

Yr Arglwydd Elis-Thomas AC/AM
Y Gweinidog Diwylliant, Twristiaeth a Chwaraeon
Minister for Culture, Tourism and Sport



Llywodraeth Cymru
Welsh Government

Ein cyf/Our ref: MA-P/DET/0624/18

Dr Carol Bell
Acting Chair
Amgueddfa Cymru – National Museum Wales
Cathays Park
Cardiff
CF10 3NP

13 March 2018

Dear Carol

Our national cultural institutions play a key role in Welsh life, in providing access to our heritage for everyone in Wales, and as an important part of our tourism economy. You are part of an exciting, creative and inspirational cultural community.

I would like to start by congratulating you on a successful year for Amgueddfa Cymru in 2017-18. I was delighted to visit St Fagans on 9 January to see the superb new facilities. On the same day the full report by Dr Simon Thurley was also published, and I want to acknowledge the positive and enthusiastic involvement of everyone at Amgueddfa Cymru in providing the access and information required. It is heartening to see the increasing visitor figures and the investment in marketing clearly having an impact, along with the continued success of the free entry policy. Exhibitions like 'Dinosaur Babies' and 'Who Decides' have engaged, entertained and educated visitors throughout the year.

In addition, Amgueddfa Cymru has offered valuable support in specific areas of work; particularly:

- providing support and leadership to the local museum sector across Wales
- your contribution to the *Fusion: Creating opportunities through culture* programme
- your support for the *Cymru'n Cofio* Wales Remembers 1914-1918 programme
- your role in the People's Collection Wales digital heritage programme
- the development of partnership working through Historic Wales

I look forward to this work continuing in the next financial year.

I respect your charitable and Royal Charter status and the need for Amgueddfa Cymru to act independently on a day-to-day basis. However, as a Welsh Government Sponsored Body, Amgueddfa Cymru's aims should reflect Welsh Government policies.

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Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

This letter sets out a number of priorities and expectations for Amgueddfa Cymru that I would like you to consider when preparing your Operational Plan for 2018-19.

In addition to Amgueddfa Cymru's core work, as laid out in its Charter, my priority areas for Amgueddfa Cymru in the coming year are in Annex 1. Annex 2 confirms the level of Grant-in-Aid funding that the Welsh Government will provide to Amgueddfa Cymru for 2018-19, and indicative figures for 2019-20.

There are three clear drivers for all our work. *Prosperity for All* sets out the key function of culture within community development. I am keen to see our cultural organisations representing and celebrating the diversity of Wales' communities; welcoming people from all backgrounds; improving health and well-being; assisting individuals to develop skills and experiences for employment and providing opportunities for participation in cultural activities across social boundaries. This approach is also reflected in *Light springs through the dark* which encourages our cultural organisations to increase participation in, and engagement with, cultural activities by people from all backgrounds.

Underpinning everything we do are the aims and wellbeing goals identified with the *Wellbeing of Future Generations (Wales) Act*. The five ways of working should be integrated within your strategic plan and you should demonstrate how you are delivering the well-being objectives that you have set in response to the requirements of the Act on public bodies.

Maintaining statutory responsibilities and meeting professional standards is key to demonstrating Amgueddfa Cymru is effectively caring for and developing our national collections. I expect Amgueddfa Cymru to maintain Museum Accreditation and to continue working towards Archive Service Accreditation. I ask you to continue engaging with sector bodies, including the Museums Association and the Welsh Museums Federation, to develop partnership working that will benefit all museums in Wales. I also encourage you to implement and embed your new corporate standards for customer care, and Visitor Experience Strategy.

The above should be reflected within your draft Operational Plan for 2018-19, which the Welsh Government should receive from you by 21 March 2018, in order for the relevant goals, targets and performance indicators within the plan to be approved.

It is my intention that our relationship will be based on mutual trust and respect, and open and honest communication. I look forward to receiving your operational plan and to hearing more about your work during the coming year.

Yours sincerely,



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Annex 1: Key Deliverables

1.0 United and Connected

“Our aim is to build a nation where people take pride in their communities, in the Welsh identity and language, and our place in the world.” (Prosperity for All; page 19)

1.1 **Prosperity for All Objective: Build resilient communities, culture and language**

Our cultural institutions have the ability to help and empower people from all backgrounds to participate in cultural life in Wales, and to support the creation of cohesive communities.

I would like Amgueddfa Cymru to:

- Take forward your Community Engagement Plan to increase access to Amgueddfa Cymru collections, services and resources
- Continue to implement your Volunteering Scheme

1.2 **Light Springs objective Increasing participation, inclusion and engagement**

Amgueddfa Cymru can help Wales to become a creatively active nation; providing access to cultural opportunities for people from all backgrounds and reflecting the diversity of our nation.

I would like Amgueddfa Cymru to:

- Continue and develop activities in support of the *Fusion* programme
- Encourage and increase participation in cultural activities from the broadest range of diverse audiences
- Monitor user satisfaction and incorporate user feedback into future initiatives and developments

1.3 **Prosperity for All Objective: Promote and protect Wales’ place in the world**

Amgueddfa Cymru has an important role to play in showcasing Wales’ vibrant culture, heritage and language to an international audience, helping to promote our nation worldwide.

I would like Amgueddfa Cymru to:

- Maintain and develop your existing international links
- Continue to collaborate with Visit Wales to promote Wales including through your support for the ‘Year of the Sea’ in 2018
- Complete the major St Fagans Redevelopment Project and formally launch these exciting new facilities and services
- Provide high quality digital content, services and resources to reach national and international audiences

2.0 Ambitious and Learning

“Our aim is to instil in everyone a passion to learn throughout their lives...” (Prosperity for All; page 15)

2.1 **Prosperity for All Objective: Support young people to make the most of their potential and build ambition and encourage learning for life**

Cultural institutions can widen people’s horizons and lift their aspirations, offering both formal and informal learning opportunities.

I would like Amgueddfa Cymru to:

- Continue to deliver high quality learning experiences
- Attract research funding and work in partnership with higher education institutions
- Continue the creation of digital learning resources for Hwb in partnership with the National Library, Royal Commission and Cadw

3.0 Prosperous and Secure

“Our aim is a Welsh economy which delivers individual and national prosperity while spreading opportunity and tackling inequality...” (Prosperity for All, page 7)

3.1 Prosperity for All Objective: Support people and businesses to drive prosperity; tackle regional inequality and fair work

Working with other organisations, staff and recognised trade unions is required to address specialist skills requirements within the wider cultural heritage sector and to manage industrial relations.

I would like Amgueddfa Cymru to:

- Collaborate with Historic Wales Strategic Partnership and the museum, archive and library sectors in Wales on sector skills requirements and specialist skills
- Continue to work with staff and recognised trade unions to monitor and improve industrial relations
- Take forward the recommendations of the Thurley Review in partnership with the Welsh Government, recognised trade unions and other relevant bodies

3.2 Prosperity for All Objective: Drive sustainable growth and combat climate change

Amgueddfa Cymru is a named body under the Wellbeing of Future Generations (Wales) Act. Principles of sustainability and long term thinking should underpin your organisational planning.

I would like Amgueddfa Cymru to:

- Ensure that Welsh Government funded maintenance work and building improvement at Amgueddfa Cymru is managed effectively and efficiently
- Continue work to increase funding from external sources to increase non Grant-in-Aid funding

4.0 Healthy and Active

“Our aim is to improve health and wellbeing in Wales, for individuals, families and communities... good health is seen as a natural asset for everyone. (Prosperity for All; page 11)

4.1 Prosperity for All Objective: Promote good health and well-being for everyone; and build healthier communities and better environments

Our cultural heritage institutions can support wider efforts to create the right conditions for better health, well-being and greater physical activity and increase social inclusion by offering opportunities for older people and people with physical and mental health conditions to engage in cultural activities.

I would like Amgueddfa Cymru to:

- Offer activities and experiences that impact on the health and well-being of our communities, working in partnership with appropriate organisations.

Annex 2: Financial support

The Welsh Government will provide the following Grant-in-Aid funding to Amgueddfa Cymru in 2018-19 to deliver the priorities outlined in this letter. Planned figures are also provided for 2019-20 and 2020-21 (capital only). Funding levels for future years will be confirmed during the Welsh Government's usual annual Budget process.

Revenue	Budget 2018-19 £000	Plans 2019-20 £000
Revenue (gross)	23,154	TBC
Less: Museum generated income		
Gross income	5,505	TBC
Less expenditure	(4,191)	(TBC)
NET income	(1,314)	(TBC)
Total Revenue- net	21,840	21,840

Non Cash	Budget 2018-19 £000	Plans 2019-20 £000
Depreciation*	1,120	1,120

*Depreciation is a non-cash item and is not available for drawdown in the course of the year

Capital	Budget 2018-19 £000	Plans 2019-20 £000	Plans 2020-21 £'000
Specimen Purchase Grant	269	269	269
Capital Maintenance	166	817	428
Total Capital	435	1,086	697

Additional non Grant-in-Aid funding which has already been earmarked to support specific activities:

Invest to Save	Plans 2018-19 £000	Indicative 2019-20 £000
Revenue:		
Invest to Save: energy efficiency (revenue repayment)	(56)	(56)
Invest to Save: voluntary redundancies (revenue repayment)	(250)	(1,250)
Invest to Save: income generation (revenue)	29	(36.2)
Total Revenue	(277)	(1,342.2)

	Budget 2018-19 £000	Plans 2019-20 £000
People's Collection Wales programme	TBC	TBC
First World War commemoration activities	60	-
Fusion: Creating opportunities through culture	30	TBC

Terms and Conditions of Grant-in-Aid funding:

Amgueddfa Cymru's funding agreement with the Welsh Government (the Framework Document) sets out the details of the sponsorship relationship and the terms and conditions under which the Welsh Government provides Grant-in-Aid funding to Amgueddfa Cymru as a Welsh Government Sponsored Body. Grant-in-Aid funding is provided to Amgueddfa Cymru under Section 61 of the Government of Wales Act 2006.

The Framework Document also sets out various operational requirements and refers to government guidance and policies with which Amgueddfa Cymru needs to comply, in addition to its own duties as responsibilities as a Charter body, Registered Charity and public institution in Wales. As stated in the Framework Document, the Welsh Government's Museums, Archives and Libraries Division (MALD) is the sponsor division for Amgueddfa Cymru and monitors Amgueddfa Cymru's progress against key targets and milestones through quarterly meetings.

People's Collection Wales digital heritage programme:

Amgueddfa Cymru receives a funding allocation from the total People's Collection Wales budget, as one of the lead delivery partners for this programme. Exact funding allocations for future years are agreed between the lead partners on an annual basis. Lead partner allocations may vary between financial years, depending on the needs and priorities of the programme.

Payment of grant is subject to compliance with Amgueddfa Cymru's Framework Document.