that all our museums have secured award by September 2009
Initiate a programme of opportunities to advocate the use of handling objects, including speaking at INSET days, museum visits and training sessions. Arrange skills sharing event/seminar to celebrate 60 <sup>th</sup> anniversary of Schools Service, loaning objects to schools. Instigate user consultation and evaluate the Treasures That Travel display space at National Museum Cardiff
Evaluate the temporary exhibition space at the National Roman Legion Museum
Work in partnership with west Wales county museums, to share expertise towards developing shared learning opportunities for Foundation Phase in the west
Host and contribute to a variety of GEM Cymru training days for museum and heritage professionals.
Disseminate <i>Everywhere in Chains Community Heritage Toolkit</i> to community groups to encourage community heritage initiatives
<b>Expanding our local and global reach</b>
Develop a programme of display and activity to reach Wales wide audience at the Urdd National Eisteddfod, being held in Cardiff in May 2009
Broadcast the Urdd's Message of Goodwill / Neges Ewyllys Da from Oriel 1
Identify new audiences for the Outreach Handling Collection and develop coverage of the Outreach Handling Collection on our website.
Contribute to a new publication for schools on children in mines and child labour from Big Pit: National Coal Museum
Organise a concert within the Llanberis local community to commemorate 40 years since the quarry closure
Explore the potential for developing the 2008 'American Dreams' exhibition at the National Slate Museum into a web-based learning resource
Place the series of talks for adults at Oriel 1 on 'Rhagor'
Submit regular blogs relating to the woodland path and Tŷ Gwyrdd Provide web pages with bat cam and pond cam footage (subject to funding)
Develop a downloadable online geological timeline - in partnership with the British Geological Survey
Develop a multi-lingual online Impact Simulator to demonstrate the effects of meteorite impacts of different sizes around the world – in partnership with Cardiff University
Create a Community Archaeology programme which supports the final major season of excavations at Llanmaes in the Vale of Glamorgan
Work with schools and community groups in North Wales to celebrate the 60 <sup>th</sup> anniversary of the Beddgelert meteorite fall
Deliver Energy 4 the Future workshops to schools throughout NE Wales as part of the Wrexham Science Festival
<b>Growing through Learning/ Becoming an organisation that learns and that builds on its success</b>

Consult with users/potential users on the redevelopment of the learning spaces at National Museum Cardiff
Develop Learning Strategy for St Fagans and arrange series of benchmarking visits to other museums, to inform the redevelopment project. Consult on temporary exhibition displays at Oriel 1 as part of developing St Fagans: National History Museum
Engage with the public to research and develop a multicultural event to coincide with the Urdd's Peace and Goodwill Message Day at the National Wool Museum. Work with NGOs (Non Governmental Organisations) to raise people's awareness of development programmes and of sustainability issues, by looking at textile skills worldwide
Train a team of gallery facilitators to deliver the Artes Mundi learning programme
Investigate opportunities for developing our strategy for marketing to schools, through evaluation of current activity, benchmarking and public consultation
Provide a series of weekly talks for front of house staff at St Fagans
Facilitate internal skill sharing opportunities regarding interpretation
Generate case studies and evaluation reports on designated projects
Organise advanced training on Generic Learning Outcomes for curatorial staff
Train Learning Department members in the Outside the Classroom <i>Quality Badge</i> skills being introduced
Develop training for staff in dealing with blind or partially sighted people in partnership with the RNIB
<b><i>Building our Resources/Sustainable Development Practice</i></b>
Seek funding for the National Wool Museum to work with Cinetig (animation company) on an animation project with schools
Investigate funding for developing the Outreach Handling Collection service
Apply to Ecotec for funding to organise and host training for museum colleagues from European mining regions at Big Pit
Research funding opportunities to develop Art learning spaces at National Museum Cardiff
Re-develop Ty Gwyrdd. Promote and share the facilities with voluntary groups, businesses and other organisations that encourage sustainability. Work with the Ty Gwyrdd strategy group to embed and celebrate sustainable practices at St.Fagans
Exhibit 'Climate change: what's occurring?' at the National Waterfront Museum and community centres across Wales. Deliver talks/workshops to community groups

## **Appendix D: Financial Issues**

### **Appendix 1**

#### **DRAFT REVENUE INCOME & EXPENDITURE ACCOUNT**

	<b>2008-09</b>	<b>2009-10</b>
	<b>£' 000</b>	<b>£' 000</b>
<b>INCOME</b>		
<b>Revenue Grant in Aid</b>	22,501	23,068
<b>Transfer from Trading Subsidiary</b>		
Recharges	175	162
Profit Returned to Museum	373	337
<b>Other Income</b>	888	895 (1)
<b>Transfer from Private Funds</b>	81	55
<b>Cash Carried Forward</b>		
Earmarked	389	490
General	328	*
<b>TOTAL INCOME</b>	<b>24,735</b>	<b>25,007</b>
<b>EXPENDITURE</b>		
<b>Staff Costs</b>	19,163	19,574
<b>Operating Costs</b>	5,491	5,263
<b>Development Dept (from Private Funds)</b>	45	45
<b>Other Expenditure (from Private Funds)</b>	36	10
<b>Transfer to Capital Masterplanning</b>	0	115
<b>TOTAL EXPENDITURE</b>	<b>24,735</b>	<b>25,007</b>

#### **Notes:**

1. Includes £492k contribution from CCS towards NWMS running costs

#### **Comments:**

This is the draft budget position as at 20 Mar 09. The cash carried forward will not be finalised until after 31 Mar 09. The contribution from CCS is also subject to confirmation. Assumptions have been made with regard to the pay award for 09/10 but no agreement has been finalised. The 08/09 figures are per the final agreed original budget.

**Appendix 2**

**DRAFT CAPITAL INCOME & EXPENDITURE ACCOUNT**

	<b>2008-09</b>	<b>2009-10</b>
	<b>£' 000</b>	<b>£' 000</b>
<b>INCOME</b>		
Grant in Aid:		
Capital	925	925
Specimen	31	0
Invest to Save Assembly Grant	100	150
UWW Assembly Grant	500	500
Transfer from Private Funds:		
Coin Box Donations	9	56
A&N Fund	20	0
Art Fund	0	326
Exhibitions Fund	16	44
Clara Ellen Smith Fund	0	0
Development Dept Fundraising:		
Wolfson	31	0
Derek Williams Trust	0	150
Development Dept	0	235
Eisteddfod Crown	40	0
Linea d'Ombra	92	0
Christies Event	0	67
Colwinston	0	80
Clare Duffield	0	200
Friends/Specific Donations	18	15
HLF (Big Pit Educ)	42	10
US Tour Monies (Davies Sisters)	0	100
<b>TOTAL INCOME</b>	<b>1,824</b>	<b>2,858</b>
<b>EXPENDITURE</b>		
Main Programme	1,091	722
NMC Upper West Wing	130	2,083
NMC East Wing & Centre Block	131	44
NGA Feasibility Study	70	0
NRLM Garden Project	20	13
NMC Outsize Picture Store	84	16
NMC Science Zone	0	40
NMC Learning Spaces	2	198
Residual Projects:		
CCA Project	16	16
NMC Gallery 35-37	0	0
SNHM Oriel Un	9	0
NMC Origins Gallery	51	0

Big Pit HLF Project	0	12
Big Pit Education Project	28	20
<b>TOTAL EXPENDITURE</b>	<b>1,632</b>	<b>3,164</b>
<b>C/FWD SURPLUS</b>	<b>74</b>	<b>266</b>
<b>SURPLUS</b>	<b>192</b>	<b>-306 (1)</b>

**Notes:**

1. Deficit of £40k offset by surplus funding in 2010-11

**Comments:**

This is the draft budget position as at 20 Mar 09. The cash carried forward will not be finalised until after 31 Mar 08. The capital budget is subject to constant revision. The 08/09 figures are the current capital budget as at 20 Mar 09.

**Appendix 3**

**DRAFT SPECIMEN INCOME & EXPENDITURE ACCOUNT**

	<b>2008- 09 £' 000</b>	<b>2009-10  £' 000</b>
<b>INCOME</b>		
<b>Specimen Grant in Aid</b>	1,075	1,075
<b>Cash Carried Forward</b>	598	699
<b>TOTAL INCOME</b>	<b><u>1,673</u></b>	<b><u>1,774</u></b>
<b>EXPENDITURE</b>		
<b>Fieldwork &amp; Dept Allocations</b>		
Archaeology & Numismatics	76	55
Art	80	65
BioSyB	95	80
Geology	32	40
S&CH	200	87
SNHM Development (inclu HBU Staff Costs)	130	275
SNHM Estates	30	30
Library	125	130
Conservation	8	7
NSM, NWM, NWMS & Big Pit	6	15
<b>Special Purchases</b>		
Centenary Fund Partnership	699	699
CCA Project (See also Appendix 2)	31	0
Big Pit (Waddle Fan restoration)	12	0
Cedric Morris (Final Payment)	22	0
St Davids Day Portrait	48	0
Caerwent Faunal Report	8	0
Sully Coin Hoard	0	60
Langstone, Iron Age Objects	0	20
Art, 4 Objects	0	115
Mining Collection	0	6
<b>Reserve</b>	<b>71</b>	<b>90</b>
<b>TOTAL EXPENDITURE</b>	<b><u>1,673</u></b>	<b><u>1,774</u></b>

**Comments:**

This is the draft budget position as at 20 Mar 09. The cash carried forward will not be finalised until after 31 Mar 09 albeit the figures above include known carry forward ie Centenary Fund. The 08/09

figures are per the final agreed original budget.

## **Appendix E: Public Engagement Activity 2009/10**

### **The Museum's stakeholder groups**

Activity will concentrate on engaging with those stakeholders identified within the Remit Letter, and in addition, other stakeholders and members of the public that can also help inform this Plan. A key aim of their engagement and participation is to encourage and develop their sense of ownership of the Museum.

### **Public engagement Methods**

The Museum will carry out public engagement and consultation activities at relevant points in the development, implementation and evaluation of each project. Bespoke methods will be used, appropriate for the needs of the project and stakeholder groups, including consultation documents, public meetings, public engagement panels, focus groups, workshop, questionnaires and surveys and the website.

## **Priority Area One: Experiencing living museums**

### **Public engagement activity by staff**

- St Fagans: National History Museum
- National Museum of Art
- National Museum of Natural History

### **Co-ordinating activity of the Public Consultation Co-ordinator**

- Establish public engagement and consultation project teams for art and natural history

## **Priority Area Two: Flourishing collections**

### **Public engagement activity by staff**

- Implementation of the Contemporary Collecting policy and strategies
- Redevelopment of Glanely Gallery and the Science Education Room at the National Museum Cardiff
- Upgrade facilities for visitors with disabilities at National Museum Cardiff and St Fagans
- Collection development based activities at National Roman Legion Museum
- 'Cofio'r Cau' commemorating the 40<sup>th</sup> anniversary of Dinorwig Quarry closure
- 'Four Corners of Wales' fieldwork programme
- Establish National panel for Archaeological Archives
- Review collection-based study spaces

## **Priority Area Three: Finding paths to make sense of the world**

### **Public engagement activity by staff**

- Commission Visitor Profile & Satisfaction Survey across all museums

- Create audience development plans for all museums
- Expand evaluation of museum galleries and exhibitions
- Rhagor
- Website development

#### **Priority Area Four: Learning through sharing**

##### **Public engagement activity by staff**

- Maximise inclusive access to all sites
- Develop further links with multi-cultural organisations
- Web-based case studies of good practice and projects around diversity
- Continue to work with disadvantaged and community groups via trusted intermediaries
- Continue to develop relations with people from Communities First areas
- Portable Antiquities Scheme network development
- Collaborate with schools in relation to the Urdd Peace and Goodwill Message Day
- Continue to work as a partner in the Beacons of Public Engagement' initiative

##### **Co-ordinating activity of the Public Consultation Co-ordinator**

- Co-ordinate staff's public engagement activity with stakeholders
- Review the evaluation methodology

#### **Priority Area Five: Communicating our Vision**

##### **Public engagement activity by staff**

- Continue to work with South Wales Coalfield Community Geoheritage Network
- Continue to work with CyMAL and the wider museum community regarding the Museum Strategy for Wales and The People's Collection
- Work with Local Authorities and other agencies in the development of partnership and other activities in Gwynedd, Pembrokeshire, Carmarthenshire, Newport and Llanberis
- Explore other potential partnerships with relevant organisations across Wales
- Work with the communities in Drefach Felindre to develop engagement and ownership.

##### **Co-ordinating activity of the Public Consultation Co-ordinator**

- Involve the public in creating a public-facing version of the Consultation Policy and the consultation zone on the website
- Continue to work with other museums, museum bodies and networks, to benchmark and promote activity

#### **Priority Area Six: Growing through learning**

##### **Co-ordinating activity of the Public Consultation Co-ordinator**

## **Training**

- Consider future training needs for staff, new staff and volunteers, and how to evaluate and measure their impact

## **Resources**

- Identify champions / advocates within each department / site from those that have participated in the training
- Promote and develop planning template, corporate contact database, existing networks and other intranet-based support
- Develop internal face-to-face and intranet based forums / networks for skills sharing on public engagement and consultation
- Encourage applications to University of Leicester work-placement scheme.

## **Support of the Public Consultation Co-ordinator**

- Create series of one-to-one 'surgeries'
- Work with departments and staff to ensure relevant support is provided, to identify where best practice is developing and to develop the activity log.

## **Human Resources**

- Identify which staff have consultation included in their Performance Development Review
- Together with the Public Consultation Co-ordinator
  - Develop methodology for applying quality control over activity delivered by staff, following training
  - Promote University of Leicester's MA in Education, Learning and Visitor Studies.

## **For the Museum**

- Promote the positive reputation the Museum has amongst its peers to staff
- Update Policy and Consultation Plan to ensure contemporary relevance
- Equality impact assess the Consultation Policy
- Monitor consultation data within Corporate Contact Database
- Develop opportunities for external evaluation of the implementation of the Ownership agenda.

## **Priority Area Seven: Building our resources**

### **Public engagement activity by staff**

- Smithsonian Folklife Festival in Washington DC
- Continue to work with the Museum's Development Board to maximise external funding
- Update the Procurement Strategy and action plan
- Environmental requirements in galleries and storage areas

### **Co-ordinating activity of the Public Consultation Co-ordinator**

- Seek external funding opportunities to further develop activities

## **Appendix F: External Communications Stakeholders 2008-09**

<b>Stakeholder</b>	<b>Key messages</b>	<b>Desired Response</b>	<b>Communication Tools</b>	<b>Evaluation</b>
1. Welsh Assembly Government Heritage Minister and officials, CyMAL, First Minister, Cabinet	<ul style="list-style-type: none"> <li>• World Class Museum of Learning</li> <li>• Future Developments</li> <li>• Key role in arts, culture, heritage and tourism agendas</li> <li>• Value for Money AGSB</li> <li>• Delivers WAG Agenda</li> <li>• Committed to Sustainability</li> <li>• Committed to Diversity and Welsh Language Mainstreaming</li> <li>• Core activity vital</li> <li>• Arm's Length status good for Amgueddfa Cymru &amp; WAG</li> </ul>	<ul style="list-style-type: none"> <li>• Endorsement the 'world class museum of learning' vision (especially St Fagans and Cathays developments)</li> <li>• Increased funding (grant in aid and specific projects)</li> </ul>	<ul style="list-style-type: none"> <li>• MORI Survey of AMs' Opinions</li> <li>• Vision Statement</li> <li>• (Corporate) Development Plan</li> <li>• Operational Plan</li> <li>• Consultation Scheme &amp; Consultation Policy and Ownership Action Plan (2007/08): Putting the Citizen at the Centre</li> <li>• Corporate PR calendar and Plan featuring Minister(s)</li> <li>• Partnership Programme</li> <li>• Face to face briefings</li> <li>• Advocacy/Networking</li> <li>• Annual Report</li> <li>• Presence at National Events</li> <li>• Open Board Meetings</li> <li>• Open Days</li> <li>• Information Packs</li> <li>• Publications</li> <li>• Web</li> </ul>	<ul style="list-style-type: none"> <li>• Tracking individual AMs opinions (MORI)</li> <li>• Tracking corporate PR event attendance</li> <li>• Track WAG and AMs' comments in the media</li> </ul>

Stakeholder	Key messages	Desired Response	Communication Tools	Evaluation
<p><b>2. NAW &amp; other political stakeholders</b>– All parties’ back-bench Assembly Members, Welsh Members of Parliament, Welsh Members of the European Parliament, local authorities, key Local Authorities where our Museums are located.</p>	<ul style="list-style-type: none"> <li>• World Class Museum of Learning</li> <li>• Future Developments</li> <li>• ‘National’ status</li> <li>• Wales’ premier heritage organisation</li> <li>• Tourism jewel in the crown</li> <li>• Core activity vital</li> <li>• Value for Money</li> </ul>	<ul style="list-style-type: none"> <li>• Cross-party political declarations of support in the Senedd and other arenas</li> <li>• Wales wide consensus in favour of Free Entry</li> </ul>	<ul style="list-style-type: none"> <li>• MORI Survey of AMs’ Opinions</li> <li>• Vision Statement</li> <li>• Corporate) Development Plan</li> <li>• Operational Plan</li> <li>• Consultation Scheme &amp; Consultation Policy and Ownership Action Plan (2007/08): Putting the Citizen at the Centre</li> <li>• Corporate PR Calendar and Plan (including fam. visits)</li> <li>• Partnership Programme</li> <li>• Face to face briefings</li> <li>• Advocacy/Networking</li> <li>• Annual Report</li> <li>• Open Board Meetings</li> <li>• Open Days</li> <li>• Information Packs</li> <li>• Publications</li> <li>• Web &amp; New Media</li> <li>• Presence at National Events</li> </ul>	<ul style="list-style-type: none"> <li>• Tracking event attendance</li> <li>• Tracking individual AMs’ opinions</li> <li>• Track AMs’ comments in the media</li> </ul>

Stakeholder	Key messages	Desired Response	Communication Tools	Evaluation
<b>3. Visitors &amp; Users / Virtual</b> – Host communities, Wales & UK Public (segmented according to demographic, social and cultural backgrounds), community groups and lifestyle & behaviour, groups with special interests)	<ul style="list-style-type: none"> <li>• Family friendly attractions</li> <li>• Great Collections</li> <li>• Great shops and cafes</li> <li>• World Class Museum of Learning</li> <li>• Future Developments</li> <li>• ‘National’ status</li> <li>• Wales’ s Premier heritage organisation</li> <li>• Support Us</li> <li>• Delivers WAG Agenda</li> <li>• Core activity vital</li> <li>• Committed to Sustainability</li> <li>• Committed to Diversity and Welsh Language Mainstreaming</li> </ul>	<ul style="list-style-type: none"> <li>• Increased awareness amongst user and non-user groups of Amgueddfa Cymru as a family of seven museums, all operated with a common Vision and to the same exacting standards.</li> <li>• Optimum volume of visitors</li> <li>• New and increasingly diverse audiences</li> <li>• Public pride in Amgueddfa Cymru</li> <li>• Increased public understanding and appreciation of Amgueddfa Cymru’s work</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing &amp; Media Plan (Press &amp; PR)</li> <li>• Visitor Research</li> <li>• Non-Visitor Research</li> <li>• Membership Scheme</li> <li>• Consultation Scheme &amp; Consultation Policy and Ownership Action Plan (2007/08): Putting the Citizen at the Centre</li> <li>• What’s On &amp; other print</li> <li>• Celebrity endorsement</li> <li>• Vision Statement</li> <li>• Annual Report</li> <li>• Open Board Meetings</li> <li>• Open Days</li> <li>• Information Packs &amp; Press releases</li> <li>• Publications</li> <li>• Web &amp; New Media</li> <li>• Presence at National Events</li> <li>• Awards</li> <li>• Partnership Programme</li> <li>• Communications (Bilingual) Skills Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Track visitor figures</li> <li>• Track visitor profile and market research findings</li> <li>• Track brand awareness</li> <li>• Evaluation of Marketing campaigns</li> </ul>

Stakeholder	Key messages	Desired Response	Communication Tools	Evaluation
<p><b>4. Media (print, broadcast, web) in Wales, UK and beyond</b> – as well as being a conduit for communication with all our audiences, the Media are a distinct stakeholder sector themselves</p>	<ul style="list-style-type: none"> <li>• Family friendly attractions</li> <li>• World Class Museum of Learning</li> <li>• Future Developments</li> <li>• ‘National’ status</li> <li>• Finest Impressionist collections outside Paris</li> <li>• Tourism Jewel in the Crown</li> <li>• Value for Money AGSB</li> <li>• Delivers WAG Agenda</li> <li>• Core activity vital</li> <li>• Arm’s Length status good for Amgueddfa Cymru &amp; WAG</li> <li>• Committed to Sustainability</li> <li>• Committed to Diversity and Welsh Language Mainstreaming</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in quantity and quality of coverage</li> <li>• Increase in visitors</li> <li>• National pride in Amgueddfa Cymru</li> <li>• Local pride in individual museums</li> <li>• Brand(s) established</li> <li>• Increase in favourable climate of UK opinion for Amgueddfa Cymru</li> <li>• Amgueddfa Cymru considered to be in the Premier League of national museums in the UK</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing and Media Plan (press &amp; PR)</li> <li>• Media Protocol</li> <li>• Corporate PR Calendar and Plan</li> <li>• Partnership Programme</li> <li>• Vision Statement</li> <li>• (Corporate) Development Plan</li> <li>• Celebrity endorsement</li> <li>• Face to face briefings</li> <li>• Networking</li> <li>• Annual Report</li> <li>• Open Board Meetings</li> <li>• Open Days</li> <li>• Information Packs</li> <li>• Publications</li> <li>• Web &amp; New Media</li> <li>• Presence at National Events</li> <li>• Awards</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor and evaluate Wales, UK and international media coverage</li> <li>• Track brand awareness</li> <li>• Track changes in visitor figures in response to P&amp;PR campaigns</li> </ul>

Stakeholder	Key messages	Desired Response	Communication Tools	Evaluation
<p><b>5. Wales Peers &amp; Partners –</b> Partnership Programme, other Assembly Government Public Bodies, Environmental bodies, Tourism industry (other visitor attractions), the Federation of Museums and Art Galleries of Wales, other national organisations such as Wales Council for Voluntary Action</p>	<ul style="list-style-type: none"> <li>• World Class Museum of Learning</li> <li>• ‘National’ status</li> <li>• Genuine partnership working is a priority</li> <li>• Wales’ s Premier heritage organisation</li> <li>• Tourism Jewel in the Crown</li> <li>• Value for Money AGSB</li> <li>• Future Developments</li> <li>• Sciences institution</li> <li>• Core activity vital</li> <li>• Arm’s Length status good for Amgueddfa Cymru &amp; WAG</li> <li>• Committed to Sustainability</li> <li>• Committed to Diversity and Welsh Language Mainstreaming</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Increased influence over decisions of other bodies</li> <li>• Increase in favourable climate of UK opinion for Amgueddfa Cymru, Wales and the Welsh</li> <li>• Amgueddfa Cymru considered to be in the Premier League of national museums in the UK</li> </ul>	<ul style="list-style-type: none"> <li>• Vision Statement</li> <li>• (Corporate) Development Plan</li> <li>• Consultation Scheme &amp; Consultation Policy and Ownership Action Plan (2007/08): Putting the Citizen at the Centre</li> <li>• Corporate PR Calendar and Plan</li> <li>• Partnership Programme – (eg Cyfoeth Cymru Gyfan, ArtShare Wales, NWMS, Padarn Forum, Blaenafon World Heritage Site, Oriol y Parc)</li> <li>• Active membership of National Cultural Tourism Partnership, Welsh Association of Visitor Attractions, Capital Region Tourism, S Wales Attractions Partnership</li> <li>• Corporate PR Calendar and Plan</li> <li>• Face to face briefings</li> <li>• Advocacy/Networking</li> <li>• Annual Report</li> <li>• Open Board Meetings</li> <li>• Open Days</li> <li>• Information Packs</li> <li>• Publications</li> <li>• Web</li> <li>• Presence at National Events</li> <li>• Awards</li> </ul>	<ul style="list-style-type: none"> <li>• Track policy shifts</li> <li>• Track individual opinions</li> </ul>

Stakeholder	Key messages	Desired Response	Communication Tools	Evaluation
<p><b>6. Formal and informal education/ youth sector in Wales</b> – schools, further and higher education institutions, Urdd, mentrau iaith</p>	<ul style="list-style-type: none"> <li>• World Class Museum of Learning</li> <li>• ‘National’ status</li> <li>• Genuine partnership working is a priority</li> <li>• Amgueddfa Cymru is sciences institution</li> <li>• Core activity vital</li> <li>• Future Developments</li> </ul>	<ul style="list-style-type: none"> <li>• Increased public understanding and appreciation of Amgueddfa Cymru’s work</li> <li>• Increased influence over decisions of other bodies</li> <li>• Increase in favourable climate of UK opinion for Amgueddfa Cymru, Wales and the Welsh</li> <li>• Amgueddfa Cymru considered to be in the Premier League of national museums in the UK</li> </ul>	<ul style="list-style-type: none"> <li>• Vision Statement</li> <li>• (Corporate) Development Plan</li> <li>• Consultation Scheme &amp; Consultation Policy and Ownership Action Plan (2007/08): Putting the Citizen at the Centre</li> <li>• Corporate PR Calendar and Plan</li> <li>• Partnership Programme</li> <li>• Beacons of Engagement</li> <li>• Darwin 200</li> <li>• Climate Change Consortium of Wales</li> <li>• Earth Science Forum</li> <li>• Higher and Further Education KTPs</li> <li>• Community learning initiatives</li> <li>• Networking</li> <li>• Annual Report</li> <li>• Open Board Meetings</li> <li>• Open Days (2pa)</li> <li>• Information Packs</li> <li>• Publications</li> <li>• Web &amp; New Media</li> <li>• Presence at National Events</li> <li>• Awards</li> </ul>	<ul style="list-style-type: none"> <li>• Track policy shifts</li> <li>• Track individual opinions</li> </ul>

Stakeholder	Key messages	Desired Response	Communication Tools	Evaluation
<p><b>7. UK and Overseas Peers</b> UK National Museums, National Museums Directors' Conference, Museums Association, Association of Leading Visitor Attractions, Museum Documentation Association, Museums Libraries &amp; Archives, Overseas National Museums, UNESCO</p>	<ul style="list-style-type: none"> <li>• World Class Museum of Learning</li> <li>• 'National' status</li> <li>• Future Developments</li> <li>• Genuine partnership working is a priority</li> <li>• Wales' s Premier heritage organisation</li> <li>• Tourism Jewel in the Crown</li> <li>• Value for Money AGSB</li> <li>• Amgueddfa Cymru is sciences institution</li> <li>• Core activity vital</li> <li>• Arm's Length status good for Amgueddfa Cymru &amp; WAG</li> </ul>	<ul style="list-style-type: none"> <li>• International renown</li> <li>• Increase in favourable climate of UK &amp; international opinion for Amgueddfa Cymru, Wales and the Welsh</li> <li>• Amgueddfa Cymru considered to be in the Premier League of national museums in the UK</li> </ul>	<ul style="list-style-type: none"> <li>• Publication of Research</li> <li>• Overseas, UK and Wales Partnership Programmes</li> <li>• Hosting and attending international conferences</li> <li>• Publications</li> <li>• Web &amp; New Media</li> <li>• Active membership of NMDC, MA, ALVA etc</li> <li>• International Awards</li> <li>• Vision Statement</li> <li>• (Corporate) Development Plan</li> <li>• Consultation Scheme &amp; Consultation Policy and Ownership Action Plan (2007/08): Putting the Citizen at the Centre</li> <li>• Corporate PR Calendar and Plan</li> <li>• Partnership Programme</li> <li>• Beacons of Engagement</li> <li>• Darwin 200</li> <li>• Climate Change Consortium of Wales</li> <li>• Earth Science Forum</li> <li>• Higher and Further Education KTPs</li> <li>• London targeted Press and PR programme</li> <li>• UK Media Visits</li> <li>• Vision Statement</li> <li>• (Corporate) Development Plan</li> <li>• Face to face briefings</li> <li>• Advocacy/Networking</li> <li>• Annual Report</li> <li>• Information Packs</li> </ul>	<ul style="list-style-type: none"> <li>• Number and quality of partnerships</li> <li>• Number and distribution of loans</li> <li>• Track overseas media coverage</li> <li>• Track invitations to attend peer group events</li> <li>• Track contributions to peer reviewed publications</li> </ul>

Stakeholder	Key messages	Desired Response	Communication Tools	Evaluation
<b>8.Supporters and champions –</b> Board of Trustees, Advisory Committees & Panels, Patrons, Development Board, Benefactors, Donors, Friends, Celebrity endorsers	<ul style="list-style-type: none"> <li>• Support Us</li> <li>• World Class Museum of Learning</li> <li>• Future Developments</li> <li>• ‘National’ status</li> <li>• Wales’ premier heritage organisation</li> <li>• Tourism jewel in the crown</li> <li>• Core activity vital</li> </ul>	<ul style="list-style-type: none"> <li>• Favourable Climate of Opinion</li> <li>• Increased funding</li> <li>• Increased private sector funding</li> </ul>	<ul style="list-style-type: none"> <li>• Vision Statement</li> <li>• Development Strategy</li> <li>• Patrons Scheme</li> <li>• Development Board</li> <li>• (Corporate) Development Plan</li> <li>• Consultation Scheme &amp; Consultation Policy and Ownership Action Plan (2007/08): Putting the Citizen at the Centre</li> <li>• Corporate PR Calendar and Plan</li> <li>• Partnership Programme</li> <li>• Celebrity endorsement</li> <li>• Face to face briefings</li> <li>• Advocacy/Networking</li> <li>• Annual Report</li> <li>• Open Board Meetings</li> <li>• Open Days (2pa)</li> <li>• Information Packs</li> <li>• Publications</li> <li>• Web &amp; New Media</li> <li>• Presence at National Events</li> <li>• Awards</li> </ul>	<ul style="list-style-type: none"> <li>• Track self-generated income</li> <li>• Track event attendance</li> <li>• Track individual opinions</li> </ul>

Stakeholder	Key messages	Desired Response	Communication Tools	Evaluation
<b>9. Funders –</b> Heritage Lottery Fund, European Union, Art Fund, Arts Council of Wales Research Councils – Natural Environment Research Council, Arts & Humanities Research Council, Trusts & Foundations, Commercial Sponsors	<ul style="list-style-type: none"> <li>• World Class Museum of Learning Support Us</li> <li>• Can be trusted with grants etc</li> <li>• Future Developments</li> <li>• ‘National Status’</li> <li>• Wales’ premier heritage organisation</li> <li>• Tourism jewel in the crown</li> <li>• Support Us</li> <li>• Can be trusted with grants etc</li> </ul>	<ul style="list-style-type: none"> <li>• Increased funding</li> <li>• Increased Private sector funding</li> </ul>	<ul style="list-style-type: none"> <li>• Vision Statement</li> <li>• Development Strategy</li> <li>• Patrons Scheme</li> <li>• Development Board</li> <li>• (Corporate) Development Plan</li> <li>• Consultation Scheme &amp; Consultation Policy and Ownership Action Plan (2007/08): Putting the Citizen at the Centre</li> <li>• Corporate PR Calendar and Plan</li> <li>• Partnership Programme</li> <li>• Celebrity endorsement</li> <li>• Face to face briefings</li> <li>• Advocacy/Networking</li> <li>• Annual Report</li> <li>• Open Board Meetings</li> <li>• Open Days</li> <li>• Information Packs</li> <li>• Publications</li> <li>• Web &amp; New Media</li> <li>• Presence at National Events</li> <li>• Awards</li> </ul>	<ul style="list-style-type: none"> <li>• Track self-generated income</li> <li>• Track event attendance</li> <li>• Track individual opinions</li> </ul>

Stakeholder	Key messages	Desired Response	Communication Tools	Evaluation
<b>10. Regulators</b> Charity Commission, Auditors, MLA, Department of Culture Media & Sport, Health and Safety, Commission for Equality and Human Rights, Welsh Language Board	<ul style="list-style-type: none"> <li>• World Class Museum of Learning</li> <li>• 'National' status</li> <li>• Wales' s Premier heritage organisation</li> <li>• Committed to Sustainability</li> <li>• Committed to Diversity and Welsh Language Mainstreaming</li> <li>• Value for Money AGSB</li> <li>• Delivers WAG Agenda</li> <li>• Core activity vital</li> <li>• Arm's Length status good for Amgueddfa Cymru &amp; WAG</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance and endorsement of best practice</li> <li>• Increase in favourable climate of UK opinion for Amgueddfa Cymru, Wales and the Welsh</li> <li>• Amgueddfa Cymru considered to be in the Premier League of national museums in the UK</li> </ul>	<ul style="list-style-type: none"> <li>• Vision Statement</li> <li>• (Corporate) Development Plan</li> <li>• Consultation Scheme &amp; Consultation Policy and Ownership Action Plan (2007/08): Putting the Citizen at the Centre</li> <li>• Corporate PR Calendar and Plan</li> <li>• Partnership Programme</li> <li>• Face to face briefings</li> <li>• Networking</li> <li>• Annual Report</li> <li>• Information Packs</li> <li>• Publications</li> <li>• Web &amp; New Media</li> <li>• Awards</li> </ul>	<ul style="list-style-type: none"> <li>• Track policy shifts</li> <li>• Positive Audit/Scrutiny Reports</li> </ul>

Stakeholder	Key messages	Desired Response	Communication Tools	Evaluation
11. Staff	<ul style="list-style-type: none"> <li>• World Class Museum of Learning</li> <li>• Learning through sharing</li> <li>• Growing through learning</li> <li>• Committed to Sustainability</li> <li>• Committed to Diversity and Welsh Language Mainstreaming</li> <li>• 'National' status</li> <li>• Wales' premier heritage organisation</li> <li>• Core activity vital</li> <li>• Excellence and professional staff valued and celebrated</li> <li>• Caring employer</li> </ul>	<ul style="list-style-type: none"> <li>• improved performance</li> <li>• increased loyalty and commitment</li> <li>• increased internal ownership of the brand values</li> <li>• production of materials that conform to and reflect the corporate Vision through correct and imaginative use of the new brand identities</li> <li>• Enthusiastic ambassadors and advocates</li> <li>• excellent standards of customer care</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Groups</li> <li>• Executive Summaries</li> <li>• Internal Communications Strategy</li> <li>• Human Resources Strategy</li> <li>• Intranet and New Media</li> <li>• Vision Statement</li> <li>• (Corporate) Development Plan</li> <li>• Consultation Scheme &amp; Consultation Policy and Ownership Action Plan (2007/08): Putting the Citizen at the Centre</li> <li>• Operational Plan</li> <li>• Corporate magazine</li> <li>• Staff Forum</li> <li>• Union liaison</li> <li>• Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>• New systems for performance evaluation &amp; self evaluation</li> <li>• Staff satisfaction questionnaires</li> <li>• Track PDR trends</li> </ul>