

From: Karen Harrison **On Behalf Of** David Anderson

Sent: 06 April 2016 17:14

To: George, Andrew (ESNR-Tourism, Heritage & Sport-Cadw); David Anderson (National Museum Wales); J Randerson; Linda Tomos (National Library Wales); Antippas, Katie (TUS); James Quance - Project Senior Manager, LLP; Chris Catling (RCAHMW); J Albert

Cc: Thomas, Jason (ESNR-Economy Skills and Natural Resources); Antoniazzi, Manon (ESNR-TourismHeritage&SportTourism&Marketing); Clark, Kate (ESNR-Tourism, Heritage & Sport-Cadw)

Subject: RE: Review of Heritage Services

Dear Andrew

My apologies that I have not responded before your deadline yesterday. A glitch in my ipad software means that I can neither send nor receive emails and this communication has been dictated by phone through Karen, my PA, at the first subsequent opportunity.

The following are my comments, which I hope are still in time for you to consider :

1. Firstly, I want to congratulate you for having undertaken such a wide-ranging report in such limited time. It really is an achievement to have provided such extensive analysis when working under these restrictions.
2. Amgueddfa Cymru is, of course, a heritage organisation but I should stress that it is, equally importantly, a national institution for science and the environment, and a national institution for historic and contemporary art and design; these important identities, quite understandably, lay outside the scope of your report
3. Commercial activities are integral to the functions of Amgueddfa Cymru, not a bolt-on. For example, any decision on admission charges for exhibitions or fees for services has an impact on our audience strategies and will impact upon the success or otherwise of our inclusion programmes, and vice versa. For this reason, it is vital that any framework for strategic management of commercial development at the Museum operates within a wider framework that balances all key corporate priorities
4. On page 3 "This report focusses on CADW and in particular its property operations, and looks at opportunities to grow commercial income through a different organisational structure for managing the properties in its care". In this context, it is entirely appropriate that analysis of CADW operations in the report is much more extensive than that for Amgueddfa Cymru, the Library, or the Royal Commission. However, because the prime focus is CADW, it is possible that an optimal commercial solution for CADW may be sub-optimal for one or more of the other organisations. For this reason, as we go forward in considering the recommendations of the report, it is essential that the other organisations involved, including Amgueddfa Cymru, look at these from the broader perspective of their overall impact on the whole of its operations. In other words, what may be best as a mechanism for addressing CADW's needs should be set alongside what may be best for addressing other organisations' requirements.
5. On page 8, option 3, I feel it would be helpful to separate the proposal into two separate options. First, the option to create a new entity to develop the commercial potential of CADW alone. Secondly, the option to establish a body to achieve commercial synergies between the four leading national heritage bodies in Wales. I believe this distinction is essential if we are to analyse this proposal carefully. I believe there would be significant potential conflicts of interest if one organisation (whether the Museum, CADW, or any other) both runs the full range of services, including commercial development, of its own site, and attempts to coordinate the commercial dimension of other partners.
6. On page 9, option 4, it would be helpful if we bear in mind that there are one-to-one synergies between organisations as well as collective synergies. For example, Amgueddfa

Cymru and the National Library share many common functions around collections, display, conservation, digitisation, and research. Likewise, Amgueddfa Cymru and CADW are the two national heritage organisations with the closest synergies around sites and visitor management, and tourism development.

7. On page 18, I would be grateful if you also note that the National Collection Centre at Nantgarw is also part of the Amgueddfa Cymru family.
8. On page 20, the financial data on St Fagans is untypical. The heavy investment that we are making for the redevelopment programme means that we appear to have more money than we do in practice for the year-by-year operation of the Museum.
9. On page 23, the commercial partnership that we have already established has demonstrated (I believe) the value and potential of collaboration between the national heritage bodies that is driven and managed by the organisations working voluntarily and in partnership. The group has, however, operated in the context of uncertainty about its future, pending the outcome of the review led by Baroness Randerson. I believe that, if option 1 were endorsed by the review, then we would certainly want to move forward swiftly with stronger and better defined arrangements for governance, management, investment and criteria for success.
10. On page 34, I want to stress that principles 1 to 3 also apply to Amgueddfa Cymru.

Unfortunately, as I was on leave last week, I have not been able to read the whole document in depth. However, I felt it was important to try to send you such comments as I could make in the time available.

With best regards
David Anderson

Karen Harrison
EA to David Anderson
Cyfarwyddwr Cyffredinol
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On 01/04/2016 09:27, George, Andrew (ESNR-Tourism, Heritage & Sport-Cadw) wrote:

Dear all,

The original invitation below to seek comments on an 80 page report over the Easter holidays proved to be over-optimistic so we have extended the deadline.

Therefore we would be grateful if we could receive comments on the draft report by close of play on Tuesday 5 April please.

Andrew

From: George, Andrew (ESNR-Tourism, Heritage & Sport-Cadw)

Sent: 29 March 2016 16:32

To: David Anderson (National Museum Wales); J Randerson; Linda Tomos (National Library Wales); Antippos, Katie (TUS); James Quance - Project Senior Manager, LLP; Chris Catling (RCAHMW); J Albert

Cc: Thomas, Jason (ESNR-Economy Skills and Natural Resources); Antoniazzi, Manon (ESNR-Tourism, Heritage & Sport, Tourism & Marketing); Clark, Kate (ESNR-Tourism, Heritage & Sport-Cadw)
Subject: Review of Heritage Services

Dear Baroness Randerson,

I attach a near final draft of the PwC report for your and copy recipients' comments.

We are still working with PwC on the finer detail of the drafting, but we thought it best to invite comments on the main thrust of the report at this stage in order to meet the deadline for presenting the report to the Deputy Minister ahead of purdah.

I would be grateful if you or copy recipients could send any comments to me by close of play on Wednesday 30 March please.

Please note that as it is still a work in progress this draft is not a public document and should not be shared electronically.

Andrew

Andrew George

Cyfarwyddwr Cynorthwyol: Llywodraethu a Rheoli Gwybodaeth / Assistant Director:
Governance and Information Management
Gwasanaeth Amgylchedd Hanesyddol (Cadw) / Historic Environment Service (Cadw)
Adran yr Economi, Gwyddoniaeth a Thrafnidiaeth / Department of Economy, Science and
Transport
Llywodraeth Cymru / Welsh Government