

Dawn Bowden AS/MS
Dirprwy Weinidog y Celfyddydau a Chwaraeon, a'r Prif Chwip
Deputy Minister for Arts and Sport, and Chief Whip



Llywodraeth Cymru
Welsh Government

Mr Roger Lewis
President - Amgueddfa Cymru – National Museum Wales
Cathays Park
Cardiff
CF10 3NP

22 December 2021

Dear Roger,

Term of Government Remit Letter for Amgueddfa Cymru - National Museum Wales

I would like to convey my thanks to Amgueddfa Cymru - National Museum Wales for the important work it has undertaken in responding to the Covid-19 pandemic. The sponsored bodies in my portfolio have shown leadership, adaptability and resilience during challenging circumstances. We must now move to ensure the Welsh Government's investment supports the recovery of our sectors, our people and of Wales as a whole. There is an opportunity for us to seek the positive learning from Covid-19, and to maintain the momentum achieved on the enhanced access to culture via digitisation and digital events.

Our Programme for Government outlines the Government's priorities and its commitments to the people of Wales. In return for the grant in aid funding the Welsh Government provides, I ask Amgueddfa Cymru – National Museum Wales to consider how it can deliver its objectives in a way that is consistent with the values of the Welsh Government.

Our shared goals should be:

- Decarbonisation;
- Addressing all inequality and achieving an anti-racist Wales;
- Improving access and participation for all;
- Promoting health and well-being;
- Creating opportunities for young people; and
- Projecting a powerful and positive image of Wales to the world.

At Annex A, I have outlined the areas where I feel Amgueddfa Cymru – National Museum Wales can contribute to delivering the Programme for Government. The current strategic context for the work of the Welsh Government's sponsored bodies is captured at Annex B.

Partnership working is important in achieving our aims of widening access, participation and engagement. I am convinced that the sponsored bodies within my portfolio could achieve so much more by working collaboratively, and I encourage you to work together as cultural leaders to maximise your impact.

I would like to remind you of your legal duty under the [Children and Families \(Wales\) Measure 2010](#). Under Part 1, the Measure requires you to publish child poverty objectives as part of a strategy for contributing to the eradication of child poverty in Wales. I would like you to think about actions which support the well-being of children and young people living in poverty, and encourage you to consider opportunities to discharge your legal obligations under the duty within your existing organisational processes.

Amgueddfa Cymru – National Museum Wales will be a key delivery partner for a number of Programme for Government commitments, including the new Museum of North Wales, the Football Museum for Wales, and the development and establishment of the National Contemporary Art Gallery. I look forward to receiving your valuable support and expertise in taking these commitments forward.

You should continue to fulfil Amgueddfa Cymru's statutory responsibilities as set out in its Royal Charter, and to meet professional standards in a way that demonstrates the organisation is caring for our national collection effectively. It is important that you maintain Museum Accreditation, and continue to work towards achieving Archive Service Accreditation. I expect Amgueddfa Cymru to work to professional standards to maintain and preserve the digital content held within the collections via a robust digital preservation infrastructure, so that the information remains reliable, authoritative and authentic over time.

Maintaining the financial stability of Amgueddfa Cymru will continue to be a fundamental expectation.

I know that Amgueddfa Cymru has offered valuable support and leadership to the local museum sector in Wales, and I would now like to see Amgueddfa Cymru adopt a collaborative approach to working with local museums. Working with the local sector, with Welsh Government sponsored bodies, and with other key partners is important in achieving our aim of widening access, participation and engagement.

In line with the Framework Document, which underpins the relationship between Amgueddfa Cymru - National Museum Wales and the Welsh Government, you should now move to review your business plans, demonstrating how you will deliver against the areas outlined in this letter and its appendices.

Your charitable and Royal Charter status and the need for Amgueddfa Cymru to act independently on a day-to-day basis is clear, and it is my intention that our relationship will continue to be based on mutual trust and respect, and on open and honest communication.

Amgueddfa Cymru should not just reflect contemporary Wales but be at the heart of it. There is much to do, but I am convinced that my portfolio can make a positive and lasting difference to people's lives. I look forward to working with you to achieve this.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Dawn Bowden', with a stylized, cursive script.

Dawn Bowden AS/MS
Deputy Minister for Arts and Sport, and Chief Whip

cc David Anderson, Director General, Amgueddfa Cymru – National Museum Wales

ANNEX A: Key Deliverables

For each of these key deliverables my officials will work with you to determine, and agree appropriate performance indicators in advance of the financial year 2022-23. These performance indicators should be reported quarterly, as part of the regular monitoring arrangements, and throughout the duration of this term of Government.

1. Provide effective, high quality and sustainable healthcare

Our Programme for Government emphasises improving mental health provision and has a focus on prevention, supporting people to live healthy lives, tackling stigma in mental health, and introducing an all-Wales framework to roll out social prescribing as a means of tackling isolation.

I would like Amgueddfa Cymru - National Museum Wales to:

- Implement ways of supporting good mental health across the organisation, ensuring that there is no stigma attached to mental health issues
- Ensure that the workforce is appropriately trained to support those suffering from mental health issues
- Engage with the development of the proposed all-Wales framework for social prescribing, and, specifically, work to identify areas where the Museum could support social prescribing to tackle isolation and support well-being.

2. Protect, re-build and develop our services for vulnerable people

The focus of the Programme for Government in this area relates to integrated care services, supporting vulnerable citizens, including children, young people and families who face the greatest challenges. I believe our sponsored bodies should help the people of Wales to live meaningful lives, and you should consider how you can improve your support to people in vulnerable and / or disadvantaged groups.

I would like Amgueddfa Cymru - National Museum Wales to:

- Ensure the broadest range of vulnerable groups can engage with culture and are not excluded from participation. This should include identifying and delivering specific opportunities that enable people in vulnerable or disadvantaged groups and those in under-represented communities to benefit from culture;
- Be pro-active about ensuring that the organisation is supporting the Welsh Government's commitment to being an age-friendly nation;
- Consider the opportunities you currently offer to looked after children and care leavers and how these could be improved;
- Review your current support for the D / deaf community and for those living with other disabilities, including hidden disabilities, and work towards a continued enhancement of these services.

3. Build an economy based on the principles of fair work, sustainability and the industries and services of the future

Aligning with strengthening our Economic Contract, our Programme for Government seeks to ensure a renewed focus on young people via the Young Person's Guarantee. Social partnership, sustainable jobs, disabled people's employment champions, and supporting local supply chains are key components of this commitment.

I would like Amgueddfa Cymru - National Museum Wales to:

- Provide a new or improved range of options to support the young people of Wales into work – these could include apprenticeships, training, work experience and mentoring programmes and should be aligned with the Young Person's Guarantee;
- Use the new network of Disabled People's Employment Champions to help close the gap between disabled people and the rest of the working population;
- Work towards a minimum 30% target for working from home, based on a blended approach which is fair and equitable;
- Develop and strengthen your existing procurement processes to help support local supply chains;
- Seek to increase its financial sustainability, supported by appropriate income generation activity;
- Build and strengthen local, regional, national and international partnerships for the benefit of Amgueddfa Cymru, the Welsh economy and the people of Wales.

4. Build a stronger, greener economy as we make maximum progress towards decarbonisation

Our Programme for Government has an emphasis on sustainable growth, and on new digital, economic and transport infrastructures that can help re-energise our communities.

I would like Amgueddfa Cymru - National Museum Wales to:

- Support the Welsh Government's commitment to achieving a zero-carbon economy by working to become carbon neutral by 2030;
- Support the Welsh Government's target of 45% of journeys being undertaken by sustainable modes by 2040;
- Review your current digital activity following the recent acceleration of digital engagement during Covid-19. You should identify and address areas of weakness, look for examples of best practice within your own organisation and by others, and seek to build on the successes of 2020-21.

5. Embed our response to the climate and nature emergency in everything we do

The Welsh Government is focused on a green transformation as part of our ambition to address the climate emergency.

I would like Amgueddfa Cymru - National Museum Wales to:

- Focus on waste reduction across the whole of the organisation and work to achieve zero waste targets and towards abolishing the use of more commonly littered, single-use plastics;
- Procure low carbon products;
- Establish green champions in the work place;
- Ensure biodiversity impact is given due consideration as part of decision-making;
- Work with bodies such as WRAP Cymru and the Carbon Trust to inform policy decisions.

6. Continue our long-term programme of education reform, and ensure educational inequalities narrow and standards rise

The Welsh Government will work with children and young people, their families and the education workforce to ensure the best outcomes for learners, particularly those who are most vulnerable.

I would like Amgueddfa Cymru - National Museum Wales to:

- Consider how the reform of the school day and school year may impact on its education services;
- Build on your successful involvement with the Summer of Fun in 2021 by considering how you could support a school holiday enrichment programme;
- Support the new curriculum in Wales;
- Develop future focused skills and employability programmes, encouraging young people into the sector;
- Establish apprenticeship and volunteering opportunities to support and develop the next generation workforce;
- Maintain your IRO status and work to attract research funding in partnership with higher education institutions.

7. Celebrate diversity and move to eliminate inequality in all of its forms

We must work together to achieve positive change, recognising our common humanity whilst celebrating diversity and difference.

I would like Amgueddfa Cymru - National Museum Wales to:

- Consider how the governance of the Museum supports the principles of ['Reflecting Wales in Running Wales'](#) and move to urgently address any areas which require action – this must include improving diversity in the workforce and at Board level;

- Implement the goals of the Race Equality Action Plan, considering how Amgueddfa Cymru will directly contribute to delivering an anti-racist Wales;
- Implement the goals of the LGBTQ+ Action Plan;
- In partnership with the Arts Council of Wales, develop and deliver an Action Plan taking forward appropriate recommendations made in the three widening engagement reports published in August 2021. This work should be done collaboratively with communities.
- Address any remaining pay gaps based on gender, sexual orientation, ethnicity, disability, and other forms of discrimination which may exist in your organisations, and urgently address any ongoing pay disparities;
- Ensure the histories and cultures of our Black, Asian and Minority Ethnic communities are properly represented by Amgueddfa Cymru - National Museum Wales and its delivery partners;
- Continue to strengthen partnerships with voluntary organisations across the range of your responsibilities;
- Work with the new network of Disabled People's Employment Champions to help close the gap between disabled people and the rest of the working population;
- Develop equality and diversity champions encompassing all protected characteristics;
- Improve the Museum's engagement with under-represented communities.

8. Push forward towards a million Welsh speakers, and enable our tourism, sports and arts industries to thrive

The Welsh Government's arts, culture and sports sponsored bodies are key partners in widening access to our heritage, harnessing creativity, and developing the sporting ability of the people of Wales. The Programme for Government commits to ensuring that you have the support you need to maintain your proper place on the world stage, and your role in projecting Wales to the world is just as important. You are also a key partner in supporting our commitment to achieving a million Welsh speakers by 2050.

I would like Amgueddfa Cymru - National Museum Wales to:

- In partnership with the Arts Council of Wales, take forward the development and establishment of the National Contemporary Art Gallery;
- Collaborate with Wrexham Museum to support the development of the Football Museum for Wales;
- Develop the Museum of North Wales at the site of the National Slate Museum in Llanberis, with full consultation in relation to the impact of the development on local museums across north Wales;
- Develop Wales' cultural tourism offer at the Museum's sites, ensuring impactful visitor experiences in attractive public spaces;
- Ensure that the Museum is a family-friendly visitor destination;
- Ensure that the Museum delivers a comprehensive and bilingual education programme;
- Respond to the Cymraeg 2050 strategy by continuing to increase the number of Welsh speakers, the use of the Welsh language, and by creating favourable conditions in which the Welsh language can thrive;

- Work in partnership with the National Centre for Learning Welsh;
- Develop a long-term plan for the care and maintenance of the Museum's iconic buildings and collections, including a strategic plan for appropriate storage facilities for the Museum's growing collections.
- To support the development and implementation of a new culture strategy for Wales

9. Make our cities, towns and villages even better places in which to live and work

Our Programme for Government commits to supporting our partners in local government, and, in relation to my portfolio responsibilities, it highlights how the Welsh Government wants to ensure that communities can thrive as centres of social exchange, leisure, sport and culture.

I would like Amgueddfa Cymru - National Museum Wales to:

- Enhance awareness of, access to, and engagement with the national collection through a comprehensive loan scheme to galleries, museums and communities across Wales;
- Work with the Culture and Sport division's museum team and the Federation of Museums and Art Galleries of Wales to develop a strategy for working with the local museums sector, encompassing mutual sharing of good practice, skills development, access to the national collection and to Amgueddfa Cymru's expertise, and joint working on collaborative and community partnerships;
- Continue to develop the Museum's volunteer programme, including digital volunteering.

10. Lead Wales in a national civic conversation about our constitutional future, and give our country the strongest possible presence on the world stage

The Programme for Government highlights the importance of Wales' global relationships, of celebrating different cultures and embracing internationalism.

Amgueddfa Cymru - National Museum Wales has an important role to play in projecting Wales to the world.

I would like Amgueddfa Cymru - National Museum Wales to:

- Develop international cultural and research partnerships that bring benefit to Wales, encourage engagement with diverse histories, and enhance the international profile of Wales;
- Consider opportunities for learning exchange programmes;
- Ensure the best use of digital technology, digitisation and digital events as a means of enabling world-wide engagement with Welsh culture;
- Engage with the Welsh diaspora.

ANNEX B: The Strategic Context

Other Strategic Priorities, Objectives and Commitments

In addition to the deliverables in Annex A, the work of Amgueddfa Cymru – National Museum Wales could also play an important part in contributing to and delivering other Welsh Government policy priorities during this term of Government.

The Well-being of Future Generations (Wales) Act 2015 continues to be an important driver for our well-being priorities and our shared goals in Wales. The well-being objectives set out in the Programme for Government exist to support and enhance the delivery of these goals over this term of Government.

A Greener Wales

We are committed to addressing the climate and nature emergency. Welsh Government has set out its commitment to achieving net zero emissions by 2050 and has published its All Wales Net Zero plan: [Working Together to Reach Net Zero](#) (2021-2025). Our ambition is that the public sector will be carbon neutral by 2030, leading the way in delivering a Net Zero Wales. To support this work we have published the [Public Sector Net Zero Reporting Guide](#) and the Public Sector Route-map will provide a clear framework for how the sector will achieve net zero by 2030.

As well as reducing emissions we also need to build resilience to the impacts of climate change to ensure we can continue to deliver our key public services. The Climate Change Committee published its third Climate Change Risk Assessment for the UK, which highlights a range of risks and opportunities for the environment, communities and businesses resulting from a changing climate. The Welsh Public Sector must demonstrate it has understood and taken account of the risks and opportunities in delivering its services.

In March 2021, the Welsh Government published [‘Beyond Recycling – a strategy to make the circular economy in Wales a reality’](#), which outlines our goals to become zero waste by 2050 and for making resource efficiency part of Welsh culture. Moving to a circular economy is essential to the delivery of key environmental actions.

A Fairer Wales

The Programme for Government shows how we intend to maximise fairness for all and eliminate inequality at every level of society. It looks at how we will address the systemic causes of inequality in all its forms.

During this term of Government we will publish a new Race Equality Action Plan (REAP) for Wales, and an action plan for advancing LGBTQ+ equality in Wales. These action plans should be read alongside our Strategic Equality Plan, Gender Equality Plan and Framework for Action on Disability. They are designed to achieve sustained change in the short, medium and long term, and our sponsored bodies must demonstrate a clear and pro-active response to achieving the goals set out in these plans.

We have already undertaken an audit of the Welsh Government's services for the D/deaf community and the Programme for Government also commits to taking action to support disabled people. There is still much to do to enable them to engage with culture and this must be a priority.

We are committed to reaching out to and engaging with Wales' vulnerable groups, ensuring Wales is an age-friendly nation, and that poverty, social disadvantage, ill health and disability should not be a barrier to participation. The Welsh Government's sponsored bodies should keep their work with these groups under constant review and should be exemplars of good practice in widening access and tackling social exclusion.

A Healthier Wales

The Welsh Government believes that culture, the arts and sport offer a means of improving the health and wellbeing of a nation. Participation must therefore continue to be an area of focus. I would like to see the sponsored bodies in my portfolio engaging with new and diverse stakeholders, working with under-represented audiences and communities, and actively expressing the link between your work and the health and wellbeing of the people of Wales.

Other strategies and existing legislation

The Wellbeing of Future Generations (Wales) Act 2015 continues to be an important driver for our wellbeing priorities and shared goals in Wales. The wellbeing objectives set out in the Programme for Government exist to support and enhance the delivery of these goals over this new term of government.

Our **Economic Action Plan** is based on the principle of public investment with a social purpose. Central to the Plan is the Economic Contract that requires those receiving investment from the Welsh Government to demonstrate inclusive growth, fair work, promotion of health (with a special emphasis on mental health), skills and learning in the workplace, and progress in reducing carbon footprint.

Our commitment to fair work and sustainability and the industries and services of the future includes delivering the young person's guarantee and a promise of creating 125,000 all age apprenticeships. I expect you to seek opportunities to contribute to the Young Person's Guarantee and our goal of delivering 125,000 apprenticeships throughout the term of government.

Our Programme for Government commits to strengthening this Economic Contract and we will continue to monitor your progress in delivering against the pillars of this plan.

Our **Cultural Contract** aims to ensure that public funding for culture and creativity has social, cultural and economic purposes. At the heart of the Cultural Contract are four commitments including improving the diversity of organisations' boards, workforce and programmes of work alongside increasing opportunities for individual artists and creative freelancers.

The Welsh Government's [International Strategy](#) outlines three priority ambitions, our existing partnerships and our priority international relationships. Culture, Arts and Sport sponsored bodies should work closely with the Welsh Government's International Relations Team during this term of government to both lead and contribute to campaigns, programmes and projects which help Wales stand out on the world stage.

Working with the Welsh diaspora and with targeted international partners for mutual economic, cultural and social benefit should be reflected in your strategic and operational plans.

Amgueddfa Cymru – National Museum Wales is an important partner in terms of Welsh tourism. Growing the cultural tourism offer continues to be a priority and [‘Welcome to Wales – Priorities for the visitor economy 2020-2025’](#) should be reflected in your business planning, and I urge you to create and maintain strong links with the Welsh Government's tourism development team in furthering this area of work.

The Welsh language

The [Cymraeg 2050 strategy](#) continues to be an area of focus in our efforts to achieve the wellbeing goal of a thriving Welsh language, and of reaching a million Welsh speakers by 2050. I expect the Welsh language to be thoroughly embedded in all that you do, celebrating bilingualism and enabling the people of Wales to use the language as part of their everyday lives. The results of the 2021 Census will be known during this term of Government, and we will update the Cymraeg 2050 work programme for the strategy, but the three main themes will remain – increasing the number of Welsh speakers, increasing the use of the Welsh language, and creating favourable conditions in which the Welsh language can thrive.

Cultural strategy

During this term of Government we will create and publish a new cultural strategy for Wales which will define our cultural priorities for the years ahead. As key partners, I would like to see the sponsored bodies in my portfolio participating in the development of the new strategy and, once published, the strategy should underpin much of your long-term planning and operational activity.

A new Wales Infrastructure Investment Strategy will also be developed during this term of Government, linking decisions on capital investment with the delivery of key strategic outcomes. It is an expectation that capital grant recipients will provide quantitative evidence demonstrating how the investment is helping to deliver those outcomes.

Digital Strategy for Wales

The Digital Strategy seeks to achieve a real digital transformation of public services and provides an opportunity to support the ways of working described in the Well-being of Future Generations (Wales) Act. I would like you to ensure that as far as possible all your services are available online, and that people will choose to use these

services because they are well designed and easy to use. Please identify opportunities to work with partners in the cultural heritage sector on digital initiatives to promote use of your collections and resources and to promote learning, education and enjoyment.