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By email

4 October 2024

Annwyl Gadeirydd / Dear Chair

PAPAC Scrutiny of Accounts: Amgueddfa Cymru 2021-22

We thank the Committee for its report on the Amgueddfa Cymru accounts 2021-22 and would like to take the opportunity to update members on the recommendations which refer to the Museum.

Recommendation 1.

Amgueddfa Cymru should ensure that all future Financial Reports are laid in both English and Welsh before the Senedd, concurrently, in the future, regardless of whether they are laid within the specified statutory window for doing so.

Amgueddfa Cymru will ensure that Audit Wales receives both Welsh and English versions at the same time so that they are laid before the Senedd in both languages concurrently – as they are on Amgueddfa Cymru's own website. As noted in the framework document, Auditor General Wales is responsible for laying the report before the Senedd.

Recommendation 2.

Amgueddfa Cymru should provide the Committee with a copy of their updated grievance policies, highlighting how these have changed since the time of the original grievances raised by the former Director General and former Chief Operating Officer. Amgueddfa Cymru should explain the reason for any amendments and set out further information on the process of amending the policies.

Where Amgueddfa Cymru updates such policies, it does this in conjunction with its Trade Unions in accordance with its social partnership duties.

Amgueddfa Cymru has introduced an Early Resolution section to its grievance procedure to support both informal and formal intervention to avoid the need to enter the grievance process. This approach has been agreed with our Trade Unions and the new procedure published on our intranet (see Appendices 1-1C which also outline Amgueddfa Cymru's mediation process.) The policy encompasses staff, Trustees and the Chief Executive to ensure the museum can engage in a range of resolution approaches and provide early resolution to any disagreements and disputes. The draft policy was shared with the Welsh

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Government Sponsored Bodies Team and amended following their feedback. We have also had the opportunity to feed into the Welsh Government's own relevant policy development.

Recommendation 9.

Amgueddfa Cymru should set out any recommendations from the Tailored Review panel that are “no longer under consideration” and set out why this is the case.

Since the Tailored Review report was published, Amgueddfa Cymru has worked to support the implementation of the 77 recommendations. At the beginning of the process, each of the recommendations was assigned to an appropriate division and project leads were identified to consider and undertake their implementation. A Task and Finish Group has been established – comprised of Trustees, the Senior Executive Team, key staff members and Welsh Government representatives. The group oversees and tracks the progress made against each of the recommendations.

As of 1st September 2024, 22 recommendations are considered complete or require no further action. One recommendation - to remunerate trustees - is to be reconsidered by the Board in March 2025. When considered by the Board in Spring 2024, it was felt that it was not timely to initiate a process to remunerate trustees when the organisation was working through a 10.5% budget cut and a redundancy scheme was extant. The Board however wished to return to this recommendation in one year's time, given the impact remuneration might have on attracting a more diverse selection of trustee candidates (Appendix 2.) 38 recommendations are considered business as usual and will be captured through our committee structure. 17 recommendations require additional work and further consideration - for example producing a business case to outline their delivery feasibility. Progress against these 17 recommendations continues to form part of the Task and Finish Group and they are considered monthly.

Recommendation 11.

The Committee asks Amgueddfa Cymru to explain how it is managing the reduction in its staff to meet the budget shortfall, including providing information about, and a copy of, its workforce strategy or plan. Amgueddfa Cymru should also explain how the organisation anticipates its workforce will look following the cuts in staffing.

After the reduction to its budget was announced in November 2023 and noting that 80% of costs within the organisation are staff-related, the Museum sought approval from Welsh Government to deliver a voluntary severance scheme. Full approval for both a compulsory and voluntary scheme was given in mid-February. It was necessary for the Museum to

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deliver a full restructure by April 1st 2024 to produce a balanced budget and to avoid having to make deeper cuts by going into the new financial year without having identified the full savings. Welsh Government made funding available to cover the costs of any redundancies made by the end of the financial year. The Museum established a change programme entitled, 'Shaping our Future' to oversee a staff restructure, a reduction in operating costs, and a focus on increasing the profitability of income-generating activities.

Most of the staff reductions were made by April 1st, but the process is still underway in some front of house and visitor experience teams. Changes to these teams have been complicated by the need to change operating arrangements to reduce costs.

In establishing the 'Shaping our Future' change programme, the Senior Executive Team identified the following principles to guide and inform decision making. These principles were supported by the Board of Trustees:

- focus on core purpose;
- reduce in size to deliver with excellence;
- provide learning and visitor experiences through relevant collections;
- deliver long-term financial sustainability;
- create an environment that is agile in practice, policy and thinking;
- be a truly 'national' museum;
- do it big to do it once',
- limit the requirement for redundancies

The Museum has also used the Shaping our Future process to ensure that the museum has a fit-for-purpose structure with a clear set of agreed priorities that all departments will deliver against. These priorities will strengthen the visitor experience and place the emphasis on the national collection - both of which are at the heart of what we do. Changes have been made to Amgueddfa Cymru's divisional structure to deliver this, with the new structure as follows: Collections and Research; Experience, Learning and Engagement; Finance and Resources; Priority Programmes, and Relationships and Funding.

The Amgueddfa Cymru Leadership Forum has engaged with teams across the Museum to identify non-critical activities implement a 'stop, start, do different' model. This will both achieve efficiencies and enable our reduced teams to focus on the most critical areas of work for the future of Amgueddfa Cymru.

We are now in phase two of the Shaping our Future programme. This has three workstreams:

1. **Ways of Working** - which is looking to enable the Museum to create a more involving, participative culture with confident decision making and creative collaboration at its heart.

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2. **Collections** - which is exploring ways in which the Museum can capitalise on the breadth and richness of the national collection to generate more income.
3. **Review and Learn** - given the very constrained timetable within which we had to deliver the changes, a group of colleagues from within the Museum is peer-reviewing the process to identify whether any corrective action may be required and where lessons could be learnt for the future.

All three workstreams actively involve staff from across the museum and from all grades. Trade Union representatives are being engaged within the process. A copy of the workforce plan is attached in Appendix 3.

Recommendation 12.

Amgueddfa Cymru should provide information about its voluntary severance scheme. This should include the criteria for assessing applications to ensure that requisite skills and experience are being retained by the organisation, as well as the anticipated cost and savings, together with the timetable for its completion.

To deliver the budget cut in revenue Grant in Aid of 10.5%, Amgueddfa Cymru worked closely with its Trade Union partners and with staff to implement its voluntary severance scheme in time for the new financial year. The scheme was funded by Welsh Government. It delivered the necessary savings and presented an opportunity to refine roles to be more aligned with our strategic aims.

During the process, which had to take place in less than three months to recognise the full year's savings from April 2024, consideration was given to whether roles needed to be modernised, amended to enable Amgueddfa to be better equipped to face the museum's future needs, or were no longer needed. The Museum also identified those roles critical to Amgueddfa Cymru's operations that needed to be safeguarded and maintained. This was against the priority areas mentioned above and based upon assessment by Directors and Heads of Departments collectively. Roles were defined by the following criteria:

- Deleted.
- Amended (opportunity to do differently).
- Retained.

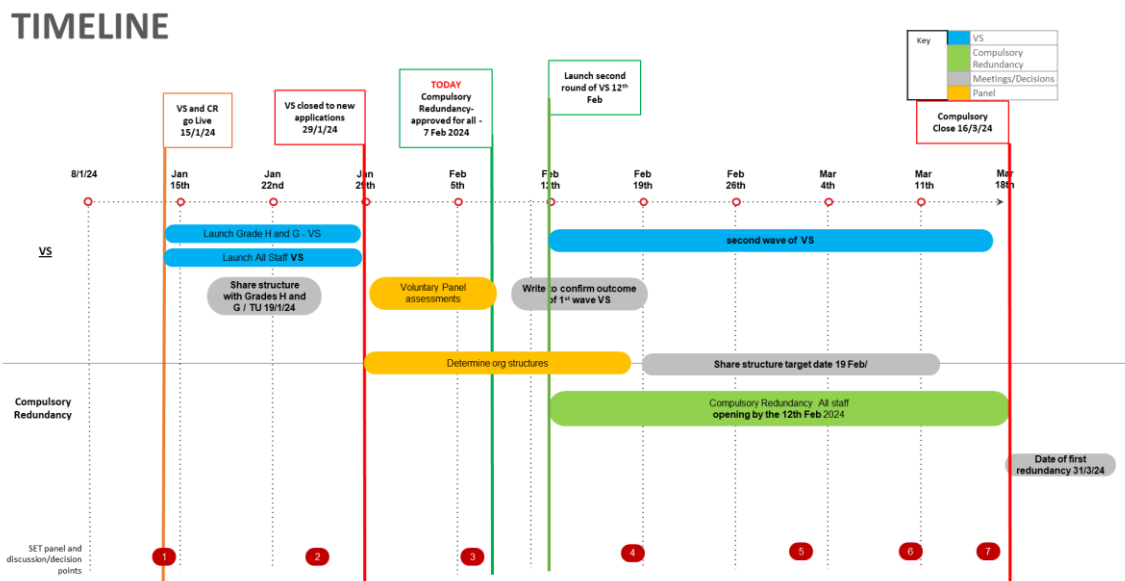
All roles were considered within the context of the agreed priority areas to understand whether there was potential to change (do differently and / or to modernise the job description to meet future needs) or to be deleted. Where a role was seen as critical to future needs, it was retained and remained in the sheet unchanged. Assessment was on roles rather than individuals. Any new roles created acted as suitable alternative roles to avoid redundancies.

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The voluntary severance scheme launched in late January 2024 for senior staff grades G and H. By doing so, certainty was given to those making decisions on future structures and potential changes to the senior leadership positions. This empowered leaders to lead on shaping the teams with directors. A wider voluntary severance scheme to all staff was opened in February, running alongside a compulsory scheme. This period of intensive consultation involved team and one-to-one discussions. Despite the very tight timescale, many hundreds of hours of consultation were undertaken during the restructure process. Applications for voluntary severance were considered against future needs, the skills and experience of the individual and/or whether the loss of an individual or role would impact on the ability to deliver core activity. (Appendix 5, guidelines for assessing voluntary severance applications and Appendix 6 – voluntary severance Q&A] Where the consultation identified better, alternative ways of achieving the cost reductions required, these suggestions were adopted. To date, there have been no compulsory redundancies.

The three-month timetable for the initial steps of Shaping our Future to deliver the savings within the 23/24 financial year was:



Following Shaping our Future, the Museum has moved from a net deficit position to a balanced budget.

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Trysorydd | Treasurer – Hywel John FCA
Prif Weithredwr | Chief Executive – Jane Richardson

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Recommendation 13.

Amgueddfa Cymru should set out the arrangements being put in place to support staff wellbeing and, in particular, if additional support, specific measures or arrangements are being provided during this challenging period.

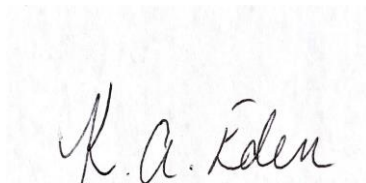
The wellbeing of its staff is vital to Amgueddfa Cymru. In addition to existing support, the museum also put additional services in place. Staff were therefore able to access:

- Existing support systems including our trained mental health first aiders;
- outplacement support to assist with coaching;
- occupational health;
- EAP counselling support for mental health wellbeing and financial management support;
- bespoke counselling through BACP;
- 1-2-1 coaching for individual staff with identified coaches;
- open staff forums with the Chief Executive/ senior leadership team with the facility to anonymised questions to enable free and open discussion about concerns;
- CV and personal statement drafting sessions both internally and with external support;
- retirement and financial planning workshops;
- react sessions and training to access external retraining and childcare;
- pensions support and workshops;
- bike scheme;
- discount with gyms; and the
- introduction of a disconnect hour to encourage work / life balance

We thank the Committee for its support of Amgueddfa Cymru.



Jane Richardson
Chief Executive



Kate Eden
Chair

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Appendices

Appendix 1 – Early resolution procedure

Appendix 1B – Agreement to formally mediate

Appendix 1C – Example of output of a mediation agreement

Appendix 2 – Tailored review summary

Appendix 3 – Workforce Plan for Shaping our Future

Appendix 4 – Example template for assessing voluntary severance

Appendix 5 – Guidelines for assessing voluntary severance applications

Appendix 6 – Voluntary severance Q&A

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Appendix 1

Amgueddfa Cymru

Early Resolution Procedure

See also the Welsh version entitled Gweithdrefn Datrys Cynnar. All employees can request that meetings are held in their preferred language of English or Welsh.

1. About this Policy

Amgueddfa Cymru is committed to creating a positive working environment and understands that good working relationships have a positive impact on staff wellbeing, engagement, and visitor experience. We recognise there may be occasions where an employee may wish to raise a concern, disagreement or where there is a conflict in connection with their employment.

The Early Resolution Process (ER) is a policy and procedure that is put in place to help resolve concerns, conflicts, and disagreements that an employee raises with us about their personal employment circumstances, informally and at an early stage. This procedure does not apply to concerns you might have about third parties, including any whistleblowing concerns. (Please see the Whistleblowing Policy and Procedure.)

This procedure is not contractual and may be amended at any time.

Amgueddfa Cymru will endeavour to pursue any early resolution in the language of the employees' choice. Simultaneous translation will be used for instances whereby two individuals cannot proceed in the same language.

Why have an ER policy

ER is a less formal, less time-consuming and potentially this offers a more cost-effective way of resolving internal disputes. It can also provide staff with the opportunity to discuss and agree when and how their dispute will be resolved.

It is also a way of resolving issues before they involve third parties such as legal advisors and potentially tribunal cases. We are keen to ensure all staff and Board members have the opportunity to resolve issues at the earliest opportunity and remain engaged with Amgueddfa Cymru.

Who does this Policy apply to?

This policy applies to all employees, including Directors, chief Executive and include the Chair and Board of Trustees.

2. Responsibilities and purpose

Focusing on early resolution is good for all involved, our employees, our organization, visitors and our culture.

We ask that all employees seek to resolve concerns informally in the first instance, wherever possible.

It is expected that all those entering into ER fully participate in the process. Amgueddfa Cymru will support employees to work together to resolve issues and conflict constructively and quickly.

All parties should clearly outline what resolution they want to achieve. Amgueddfa will not consider monetary settlements as a means of resolving disputes.

3. Resolution

We are committed to fostering mutual respect and understanding with and between all our staff. We are all responsible for our relationships, our behaviours and how we relate to others, taking time to listen, recognize and value each other. This is even more important when we experience a conflict or dispute in the workplace.

We recognize that conflict in the workplace is not uncommon, and when it is managed well it can lead to healthy, resilient, and positive relationships and harmonious workplaces.

When conflicts or disputes do happen, we will foster a culture and a workplace where all parties can engage with each other constructively and safely. We aim to support staff and managers to work together to resolve any disputes and conflicts informally, constructively, and speedily, wherever possible.

ER offers a collaborative process of dispute resolution that balances the rights of the parties with their interests and needs; it brings the core principles of dialogue and mediation to the forefront of dispute resolution and encourages collaborative and constructive resolution at every stage of a dispute or disagreement.

Any dispute should be treated in a fair and consistent way and dealt with quickly and supportively.

This policy is intended to resolve concerns, conflicts, and disagreements, including allegations of bullying and harassment, where appropriate. For bullying and harassment complaints also refer to the Dignity at Work Policy and our Code of Conduct.

4. Principles

Focusing on resolution is a positive way of resolving differences based on 5 core principles:

Dialogue – building dialogue between people to help them to resolve differences, disputes, conflicts, and complaints.

Fairness – giving all employees access to a fair and dignified approach to managing differences, disputes, conflicts, and complaints.

Mutual Respect – recognises that concerns, conflicts, and disagreements can be challenging, and we enter them with a respectful approach to work towards a lasting resolution.

Collaboration – we actively encourage the parties in a dispute, conflict, or complaint to work together to identify, agree and implement a shared solution.

Timelines – we will seek to resolve all workplace disputes, conflicts and complaints in a timely manner and will avoid any unnecessary delays.

A resolution that is secured by the parties themselves is more likely to be successful for all parties than one that is imposed which can result in one side perceiving that they have won and the other perceiving that they have lost.

5. Application of Early Resolution Policy

This policy and procedure are aimed at seeking constructive and lasting solutions to problems or issues at work. It places responsibility for the resolution of conflicts directly with the people involved. To assist resolution, we will provide such support, as required. Although we recognize that most disagreements can be resolved quickly and informally through a discussion with colleagues or line manager, sometimes we need support from others to make this happen and this is when the RE policy would apply.

We believe that a resolution that is secured by the parties themselves is more likely to be successful for all parties than one that is imposed which can result in one side perceiving that they have won and the other perceiving that they have lost.

6. How Resolution Works

6.1 A resolution meeting.

If you have a concern or problem at work, it should first be informally discussed with the colleague or line manager. If it cannot be resolved through a discussion with a colleague or line manager, you should request a resolution meeting with your line manager and a representative from HR. Where the concern relates to your line manager, or you feel unable to speak to your manager you should speak **informally** to a more senior manager, and/or a member of HR. You may wish to inform your Trade Union that you are seeking informal resolution through ER.

The manager will arrange to meet with you.

The purpose of the meeting is to provide you with an opportunity to:

- Outline your concerns and provide details.
- Discuss what your thoughts are around the resolution you're seeking.
- Discuss and explore the options available, which could include:

6.2 A facilitated conversation.

A respectful **facilitated conversation** between the two parties, involving a facilitator who can support the dialogue between the parties. After an initial

meeting with each party, the facilitator meets with both parties where they can discuss the issue and find a way forward that works for them.

This would normally be without any formal agreement and supported internally by those who have undertaken training to act as a facilitator.

If this is not effective or not thought to be potentially effective, individuals may seek to have a more formal approach to mediation with an agreement that specifies the outcome and commitment by each party.

6.3 Mediation informal and formal.

If facilitated conversations are not appropriate or unsuccessful, it may be appropriate for the matter to be dealt with by way of mediation, depending on the nature of the issue.

Mediation is a well-established, voluntary, confidential process for resolving issues between individuals, involving one or two impartial mediators who are trained to help those involved find and agree their own solutions. Mediation can be used at any time as a means of informal and formal resolution, including before or after any other process such as grievance or disciplinary.

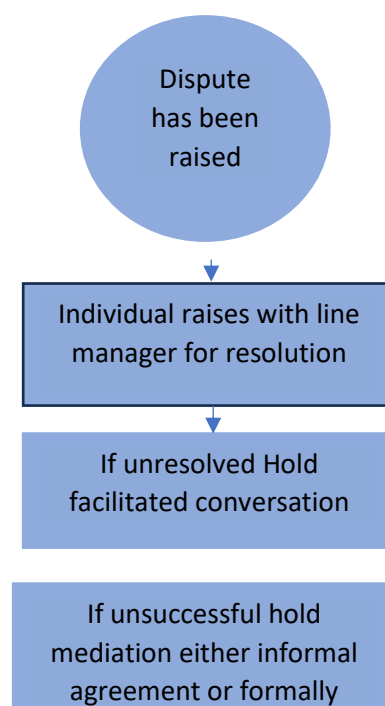
The mediation process normally takes around 1 to 2 days depending on the complexity, including a preliminary meeting with each party.

The mediation can be supported by trained internal mediators or Amgueddfa may choose an external mediator for complex issues.

Mediation can be informal where trained mediators support the discussions and agreements or can be part of a more formal arrangement with pre and post mediation agreements, where parties sign up to the terms of that agreement. (see appendix 1 mediation agreement and example of mediation output agreement).

Where facilitated conversations and / or informal/ formal mediation/ have been unsuccessful or following an assessment of the facts, are deemed inappropriate, the formal processes may be invoked.

ER Process





Appendix 1B

AGREEMENT TO FORMALLY MEDIATE

(Normally using external mediator but may use trained internal mediator)

We agree to the following in relation to the formal mediation:

The Mediator

_____ will be the Mediator. The Mediator's role is as a facilitator. The Mediator acts in an impartial and neutral manner and does not give legal advice or make any findings or recommendations.

Mediation Process

The Mediator determines the procedure for the mediation. The Mediator will meet with the participants separately and jointly in order to develop the Mediator's understanding of each participant's view, and to facilitate mutual understanding and agreement between the parties. Private information given to the Mediator during such talks will be confidential unless the participant involved allows the Mediator to share the information with any other person.

Confidentiality

Information shared during mediation is treated in confidence and not shared more widely within the organisation.

This does not apply to any information which would have been admissible or disclosable in any legal proceedings, or information needed to implement any agreement from the mediation.

We may also be required to share information with Audit Wales as part of our audit process.

The participants agree that they will not call the Mediator to give evidence in any formal investigation, grievance, disciplinary, court action or other proceedings, nor ask to see the Mediator's notes.

Agreed outcomes

Any agreed outcomes or future actions emerging from this mediation may be recorded in a document signed by the participants as a record for

themselves and, if they all agree, as information for the organisation. The Mediator will assist the parties in the preparation of such a document.

Ending the Mediation

The mediation is a voluntary process, and the Mediator or any of the Participants may terminate the mediation at any time, but not before discussing this with the mediator.

Signed By

Party A: _____ Date: _____

Party B: _____ Date: _____

Mediator: _____ Date: _____

Appendix 1C

Example of outputs of a mediation agreement:

MEDIATION AGREEMENT

This agreement is between (name of staff Members) (Date)

1. (Names of parties) explained their mediation statements and explored the concerns they had each raised.
2. (Employee 2) affirmed their commitment to continue to adjust their personal behaviour towards (Employee 1), to make greater efforts to be less confrontational and to explain more clearly (and patiently) the logic behind Departmental decisions (give more details if appropriate).
3. (employee 1) recognised (Employee 2) authority as (Managers title) and their responsibility for management decisions.
4. (Employee 1) proposed adjusting personal behaviour towards (Employee 2) to be more robust and confident in his engagements.
5. (Employee 2) undertook to give consideration to the idea of establishing a management committee structure to support them in their efforts to manage change within the unit.
6. (Employee 2) said that they would find ways of delegating more actively.
7. Both (Employees named) acknowledged that the way in which the recent changes to the Department had been agreed was effective. (Employee 1) appreciated the fact that (Employee 2) had 'given him space' to conduct the (specific work) and that he had supported the work;
- 8 (Employee 2) complimented (Employee 1) on the manner in which they had conducted the (Specific work). They agreed that this process should as far as possible be replicated in future consultations over change.
9. This agreement will remain confidential to (Named employees) and both parties commit to xxxx

This agreement is entered into willingly between all parties, if there is a breach of the agreement this may be escalated to grievance or disciplinary processes as appropriate.

Signed _____

Date _____

Amgueddfa Cymru Tailored Review – Recommendations marked completed/no further action

No.	Recommendation	Theme	Lead Organisation	Responsibility	Status	Update
1	that WG acknowledges the good work AC does for Wales and is more proactive in promoting this.	Governance	Welsh Government	Welsh Government	Considered / No further action	On-going
3	that, consistent with the recommendations of the tailored review of the National Library of Wales and the review of Chartered Bodies, AC should continue to be incorporated by Royal Charter.	Governance	Amgueddfa Cymru	Amgueddfa Cymru	Considered / No further action	Recommendation #3 is completed - Royal Charter Status remains and will continue.
4	that AC remain a registered charity, existing for the public benefit.	Governance	Amgueddfa Cymru	Amgueddfa Cymru	Considered / No further action	Recommendation #4 is completed - Registered Charity Status remains.
8	that, in the short term, priority be given to harmonising appointment processes and building a robust, diverse skills and experience matrix to guide board recruitment rather than an early reduction in trustee numbers.	Governance	Amgueddfa Cymru	Welsh Government / Amgueddfa Cymru	Considered / No further action	Recommendation #8 is completed. WG/AC appointments processes have been harmonised as seen in recruitment rounds in 2023/24. A skills and experience matrix has been developed and is updated annually to guide board recruitment.

10	that the current balance of trustee appointments between WG and AC should continue to be the case.	Governance	Amgueddfa Cymru	WG / AC	Considered / No further action	Recommendation #10 is completed – the current balance of trustee appointments will remain.
12	that remuneration of trustees be supported, subject to Charity Commission approval, as part of a range of measures to encourage a diverse range of applications for trustee vacancies.	Governance	Amgueddfa Cymru	WG / AC	Considered, recommended not to proceed – revisit in March 2025	ARC and Board considered recommendation #12 in March 2024, remuneration was not felt to be appropriate during a time of budget cuts but would be reconsidered in March 2025.
14	that the President title is replaced by that of non-executive chair, as permitted in the Statutes, and the Vice-President title by that of vice-chair.	Governance	Amgueddfa Cymru	WG	Completed	Recommendation #14 is complete.
17	that, for future appointments, the paid head of AC should be entitled Chief Executive and appointed on a fixed term, renewable basis.	Governance	Amgueddfa Cymru	Board	Completed	Recommendation #17 is complete. CE position is fixed term, renewable appointment.

20	<p>that the board review its committee structure taking account of our advice. In particular, we advocate the creation of a finance committee to replace PPRC, a people committee, an infrastructure committee and an education and outreach committee, the appointment of an independent chair of ARAC and the replacement of ARC by separate nominations and remuneration committees, with the nominations committee, but not the remuneration committee, chaired by the chair of trustees.</p>	Governance	Amgueddfa Cymru	Board	Joint PID [#20 #21 and #23]	<p>Board approved a new committee structure based on Rec 20 in March 2024.</p> <p>ToRs for the new committees to be presented to Board Dec 2024 and new structure introduced from Jan 2025.</p> <p>The Treasurer will be replaced by another trustee as chair of ARAC from Jan 2025. That the Tailored Review recommendation to appoint one of the external independent Audit, Risk and Assurance Committee members as chair is not accepted as the chair of Audit, Risk and Assurance Committee should be a full member of the board and should be present for all board meetings and proceedings. This is not possible if an external member of Audit, Risk and Assurance Committee assumes the chair.</p>
22	<p>that a board secretary should be appointed with a contractual accountability to the chair and, via the chair, to the board for corporate governance.</p>	Governance	Amgueddfa Cymru	AC	Completed	<p>Governance now incorporated under new Head of HR and Governance role. Accountability line to Chair for corporate governance.</p>
24	<p>that, in the interregnum between new chair and CE appointments, the board and SET hold a workshop to learn lessons from recent events and rebuild their relationships.</p>	Governance	Amgueddfa Cymru	ALL	Completed	<p>Recommendation #24 is completed – workshop was held.</p>

40	that there should be more clarity about the plans for and governance of the National Contemporary Art Gallery and the role of AC in those plans.	Partnerships and Relationships	Welsh Government & Amgueddfa Cymru	WG	Completed	Recommendation #40 is considered complete – governance structure for NCAGW presented to Board. Work is now BAU.
41	that the intention of WG to produce its culture strategy by the end of 2023 be welcomed.	Partnerships and Relationships	Welsh Government	WG	Completed	Recommendation #41 is considered complete.
45	that AC take advantage of Public Health Wales' willingness to work with it and of the forthcoming Framework for Social Prescribing in order to extend and improve its contribution to universal access.	Partnerships and Relationships	Amgueddfa Cymru	AC	Completed.	Amgueddfa Cymru has joined Public Health Wales' Hapus initiative as a strategic partner. The partnership will enable closer working relationship and collaboration on the social prescribing framework. Work is now BAU.
47	that AC reconsiders membership of the National Museum Directors' Council in the next financial year, in the light of our advice that membership is beneficial, with trustee involvement in the decision	Partnerships and Relationships	Amgueddfa Cymru	AC	Completed	Recommendation #47 is complete as membership has been renewed.

52	<p>that AC's range of policies relating to collections are in need of a significant revision to take account of its strategic objectives, and contemporary, pressing issues, including sustainability and climate change. Work underway to deliver a new Collections Development Strategy is welcome, and once approved, the strategy should be placed on the website to enhance accountability to the public for the national collection.</p>	<p>Contribution to Economy and Society (including Welsh Language and Culture)</p>	<p>Amgueddfa Cymru</p>	<p>AC</p>	<p>Completed</p>	<p>Collections Development Strategy approved by Board and publication on Website is imminent.</p>
54	<p>that the Rationalisation Policy be revisited in the light of our findings, located within the collections policy and be reviewed and updated at least every five years. The policy should consider deaccessioning in the widest terms, and through a lens of maximum public benefit and sustainability, including as this relates to collections accrued from outside Wales. The trustees of AC have a responsibility to ensure such policy is up to date and fit for purpose</p>	<p>Contribution to Economy and Society (including Welsh Language and Culture)</p>	<p>Amgueddfa Cymru</p>	<p>AC</p>	<p>Completed</p>	<p>Rationalisation Policy is reflected within the Collections Development Strategy, approved by Board. Current Policy is up to date and set for review October 2025.</p>

55	<p>that wider engagement, through loans and partnerships with local authorities and agencies with a cultural heritage remit, should be developed in the context of AC's strategic objectives, with a view to accepting that not all partnerships can have the level of depth and collaboration as some of its current, very successful partnerships. Programming outside AC locations should be developed over time and in line with resources.</p>	<p>Contribution to Economy and Society (including Welsh Language and Culture)</p>	<p>Amgueddfa Cymru</p>	<p>AC</p>	<p>Completed</p>	<p>Work being delivered via the National Contemporary Art Gallery project with loans and broader programming work taking place within partner galleries. A series of 11 artist commissions have been made with partners. Loans continue to be delivered with other museums across Wales, but these are dependent on resources. Considered completed and now BAU.</p>
57	<p>that learning and research continue to be core functions of AC activity and that accompanying strategies and policies be regularly updated within the context of the strategic plan.</p>	<p>Contribution to Economy and Society (including Welsh Language and Culture)</p>	<p>Amgueddfa Cymru</p>	<p>AC</p>	<p>Completed Joint PID [#33 #35 #36 #43 #45 #49 and #57]</p>	<p>Some changes have been made to the learning team through Shaping our Future with a reduction in the adult learning offer. The majority of the work will continue. Learning plans and strategies will be reviewed annually as part of the operational planning process and form part of the development of the organizational business plan. A number of significant research funding applications are being developed with partner universities and two will be submitted to AHRC. Considered complete and BAU.</p>

58	that the creation of new strategies enable the development of new metrics to measure progress and continue to improve reporting to stakeholders and the public.	Contribution to Economy and Society (including Welsh Language and Culture)	Amgueddfa Cymru	AC	Considered and Ongoing	Recommendation accepted. Impact Framework under development
60	that the new CE and/or chair can speak Welsh or there is an expectation to learn. As part of the recruitment process all candidates need to be tested on their attitude to the Welsh Language and their understanding of its importance to the culture and society in Wales.	Contribution to Economy and Society (including Welsh Language and Culture)	Amgueddfa Cymru	AC	Completed	Recommendation #60 is considered and completed.
75	that WG should consider providing funding to implement the changes (<i>as referred to in Rec 74, that the Library, Cadw, RCAHMMW and AC consider shared back office services</i>) on an invest to save basis.	Implementation	Welsh Government	WG	Considered and closed	Recommendation considered and closed. Invest to Save may not be appropriate for this use because the repayment model may not be preferable to grant funding.

Cyflwyniad Staff Cyllideb 2024/25 a Llywio ein Dyfodol

Staff Presentation Budget 2024/25 and Shaping our Future

Jane Richardson
21 Rhagfyr / December 2023

- Yr Her
- Sut awn ni i'r afael â'r sefyllfa:
 - Cynyddu incwm
 - Lleihau costau
 - Dull
 - Strwythur
 - Egwyddorion
 - Ymddygiad
 - Amserlen
- The Challenge
- How we will address it:
 - Growing Income
 - Cutting Costs
 - Approach
 - Structure
 - Principles
 - Behaviours
 - Timetable

Yr Her / The Challenge

- Toriad o 10% yn ein cyllideb = £3 miliwn
- Pwysau cylchol yn ystod y flwyddyn o £1.5 miliwn (codiad cyflog, chwyddiant a masnachol)
- Mae angen ychwanegu rhai rolau yn ôl i'r strwythur
- Angen gwneud £4.5 miliwn o arbedion cylchol
- Risg o fwy o doriadau flwyddyn nesaf
- Budget cut of 10% = £3m
- Recurring in-year pressure of £1.5m (pay rise, inflation and commercial)
- Some roles need to be added back into the structure
- Total recurring saving needed of £4.5m
- Risk of further cut next year

Cynyddu incwm / Growing Income

- Gwneud y mwyaf o ffrydiau incwm presennol (siopau, digwyddiadau)
- Trwsio pethau sydd ddim yn gweithio ar hyn o bryd (proffidioldeb arlwyyo)
- Cyflymu projectau incwm
- Edrych ar gyfleoedd newydd
- Cyflwyno gweithgareddau gwerth ychwanegol i brofiad yr ymwelydd
- Profi modelau codi tâl priodol
- Ymgyrchoedd codi arian mwy uchelgeisiol a hyderus
- *“Mae codi arian yn rhan o'ch swydd os ydych chi'n gweithio i AC”*
- Maximising current income streams (retail, events)
- Fixing things that don't work now (catering profitability)
- Accelerating income projects
- Exploring new opportunities
- Introducing added value activities to the Visitor Experience
- Testing appropriate charging models
- More ambitious, confident fundraising
- *“Fundraising is part of your job if you work for AC”*

Lleihau costau / Cutting Costs

- Rheoli arian i wneud arbedion (pensiynau, buddsoddiadau ac ati)
- Newid polisiau i leihau costau
- Dadansoddi costau sylfaenol safleoedd (rhent, cyfraddau, ynni ac ati)
- Trosglwyddo costau refeniw i gyfalaf
- Dadansoddi rhaglenni a gweithgareddau yn erbyn strategaeth 2030 a'n diben craidd
- Edrych ar le allwn ni gau swyddi gwag yn barhaol
- Edrych ar wahanol ffyrdd o ddarparu gwasanaethau, gan gynnwys partneriaethau
- Ystyried sut all technoleg ddigidol ein helpu ni
- Edrych ar strwythurau staff yn erbyn ein blaenoriaethau
- Managing money to make savings (pensions, investments etc)
- Changing policies to reduce costs
- Analysing basic costs of sites (rent, rates, energy etc)
- Transferring revenue costs to capital
- Analysing programmes and activities against strategy 2030 and core purpose
- Looking at where we can close vacancies permanently
- Looking at different ways of delivering services, including partnerships
- Considering how digital technology can help us
- Looking at staff structures against our priorities

Bydd angen i ni leihau costau tu hwnt i darged ein cyllideb er mwyn creu lle i ddod â rolau hanfodol yn ôl i'r strwythur.

We will need to cut costs beyond our budget target in order to create the space to bring some critical roles back into the structure

Sut wnawn ni hynny / How we will do it

- Gyda chyflymder
 - Ei weld fel cyfle
 - Bydd projectau sydd ddim yn cynhyrchu incwm nac yn cyflawni'r strategaeth yn dod i ben
 - Ceisio buddsoddiad ar gyfer gweithgareddau newydd sy'n cynhyrchu incwm
 - Dim ond defnyddio cyllid wrth gefn os nad oes dewis arall
 - Ceisio cymeradwyaeth i gynyddu hyblygrwydd ynghylch cynhyrchu incwm ac adeiladu cyllid wrth gefn
 - Lleihau cwmpas ein llythyr cylch gwaith
 - Creu rhaglen i gyflawni'r newidiadau: Llywio ein Dyfodol
- With pace
 - See it as an opportunity
 - Projects that don't generate income or deliver the strategy will be stopped
 - Seek investment for new income-generating activities
 - Only use reserves as a last resort
 - Seek approval to increase flexibility around generating income and building up reserves
 - Reduce the scope of our remit letter
 - Create a programme to deliver the changes: Shaping our Future

Sut rydyn ni am Lywio ein Dyfodol Approach to Shaping Our Future

Incwm:

codi tâl, dulliau
masnachol a chodi arian

Income:

charging, commercial
and fundraising

AD a'r gweithlu:

polisiâu, trefniadau
cytundebol a
strwythurau

HR & Workforce:

policies, contractual
arrangements
& structures

Rhaglenni a gweithrediadau:

safleoedd/ystadau, oriau
agor, gweithgareddau i
ymwelwyr ac
effeithlonrwydd

Programmes & Operations:

sites/estate, opening
arrangements, visitor-facing
activities and efficiencies

Casgliadau:

caffael, benthyg,
ymchwil, storio a
chyfleoedd rhwng
casgliadau

Collections:

acquisitions, lending,
research, storage &
cross-collection
opportunities

Ein pwrpas:

caffael, benthyg, ymchwil, storio a chyfleoedd rhwng casgliadau

Purpose:

culture, values, brand & priorities

Egwyddorion / Principles

- Canolbwyntio ar ein diben
- Lleihau mewn maint i gyflawni gwaith rhagorol
- Rhoi profiadau addysgol a phrofiadau i ymwelwyr drwy gasgliadau perthnasol
- Sicrhau cynaliadwyedd ariannol tymor hir
- Creu amgylchedd sy'n ystwyth o ran arferion, polisi a meddylfryd
- Bod yn amgueddfa 'genedlaethol' yng ngwir ystyr y gair
- 'Ei wneud unwaith ond ei wneud yn fawr'
- Lleihau'r angen am ddiswyddiadau
- Focus on purpose
- Reduce in size to deliver with excellence
- Provide learning and visitor experiences through relevant collections
- Deliver long term financial sustainability
- Create an environment that is agile in practice, policy and thinking
- Be a truly 'national' museum
- 'Do it once but do it big'
- Reduce the requirement for redundancies

Ymddygiad / Behaviours

Cydweithio
Collaboration

Hyderus, dewr a
chreadigol
Bold, brave and
creative

Bod yn hael gyda'n
hasedau

Be generous with
our assets

Meddwl am y
tymor hir a
chanolbwynti
o ar y dyfodol

Think long-
term and
focus on the
future

Cadw ymwelwyr
ar flaen ein
meddwl

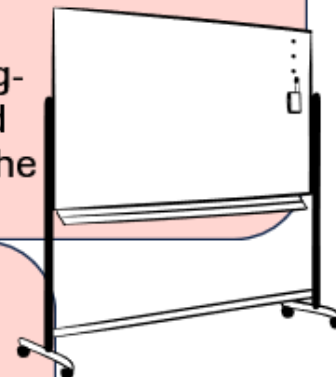
Keep visitors at
the forefront of
our thinking

Defnyddio data i
wthio
penderfyniadau

Use data to
drive decisions

Tryloywder a
hygrededd

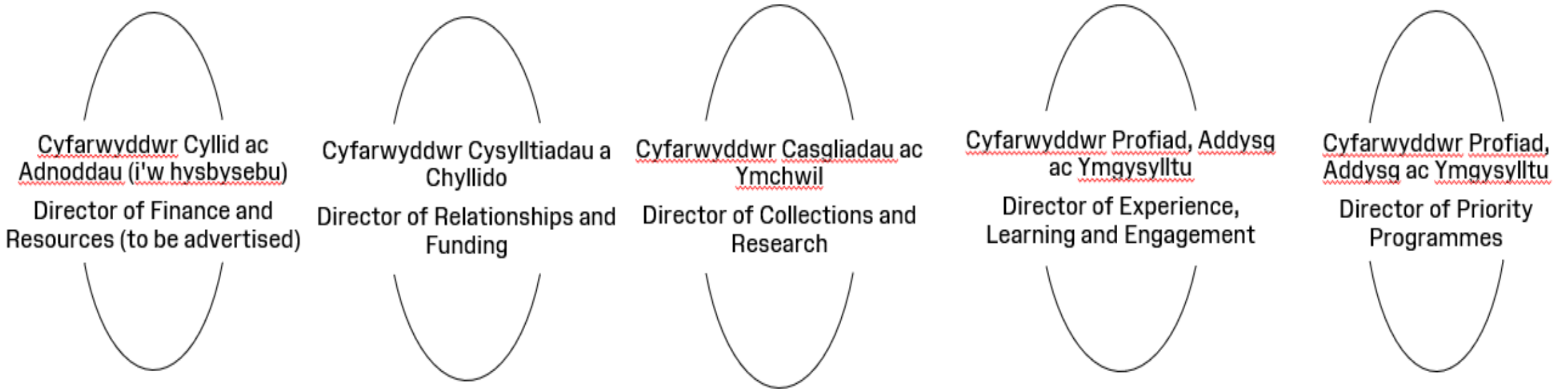
Transparency &
Integrity



Amserlen / Timetable

- Ailstrwythuro'r Uwch Dîm (wedi'i wneud)
- Sefydlu rhaglen 'Llywio ein Dyfodol' (wedi'i wneud)
- **Ionawr**
 - dadansoddiad o gyfleoedd i leihau costau a chynhyrchu incwm
 - cyfle agored ar gyfer ymddeoliad cynnar, diswyddo gwirfoddol
- **Chwefror**
 - adborth i staff ar ymarfer blaenoriaethu ac adolygu strwythurau staff
- Angen gweithredu'r rhan fwyaf o'r newidiadau erbyn 1 Ebrill
- Mae'n bosibl y bydd rhai mentrau tymor hirach yn cael eu datblygu drwy 2024 yn barod ar gyfer Ebrill 2025
- Senior Team Restructure (done)
- Establish 'Shaping our Future' Programme (done)
- **January**
 - analysis of cost reduction and income generation opportunities
 - open opportunity for early retirement, voluntary redundancy
- **February**
 - feedback to staff on prioritisation exercise and review of staff structures
- Majority of changes need to be implemented for April 1st
- Some longer-term initiatives may be developed through 2024 in time for April 2025

Strwythur Newydd / New Structure



Cofiwch pam ein bod ni yma Remember why we're here

- Ysbrydoli pawb i ddysgu a mwynhau drwy gasgliad cenedlaethol Cymru.
 - Mae'r casgliad cenedlaethol yn perthyn i bawb yng Nghymru. Mae'n adnodd i bobl ei archwilio, ei brofi a'i fwynhau yn eu cymunedau, yn ein teulu o amgueddfeydd a'n ddigidol. Mae'n cynrychioli ac yn dathlu celf, hanes, gwyddoniaeth a diwylliannau amrywiol Cymru.
- Inspire learning and enjoyment for everyone through the national collection of Wales.
 - The national collection belongs to everyone in Wales. It is a resource for people to explore, enjoy and experience in their own communities, in our family of museums and digitally. It represents and celebrates art, history, science and the diverse cultures of Wales.



AMGUEDDFA CYMRU

Voluntary Severance Scheme



amgueddfa.cymru
museum.wales

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Voluntary Severance scheme

Due to budgetary pressures, Amgueddfa Cymru is currently contemplating redundancies. As a result, we are asking employees to consider whether they would like to volunteer to be considered for voluntary severance.

Employees who volunteer and are accepted for redundancy will be paid notice or required to work, and for those with over two years' service, they will receive one month's pay for every year of service, up to a maximum of 12 months.

As additional compensation, those volunteering will receive a further two months' pay as loss of office compensation.

Those above normal pensionable age (company pension age as specified in pension rules) will be paid notice or required to work their notice period. Additionally, those with over 2 years' service will receive one months' pay for every year of service up to a maximum of six months and months an additional 2 months compensation.

Those with less than two years' service will receive five weeks' notice, and one month for each year served and an additional one month's pay as loss of office compensation.

The process

The application window is open for 30 calendar days from 12 February 2024. A panel will review applications and consider if appropriate to accept the application or reject this on the grounds of:

- Key skills
- Knowledge
- Ability to reduce this area of work
- Opportunity to change, modernize or reduce the role

If, following voluntary severance, compulsory redundancies are necessary, we shall commence the consultation process with affected staff. However, as a first step, Amgueddfa Cymru would like to invite employees to consider if they wish to apply for voluntary severance.

The terms available to those with two years' service or more, who apply and are accepted for voluntary Severance are:

- 3-months' notice and for those with over two years' service, they will receive one month's pay for every year of service, up to a maximum of 12 months. This includes the statutory redundancy payment and an element of ex-gratia. They will receive an additional payment equivalent to 2 months pay as compensation.
- The first £30K of any redundancy payment is exempt from tax and NI. Notice and holiday payments are subject to normal tax and NI deductions.
- If you wish to be considered, you should apply using the [voluntary redundancy form](#) below and return it to HR@museumwales.ac.uk

- Those with less than two years' service will receive five weeks' notice, and one month for each year served and an additional one month's pay as loss of office compensation.
- Those above normal pensionable age (company pension age as specified in pension rules) will be paid notice or required to work their notice period. Additionally, those above normal pensionable age with over 2 years' service will receive one months' pay for every year of service up to a maximum of six months and months an additional 2 months compensation.

You should be aware that Amgueddfa Cymru reserves the right to decide whether to accept an employee's application for Voluntary Severance.

Any applications for voluntary severance are considered on an individual basis to determine if the application is supported, deferred or rejected.

After that process is concluded we will consider whether or not it is necessary to proceed with compulsory redundancies.

If you have any queries or need help or support, please do not hesitate to speak to your line manager or a member of the HR team.

We also have our employee assistance programme, which is provided by Vivup, who can provide counselling and advice. Their contact details are:

- <https://nmwales.yourcarewellbeing.net>
- 0800 023 9387

Application Form VS1

Application to be considered for voluntary severance

I [Employee Name] _____, holding the position of

[Job Title], _____, at Grade _____

Employee Number _____ wish to be considered for voluntary severance.

I understand that Amgueddfa Cymru - Museum Wales is not obliged to accept my application for voluntary severance.

No duress or coercion has been placed on me in making this application.

Other information to consider

Signed _____ Dated _____

Q & A

Scope & Eligibility

How will I know if I am eligible to apply for voluntary severance?

You will be advised through the consultation process. However, each request is considered on an individual basis.

I am employed on a fixed term contract. Can I apply for voluntary severance?

Yes, assuming you have accrued the required 2 years' service, the fact that your contract is not permanent will not prevent you from applying for voluntary severance.

I know I meet the eligibility criteria for voluntary severance, but I am currently on maternity leave from my post. Can I still apply for voluntary severance?

A Yes, as long as you meet the criteria, the fact that you are currently on maternity leave does not prevent you from making an application for voluntary severance.

I am currently working on a flexible retirement arrangement. Can I apply for voluntary severance?

Yes, as long as you meet the criteria for voluntary severance.

Is there an upper age limit to applying for voluntary severance?

No.

I am currently seconded from one post to another. If I apply for severance, which post will I be made redundant from?

If you are seconded to a different post and you apply for voluntary severance, it must be possible to release you from both your seconded and substantive posts in order to approve your application. You cannot apply for severance from your substantive post and then remain in your seconded post – if your application for voluntary severance is approved, you will no longer be employed by Amgueddfa Cymru in either role.

Making (and withdrawing) an application

I wish to apply for voluntary Severance. Is it sufficient to send an e-mail to the HR team to express my interest?

No, if you wish to apply for voluntary Severance you need to complete the above [voluntary severance application form](#).

How long will it take to receive confirmation of my voluntary severance?

This may vary. It is dependant on how many applications we receive. We are aiming to spend a week considering the applications once the scheme has closed.

What is the application process

You should fill in the above [voluntary severance form](#) within the time window which closes on 14 March 2024. We will then convene a panel of Directors to consider the applications and determine if they can support the application. If they cannot support the application, they will outline why they cannot.

HR will then be notified, and they will write to each applicant with the outcome to their home address. You will be required to confirm you still wish to pursue this route and sign the letter and return it, if you are approved. We will also provide a termination date.

If you are **not approved**, we will outline the reasons why in writing and send this to your home address.

Where an application for voluntary severance is not progressed or approved there is no right to appeal against this decision

If I make an application, at what point can I no longer withdraw from the scheme

If your application is approved your letter will outline your proposed termination date and your Severance payment. You will be expected to return a signed copy of the letter accepting the terms. Once this is received you will not be able to withdraw your request.

Will I be able to rejoin the museum after severance if a suitable post is advertised

No, you will not be able to be considered for reemployment for at least 24 months.

Is the Severance payment taxed?

Under normal circumstances, severance payments are not liable to tax if they do not exceed £30,000.

Consideration of application form VS2

Voluntary Severance/Early Retirement Panel Decision Form

Name		Site	
Division		Date VS is effective	
Job Title		Grade	

Panel considerations	
Has the post been identified as potentially redundant	
Can the post be deleted permanently	
Can the skills, experience and knowledge be easily replaced by other employees within the Museum without causing significant impact	
Can the post be potentially covered by another employee whose role may be at risk of redundancy	
Can the activities be absorbed by lower grades if the role was deconstructed	
Training implications – is upskilling of other staff required as a result of this role going.	
Will any required deliverables be impacted	

	Yr 1	Yr 2	Yr 3
Salary saving			
Cost of Severance			
Pension cost (if applicable)			
Gross Saving			
Salary/grade of new post holder (if applicable)			
Training costs			
Net cost saving			

Justification

Provide reasons for accepting/rejecting/deferring (examples- cost, essential service, skills, knowledge)

Any other comments/factors to be considered

Recommendation (please circle)		ACCEPT / REJECT
Signed		Date

Guidelines for Assessing Voluntary Severance Applications

The following guidelines are designed to assist in evaluating applications for voluntary severance. Each application should be considered based on its impact on Amgueddfa's strategic objectives, core purpose, operational efficiency, and future sustainability. Decision makers are required to use these criteria as a framework for informed decision-making.

1. Alignment with Strategic Goals and Business Needs

Key Question: Does the role directly support our strategic objectives and is it critical to our current and future business needs?

Yes: The role is integral to delivering on strategic goals or is directly tied to essential operations.

- Consider retaining the position but explore potential efficiencies and requirements to modernise.

No: The role may be peripheral to current strategic priorities or business objectives.

- Consider whether the position can be eliminated or modified without a negative impact on the organization.

Actions:

- Identify if the role is critical to core functions or whether the work can be redistributed.

2. Appropriate Grade Level and Scope of Responsibilities

Key Question: Is the role operating at the correct level with the appropriate responsibilities, or can it be modernised to enhance efficiency and effectiveness?

Yes: The role aligns with its intended level, with responsibilities matching current/future operational needs.

- Explore if minor adjustments could improve efficiency.

No: The role could be modernised, consolidated with other functions, or responsibilities may no longer be aligned with business priorities.

- Consider updating or restructuring the position to increase efficiency or adapt to new business models.

Actions:

- Evaluate whether the responsibilities are current, relevant, and reflect organisational priorities.

- Assess whether technological advancements or restructuring could streamline the role or remove the need.

3. Relevance and Need for Significant Change

Key Question: Is the role no longer relevant or requiring such significant change that the current post holder would be at risk of redundancy?

Yes: The position is outdated, irrelevant to the organisation's future direction, or priorities and / or requires fundamental changes that could lead to redundancy.

- Consider approving voluntary severance to support organisational restructuring.

No: The role is still relevant, and minor adjustments are sufficient to align with the organisation's evolving needs.

- Explore options for modifying the individuals' responsibilities. If the core competencies are not held then consider approving VS.

Actions:

- Assess whether the position is likely to become redundant due to shifts in strategy, technology, or operational priorities.

- Consider if a new role is required and can be funded by the deletion of the existing role.

Additional Considerations

- Impact on Teams: Evaluate how removing the position would impact team performance and overall business operations.

- Cost-Benefit Analysis: Weigh the financial implications of voluntary severance against potential long-term benefits, such as efficiency and cost savings.

- Succession Planning: Consider whether the post holder's departure would create a gap in leadership or expertise that needs to be filled.

Conclusion: When assessing voluntary severance applications, managers should prioritise roles that are misaligned with strategic goals, outdated, or could be modernised. Roles that are critical to the organisation's future success should be evaluated for potential improvements rather than immediate elimination. These decisions will help streamline operations while supporting the overall restructuring and modernisation of the organisation.

Voluntary Severance FAQs

Voluntary Severance Eligibility

Who can apply for voluntary severance?

The Voluntary Severance Scheme is open to all staff to apply in order to be considered, although it is not guaranteed that applications will be accepted. We will consider many factors including how many applications we receive and the cost that may be associated

Those with less than 2 years' service are eligible for a separate entitlement (see scheme rules).

Can I apply if I have already resigned, or given notice of intention to leave Amgueddfa?

No. If members of staff have given notice of their intention to leave and that has been accepted by Amgueddfa, they will not be accepted for voluntary severance.

Can I apply if I am on extended leave from Amgueddfa, for example on maternity, paternity, or adoption leave?

Individuals are still eligible to apply for voluntary severance if they are on maternity leave/parental leave/Adoption or extended leave

Voluntary Severance Applications

When will the Voluntary Severance Scheme open?

The scheme opened on 9th January 2024 for some groups and 12th for all staff .

When will the scheme close?

The scheme will close two weeks after opening, although consultations with those submitting applications will continue.

If I am interested, how do I find out more about voluntary severance and apply?

Staff who wish to apply can receive details of the scheme and how they can apply set out in the scheme rules ([link](#)). Staff can also discuss this confidentially with their line manager, or their HR Business Partner. If individuals have been informed that they are not eligible to apply, they will be unable to apply for voluntary severance.

If I apply, am I guaranteed voluntary severance?

No. Applications will be considered on the basis of Amgueddfa future requirements. This means that where an individual holds a critical skill or the loss of this person would impact on the ability to deliver core activity, the museum is likely to decline the application.

If I take voluntary severance, can I work for Amgueddfa Cymru in the future?

Colleagues who leave through voluntary severance will not be eligible to re-join the museum, in any paid capacity directly or indirectly (including agency or casual work) for a period of at least 24 months from the agreed leaving date. Any exceptions to this would need Board approval.

How will applications for the Voluntary Severance Scheme be considered?

Applications for voluntary severance will be considered on the basis of future needs, the skills and experience of the individual and/or whether the loss of an individual or role would impact on the ability to deliver core activity. A panel of senior managers will consider each application and assess on the criteria identified above.

How will I find out if my application has been successful?

Applications will generally be considered after the closing date on 26 January 2024, however, we will continue to discuss with individuals their application. VS will not be effective until after consultations have concluded, however, in some cases it may be possible to inform staff of the outcome of their application before this date.

What if I am unhappy with the outcome of my application?

If individuals are unhappy with the outcome of their application, they should discuss this with their HR Business partner. There is however no right of appeal against the decision.

At what point is the calculation for voluntary severance made?

The voluntary severance calculation is based on the contract of employment applicable at the planned termination date. Agreements will take into consideration annual increases, if these become applicable before a termination date. In all cases the drawing up of the agreement takes into account the circumstances of the applicant.

What is a Settlement Agreement?

A Settlement Agreement is an individual legal agreement made between the museum and an employee, setting out the terms of voluntary severance. It includes details such as the payments due and the agreed leaving date as well as confirming that the individual accepts the severance arrangements. Employees will need to seek legal advice before signing a Settlement Agreement. The amount provided for this advice, is up to £350 (plus VAT), and will only be paid by the museum once the Agreement has been signed. Trade Union representatives are often able to provide this legal advice. You should speak with your Trade Union representative to find out if this is possible.

What information do I need to include in the applicant's comments section of the VS application?

There is no requirement to provide comments in this section unless individuals would like to offer further supporting or contextual information about the reasons for their application. Information provided may be taken into account when applications are considered.

If I apply for VS but my application is unsuccessful, how will this affect my career prospects?

Any application made and not taken forward will have no impact on an individual's career. You have simply sought to exercise your right to apply for VS and there will be no negative impact on future career prospects. Your application will be kept confidential and shared only with decision making panels and HR colleagues who are managing the VS process.

I have applied for voluntary severance on a previous occasion, but my application was turned down. Does this mean that I will be turned down if I apply this time?

No. The circumstances surrounding each VS scheme are different and can change with time – just because you have been turned down on a previous occasion, it doesn't mean your application won't be successful this time. Applications will be considered on the basis of operational requirements, whether the skills, knowledge and/or experience of individual applicants should be retained by the Amgueddfa, and the potential costs to the Amgueddfa of accepting or rejecting individual applications.

If I apply for VS or express an interest and am accepted, can I then change my mind and withdraw my application before the settlement agreement is signed?

Yes, you will have an opportunity to discuss with your advisor to determine if you wish to proceed. Once the settlement agreement is signed you will not be able to withdraw your application.

What are the terms of the scheme?

The parameters of the voluntary severance package are as follows:

- Notice periods will either be worked, payment made in lieu of notice, or a combination of the two, as determined by the Amgueddfa
- Given that VS applications are at the request of the employee, the Amgueddfa will not consent to payment of any additional pension costs, or enhancement of pension benefits
- All Voluntary Severance payments will be paid inclusive of statutory redundancy provisions and will be subject to HMRC rules.
- All successful applicants will be required to enter into a legally binding settlement agreement with the Amgueddfa.

Will my severance payment be subject to any deductions?

The first £30,000 of your severance payment will not be subject to tax, National Insurance or pension deductions. Any amount over £30,000 will be subject to tax and National Insurance deductions, but not pension deductions. All payments as 'pay in lieu of notice' will be subject to tax and National Insurance deductions.

Will I be required to work my notice period? If not, what happens to my pay in lieu of notice and will it be taxed?

Individuals who leave on VS will either work their notice period or be paid in lieu of notice.

Each individual's contractual notice period is determined by the Amgueddfa terms and conditions of employment. Your notice (subject to successful application and offer of VS) will be provided to you by the Amgueddfa once a settlement agreement is completed, or when the decision to accept your application is formally confirmed in writing from HR

The notice period you are available to work will be the time between the date notice is served to you, and your leaving date. For the remainder of your notice period, you will be paid in lieu of notice. This element of your payment will be subject to the usual tax and National Insurance (NI) deductions as required by HMRC.

Would any future compulsory redundancy payment include pay in lieu of notice, or would I be expected to complete my notice period?

Compulsory redundancy payments are not inclusive of notice pay. In a compulsory redundancy situation, colleagues would either work their notice period or be paid in lieu.

Voluntary Severance - Next Steps

What will happen if there is insufficient take-up of the Voluntary Severance Scheme?

If there is insufficient take-up of the Voluntary Severance Scheme, then subject to consultation and in line with the principles agreed between the Amgueddfa and the trade unions, we will then consider the need to move to compulsory redundancy.

Am I entitled to a reference if I take voluntary severance?

Yes. If you require a reference for future employment, please advise HR when applying for voluntary severance. HR will provide a standard employment reference, as part of the Settlement Agreement, detailing length of service, posts held and key responsibilities.

Can I keep or purchase my Amgueddfa IT equipment?

No. IT policy and guidelines clearly state that all Amgueddfa devices must be returned. You can see full information at the [\(Link\)](#)
What outplacement support is available if I take VS?

Amgueddfa will offer all staff who accept VS the following:

- support in compiling CV's,
- counselling support via Vivup and Health Assured
- We will also be working with the job centre and other agencies to ensure we share opportunities
- Provide information on the React Plus [ReAct Plus | Working Wales \(gov.wales\)](#) for details of scheme or [Contact Us | Working Wales \(gov.wales\)](#) for appointments.
- Pensions and financial planning course

If I have questions, who should I contact

You should contact HR@museumwales.ac.uk who will arrange to either speak with you, put you in contact with the appropriate person to answer your questions or write to you with the answers you requested.