

Amgueddfa Cymru – National Museum Wales

Collection Development Strategy

April 2017– March 2020

1. Summary

This document sets out Amgueddfa Cymru – National Museum Wales’ strategy for collection development for the three years April 2017– March 2020. It has six strategic aims that will lead us to examine our current collecting practices and the collection we currently hold critically so that where considered appropriate we may establish new models of working and new criteria for collecting. This will enable us to re-focus our collecting priorities. By 2020 the Museum aims to have established the structures and priorities that will enable the Museum to move forward in new, exciting, sustainable and meaningful ways.

It is important that the Museum regularly reviews its collecting practices. By looking critically at what we currently have in the collection and how items are being used we can refocus how, why and what we should be collecting over the next three years.

This strategy has been developed in consultation with staff, our Board of Trustees, external partners and stakeholders and visitors to our museums. It has considered and incorporated a wide perspective of views and opinions about Amgueddfa Cymru – National Museum Wales’ role. Three ways of collecting have emerged from the consultation, passive (or reactive), active and activist collecting. All approaches will be embedded as ways the Museum will collect over the coming three years.

The strategy will deliver the Vision – *Inspiring People, Changing Lives*, and will also play an important role towards contributing towards the Museum’s delivery of the Well-being Goals of the Well-Being of Future Generations (Wales) Act 2015. Museums evolve and change through time, so the strategy will ensure that the collection sits centrally to deliver significant initiatives in areas such as social justice and equality. It will work in new ways to capture and collect the world in which we are living whilst continuing to be an important repository for the evidence of past environments, climate, cultures and people’s lives.

The strategy will develop as the action plan is implemented and will focus upon the six strategic aims that follow:

Strategic Objective 1

To identify and explore new opportunities to collect to represent the past, present and future at local, national and international levels.

Strategic Objective 2

To engage in closer collaborations with other organizations, groups and communities that will develop the Museum’s collection in ways that result in greater benefit for the people of Wales.

Strategic Objective 3

To develop ways of working that ensure that the collection is central to everything the Museum does and generates a series of dialogues with users and non-users.

Strategic Objective 4

To connect research and collecting activities, by seeking and creating opportunities to develop these in new fields and to create meaningful connections to our public programme.

Strategic Objective 5

To establish a way of working that embraces the concept of the Museum’s collection as a single entity to optimize synergies between our traditional collecting areas.

Strategic Objective 6

To undertake a continuous cross-disciplinary review of the collection connecting this to the work of other partner organizations.

The strategy will result in increased engagement with the collection the Museum holds and will deliver greater access and public benefit. It will capture and make available all new information that may come to light as a result of delivering the strategy to keep the collection alive and actively working for us.

2. Introduction

Amgueddfa Cymru – National Museum Wales’ collection comprises some 5 million items ranging across social and industrial history, archaeology, art and the natural sciences. The Museum is the chief repository of three-dimensional material relating to Wales’ natural and cultural heritage and of international material that helps to define Wales’ place in the world.

The collection sits at the heart of all the Museum does. Without a collection the organization would not be a museum. It is therefore essential that the collection is used to deliver the Museum’s Vision as a resource for the benefit of the public, in whose name the Museum holds, manages and curates the items it holds. The collection has potential to inspire lives through the opportunities it provides for education, research, knowledge, enjoyment, engagement, participation, stimulation and inspiration. The preservation role a museum undertakes can enable users to understand and make sense of the World in which they live. It can offer opportunities for people today and for future generations to reflect upon life in the past, and enable comparisons to be made with life in the present. It can also help people to understand the Earth’s geodiversity and biodiversity and can inform them of the choices faced concerning how we live on the planet. The strategy will strive to identify new ways the collection can offer opportunities for direct public engagement and benefit.

This strategy will look critically at collection development to ensure that the collection is fit for purpose and will embrace opportunities to collect and to use the collection in exciting new ways. It will also identify those areas where the Museum is currently collecting effectively and where it will maintain these approaches as well as applying them to collection items in new areas. It will set out how it will make a difference to the people of Wales through the delivery of Amgueddfa Cymru – National Museum Wales’ Vision – *Inspiring People, Changing Lives*. What is collected and how it is collected has a central role to play in achieving the Vision objectives (Appendix A). The Vision also delivers the Well-Being of Future Generations (Wales) Act 2015. By aligning this strategy with the Well-being Goals through the application of the principle of sustainable development, the Museum can ensure that the collection is used to deliver these objectives (Appendix B).

The strategy also responds to and supports other core Welsh Government legislation and initiatives in particular the *Fusion: creating opportunities through culture* initiative; Historic Environment (Wales) Act 2016; the Environment (Wales) Act 2016 and will contribute towards the delivery of relevant aspects of the future Museum Strategy for Wales.

3. The Purpose of a Collection Development Strategy

Amgueddfa Cymru – National Museum Wales is developing a Collection Development Strategy which will enable us to examine critically the ways we collect. We will seek to develop our collection in ways that fit with our objectives and aspirations. This will include reviewing those items we currently hold. A healthy part of this process is to review our traditional collecting practices to ensure that how we collect will deliver a more meaningful and useful collection for the future. Amgueddfa Cymru – National Museum Wales recognizes that there are new opportunities for collecting that can provide a more holistic and better contextualized representation of the world in which we live. By challenging some preconceptions about how we should collect we can propose adopting a new and modern approach to collecting for Wales which enables the Museum to collect in ways that achieve

our objectives and aspirations as a modern national museum relevant in the twenty-first century.

As the Museum embarks on this journey we are reminded that Amgueddfa Cymru – National Museum Wales has its origins in the late nineteenth century. Whilst the National Museum itself was founded in 1907 it received the collection of the former Cardiff Museum (founded in 1868) into its collection in 1912. Over the past century the Museum has established a core collection, through collecting in accordance with the original remit set out in the Royal Charter. A review of the Royal Charter in 2006 recognized the need for collecting to be updated to reflect a changing approach towards the use of the Museum's collection.

This Collection Development Strategy aims to undertake a full 360° review of our collection. It will offer the opportunity to analyse the relevance of the collection we currently hold, as well as making us consider carefully how, and what, we will collect into the future. The strategy will engage fully with staff, our visitors, users, stakeholders and partners. The strategy presented here sets Amgueddfa Cymru – National Museum Wales on a journey towards developing a new approach for collection development.

4. Amgueddfa Cymru – National Museum Wales' Approach to Creating a Collection Development Strategy

Amgueddfa Cymru – National Museum Wales has embarked upon a period of critical reflection to reconsider why we collect, how we collect, what we will collect and to determine the priorities for a future strategy. To achieve this, an inter-divisional steering group comprised of staff offering expertise from across the organization was established in 2015. This group has set the agenda for the review and has informed the development of thinking behind the strategy and the associated action plan.

The process started by consulting with our staff at a series of workshops held across Museum sites, which around a quarter of all staff attended. A further workshop was held for members of the Board of Trustees and the Museum's Senior Management Team. The results of these workshops were fed into visitor consultation events run at five museum sites. These asked visitors to consider why and how they thought the Museum collects. These events engaged 158 visitors who either completed questionnaires or offered their general opinions on collecting. The feedback and suggestions obtained from this consultation have informed the development of this strategy.

The strategy has also been informed by the following Museum strategies and policies: Audience Research Strategy (2015); Community Engagement Strategy (2015); Interpretation Strategy (2016); Temporary Exhibition and Gallery Display Strategy (2014); Digital Content Strategy (2014) and the Collection Development Policy (2016). It has been informed further by publications about developing collection development strategies, in particular, Knell (2004); Lynch (2004); Gardner (2015) and Merriman (2015).

Staff consultation has highlighted the key reasons why the Museum should continue to collect items for its collection. The key reasons, in the order they were prioritized during the public consultation, are detailed below. Appendix C shows these reasons mapped against the Well-being Goals:

- For public engagement and education
- To represent Welsh heritage
- To represent the natural history of Wales
- To obtain items to display in our exhibitions
- To be a national repository for culture
- To preserve the past for the future
- To build relationships with communities and other institutions
- To make new discoveries
- To keep collections relevant and up to date
- To enable the Museum to tell a wider range of stories
- To inspire the creativity and skills of others
- To do new research
- To enable communities and the public to participate on collecting projects

The strategy is informed by these statements.

A draft version of this strategy was peer-reviewed during discussions with a number of key external stakeholders during workshops and through telephone conversations. The contributions from these events have helped to shape the strategic objectives and action plan.

5. How Amgueddfa Cymru – National Museum Wales Currently Collects

There are a number of approaches the Museum may take towards collecting. The terms *passive* (or reactive) and *active* have become embedded in the museological literature and are described here (Longworth 1992). In recent years the *activist approach* towards collecting has started to be adopted by some museums (Sandell and Dodd 2010). The strategy recognises that collecting should be a balance of all these approaches. The Museum will also pursue new ways of collecting and within the first year of the plan will give priority to development of a strategy to embed and implement an activist approach to collecting across all disciplines and departments. The Collections & Research Division will provide its staff with guidance and training on activist approaches to collecting and map its current use by departments.

5.1 Passive (or Reactive) Collecting

This approach was commonplace during the first seventy years of the Museum's existence, as it sought to establish a collection for display and research. Passive collecting has entailed receiving information about new discoveries from a network of Museum 'correspondents', or from members of the public offering personal items or collections to the Museum. Such passive, opportunistic collecting continues, and will always continue, to offer opportunity for the Museum to find out about or acquire previously unknown or unrecorded items for the collection. Opportunities arise that may result in new items for the collection which are outside of the Museum's direct control or influence. In responding and collecting in such ways new information can be brought to light that may improve our understanding of the cultural, natural and historic environment of Wales. It is therefore essential that the Museum continues to take opportunities to collect in this way.

Passive collecting, however, operates to its own time-scale and it is not possible for the Museum to set priorities for collecting by adopting such an approach. Consequently a budget could be swallowed up by responding to what is brought in. Whilst there always needs to be flexibility and an ability for the Museum to be able to act quickly in the event of a key new item coming to light, it is always preferable if as much collecting as possible can be planned. So whilst it is essential that the Museum continues to be able to react quickly, rather than accepting everything that may be offered in this way, it is important that careful consideration is given to the purpose of such an item to the collection and the future uses to which it may be put.

Case study – passive collecting of historic buildings

In 2007, the Vulcan Hotel was the subject of a compulsory purchase, proposing its demolition. This led to a high-profile but ultimately unsuccessful campaign to save the building in its original location. The possibility of bringing a rural tavern to St Fagans had been considered since the 1970s, and a building of this type fitted well within the theme of urban collecting identified from the 1990s. The availability of the Vulcan, although regrettable for its patrons, was therefore fortuitous for St Fagans and its visitors.

5.2 Active Collecting

By adopting active approaches to collecting the Museum can set priorities and can focus its resources more effectively and efficiently. The consultation has highlighted the many ways the Museum currently engages in active collecting through participatory projects, co-curation, research and digital collecting projects. This strategy recognizes this and seeks ways that may make such activities smarter by developing a more impactful programme of collecting. Active collecting can be planned, funding can be sourced, budgets and time allocated and deadlines and outcomes set from the start. As such it should be central to the way the collection is developed.

Case study – active collecting in the Irish Sea, Bristol Channel and Severn Estuary

Over the last 20 years, a contemporary collecting strategy to survey and sample marine invertebrates in the offshore waters around Wales has been implemented by Museum scientists. This was initiated to establish a baseline record of the diversity and distribution of species. To date around 80% of Welsh waters have been sampled resulting in new species being described with the potential of more to be still to be described. To date nearly 500,000 specimens have been curated into the collections and made accessible via online databases. Where resurveying has been undertaken at some sites this highlights habitat and community changes over time, and the data informs many of the current marine conservation areas within Welsh waters.

5.3 The Activist Approach

Recent years have seen an increasing number of museums experimenting with new ways of working, and a growing concern for the development of more inclusive approaches to representation. This approach has been termed as activist museum practice (Sandell and Dodd 2010). Activist practice seeks not only to engage with and explore inequality, but also

to act upon it. Engagement with vulnerable and diverse communities has opened up new ways of developing and interpreting collections, informed by a concern for social justice and an awareness of social inequalities.

Case study – *Hidden Now Heard Project*

This three year HLF-funded project captured the hidden and often painful living memories of former patients with learning disabilities and staff from six of Wales' long-stay hospitals. Working in partnership with Mencap Cymru, St Fagans became a repository for the oral history interviews and objects collected by the project fieldworkers. The oral history interviews were structured around the themes of the *Life Is ...* gallery, enabling the testimony collected from the participants to be embedded in the new displays.

6. The Museum's Vision and Philosophy

The purpose of Amgueddfa Cymru – National Museum Wales' ten-year Vision – *Inspiring People, Changing Lives* – is to demonstrate how the Museum can make a difference to Wales by inspiring people and changing lives (Appendix A). As the collections are central to everything that the Museum does, what is collected has a critical role to play in achieving this. The Collection Development Strategy adopts the activist agenda noted in the Vision to collect for a purpose. This aims to enable the Museum's collecting activity to support new priorities for display, to evolve into new areas such as co-production and co-collecting with communities and to meet the demands of rapidly changing public expectations through digital delivery. It will enable the Museum to fulfil its role as a National Museum collecting items in responsible ways for future use and benefit. It also helps the Museum determine the priorities for managing the collection it already holds.

The Vision also delivers the Well-Being of Future Generations (Wales) Act 2015. By aligning this strategy with the Well-being Goals through the application of the principle of sustainable development, the Museum can ensure that the collection is used to deliver these broader Welsh Government objectives (Appendix B).

7. Collection Development in Museums

The notion of rethinking approaches towards museum collections was suggested over a decade ago (Gardner and Merritt 2004; Knell 2004). Such thinking started in the United States of America where the American Alliance of Museums published its *Guide to Collections Planning* (2004). This book, along with associated literature, resulted in a reconsideration of the traditional approaches museums take towards collecting. Prior to this, studies of institutional collecting were rarely undertaken. In the Smithsonian Institution's National Museum of American History James B. Gardner undertook a review of the approach that that museum took to collecting. This resulted in the development of a new strategy for collecting. In the U.K. Nick Merriman has offered an intellectual approach towards future collecting which he has implemented in the University of Manchester's Museum (Merriman 2015). The academic literature has explained why reviews of collecting are necessary, yet few museums have sought to review their current strategies or have implemented such changes.

Behind the literature lies the assumption that collecting by museums traditionally aimed to be comprehensive and encyclopaedic in its nature. The reality is that collecting is largely undertaken by key individuals where there is already a core of a collection. Consequently the collection has tended to develop according to the areas where it is strongest, as staff with specialism in such areas have been appointed to develop and curate these collections further (Gardner 2015). A hundred years on the result is that the strongest areas of the collection have continued to be strengthened and fewer resources have been invested in weaker areas of the collection. In contrast there have been periods when collecting has been unplanned and unfocused which have resulted in areas of the collection growing in a less structured way through the passive acceptance of donations into the institution. Areas of the collection have developed by accepting what is offered, rather than through an active programme of collecting and applying more selectivity in accepting what is being offered (Walker 2007).

There are instances where strategic collecting has taken place. Relationships with potential donors can be carefully nurtured in a strategic and planned way over the long-term. Such active collecting strategies can lead to the acquisition of important single items or groups of items into the collection. Active research projects have been developed which have increased knowledge about existing collections, whilst also resulting in new items for the Museum's collection in many new areas.

Case study – The Davies Bequest

The Gwendoline and Margaret Davies' bequests (in 1951 and 1963 respectively) gifted a total of 260 paintings, sculptures and drawings to the Museum. This included one of Europe's outstanding collections of Impressionist and Post-Impressionist art. These bequests, which transformed the international importance and profile of the Museum's art collections, were made following the sisters' longstanding engagement in the cultural life of Wales and their sustained support and interest in Amgueddfa Cymru – National Museum Wales.

A misconception has arisen that donations are free (Knell 2004). A donated object will cost just as much as any other item in the collection, whether intentionally collected, or purchased, as the on-going costs of storage and care will be the same.

The past twenty years have seen an increase in studies of participation and inclusion through Museum work (Hooper Greenhill 1994; Black 2005; Watson 2007; Simon 2010; Paul Hamlyn Foundation 2016) and in the development of an activist museum practice (Sandell and Dodd 2010). These studies have highlighted the importance of involving individuals and communities in all aspects of museum work, exploring the social agency of museums and their potential to support social justice and equality.

There have been new and innovative approaches adopted towards the development of collections through public engagement (Lynch 2004), the methods of collecting and presenting collections (Sandahl *et al.* 2011), and the sharing of museum authority (Adair *et al.* 2011). New ways of looking at museum collections, their relevance, creation and use are emerging.

In Wales the concept of a distributed national collection was introduced in 2002. Reviews were undertaken of existing collections, looking at the distribution and significance of items of art, ethnography, archaeology and natural sciences (National Museums & Galleries of Wales 2002; Henderson *et al.* 2014). These valuable reviews were established to examine

the existing resource, rather than to consider future collection development. Whilst they provide Wales-wide reviews of the Welsh museum resource they have not always resulted in guidance or solutions for future collection development. Regular museum reviews are undertaken by Welsh Government, the *Spotlight on Museums 2015* review provides a snapshot of activity and trends within the Welsh museum sector that can be used to inform strategy (Welsh Government 2016).

Case study – *Saving Treasures; Telling Stories* Project

The Heritage Lottery Funded *Saving Treasures; Telling Stories* partnership between Amgueddfa Cymru – National Museum Wales, the Portable Antiquities Scheme Cymru and The Federation of Museums and Art Galleries of Wales advocates for the importance of the portable archaeological heritage of Wales. The project enables all museums across Wales to acquire Treasure and significant non-Treasure archaeological Welsh finds being made and reported in ever growing numbers, each year. The project promotes the concept of a Distributed National Collection for Wales through encouraging strategic collecting of archaeological objects, skills development and collecting and exhibiting networks across Wales. Linked funding is available through the project to run training and collecting days to promote these aims.

Recognizing that approaches towards collection development have changed in recent years Amgueddfa Cymru – National Museum Wales has set out to challenge what, why and how we collect in order to move towards a more thoughtful and strategic strategy for collection development.

8. An Active Strategy

This strategy is an active strategy, intended to be developed as the accompanying action plan is implemented. This strategy is flexible and is designed to enable the Museum to respond quickly to current issues and events that could be reflected in the collection. Whilst collection development has been undertaken by all the curatorial departments for over a hundred years, collecting has not been reviewed critically as a whole. Previous strategies have focused upon the legal parameters of collecting with individual departments listing their priorities and collecting aspirations separately, rather than presenting an inter-connected strategy for collecting. There are new opportunities to collect new things in new ways as well as maintaining the tried and tested approaches but applying these to collection items in discipline areas not previously explored.

The accompanying action plan offers a framework for a review of the existing collections, looking at them as a whole, in order to identify their future potential. This strategy, and its associated action plan, therefore aims to build on where the collections are today and to look carefully at the nation's collecting needs and priorities for the future in order to ensure that the Museum takes a more modern, strategic, focused and sustainable approach towards collection development which will enable items to be placed in their national and international contexts whilst supporting the aspirations of new initiatives arising from MALD's future Museum Strategy for Wales.

The first years of the delivery of this strategy will focus on testing and piloting different approaches to collecting. Included amongst these will be an investigation of the context for what is of contemporary Wales and what the needs of society in Wales today are to which the Museum can and should respond. It is therefore anticipated that more changes in collecting practice will emerge towards the end of the duration of this strategy as the evaluations of these new approaches determine future approaches towards collecting.

9. Strategic Aims

The strategy has six core strategic objectives:

Strategic Objective 1

To identify and explore new opportunities to collect to represent the past, present and future at local, national and international levels.

Strategic Objective 2

To engage in closer collaborations with other organizations, groups and communities that will develop the Museum's collection in ways that result in greater benefit for the people of Wales.

Strategic Objective 3

To develop ways of working that ensure that the collection is central to everything the Museum does and generates a series of dialogues with users and non-users.

Strategic Objective 4

To connect research and collecting activities, by seeking and creating opportunities to develop these in new fields and to create meaningful connections to our public programme.

Strategic Objective 5

To establish a way of working that embraces the concept of the Museum's collection as a single entity to optimize synergies between our traditional collecting areas.

Strategic Objective 6

To undertake a continuous cross-disciplinary review of the collection connecting this to the work of other partner organizations.

9.1 Strategic Objective 1

To identify and explore new opportunities to collect to represent the past, present and future at local, national and international levels.

The Museum has some well-established methods of collecting that have served it well over its first hundred years of collecting. Many of these approaches can be assessed and analysed as to their success in providing relevant new knowledge. These methods form an important part of the history of the Museum and offer future opportunities for historiographical studies of the organization and its collection. There will be many opportunities for the Museum to use the collection it holds to represent the past and for the Museum to record these methods to inform future researchers. Capturing the collecting activities in the collection itself are a valid method of improving this information database. By offering a reflective history of collecting the Museum can consider carefully how best to collect for the future.

Traditionally the Museum has collected at multiple levels with different disciplines adopting approaches to collecting at the local, national and international level. There has, and continues to be, an active programme of collecting natural history and art from around the World; such collecting helps to contextualize the biodiversity and geodiversity of Wales and highlights the place Wales holds within the wider world. Similarly, since the 1930s the Department of History & Archaeology has focused on collecting items that have primarily been used in, originated in, or have been discovered in Wales. This collection contains items of international significance placing our collection into a worldwide context of human prehistory and history. The strategy will determine when and where each approach should be adopted and will identify and work with other organizations engaged in collecting in these disciplines to ensure that items generated may be deposited at the most appropriate place where they will be used most effectively for future research or engagement.

The strategy will identify new areas and methodologies for collecting where traditionally the Museum has not actively collected. Initially areas such as design, photography, Welsh history and contemporary Wales will be examined. This will enable us to develop new approaches to collecting and will provide opportunities to train staff to work in ways that have not been pursued widely before.

The Museum will conduct debates and discussions that will seek to determine the role Wales has had, and is playing, in the world and the influences Wales has or has had on the world, especially to inform contemporary collecting. This will help shape and define a broader collecting policy to support Welsh museums in collecting what is of Wales.

The importance of collecting strategically in new ways is a further important role of this strategy. If the Museum is to be effective in collecting for the future it needs to keep up to date with changing technological landscapes by collecting in new ways. The Museum has not traditionally collected much digital media, yet there are many opportunities to do so. It is important that the Museum should collect born digital material as well as physical items as so many activities are now undertaken in these ways. As well as digital items such as computer games or websites, digital collecting affords opportunities for crowd-sourcing information, to capture new formats of items, e.g. 3D scans or to obtain data concerning the wider contexts of physical items. It also offers potential for our collection to reach new, diverse, world-wide international audiences. This strategy will therefore suggest ways to address digital collecting to ensure that the collection continues to be relevant and up to date and will meet its obligation to collect for future generations of Museum users and visitors.

Case study – Photography

Collecting photography may result in a range of different media entering the collection. Photographic collections may comprise physical photographs, negatives or digital files that may be the work of one or multiple photographers. These collections are currently dispersed between several departments and therefore an opportunity exists for there to be a more strategic approach towards future collecting. Much of the work created will be born digital and will require new approaches towards its storage and for making the collection accessible and used.

9.2 Strategic Objective 2

To engage in closer collaborations with other organizations, groups and communities that will develop the Museum's collection in ways that result in greater benefit for the people of Wales.

It is important for Amgueddfa Cymru – National Museum Wales to work closely with other partners and stakeholders. Consultation has highlighted how the concept of a distributed national collection may be applied across Wales retrospectively, identifying key and significant items in museums, libraries and archive collections around the country. There are now opportunities to consider more active ways of working with other museums and institutions across Wales to develop a more carefully considered approach towards the creation of a future distributed national collection.

By developing collaborations with other organizations we can contribute towards wider agenda, for instance, using our collection to determine the effects and impact of climate change on the environment of Wales or for seeking ways to collect for social justice. This can offer opportunities for us to input into Welsh Government policy-making and to contribute towards the delivery of relevant aspects of the future Museum Strategy for Wales.

The strategy seeks to identify those organizations with which there are synergies in order to identify opportunities to look holistically at collecting between organizations, groups and communities. The strategy will create opportunities to drive the creation of agreements, or cross-organizational strategies for collecting which will be sustainable and will maximize the deployment of resources in priority areas. By opening up discussions with partner organizations about what Amgueddfa Cymru – National Museum Wales will, and will not collect, we can work towards driving the distributed national collection concept forward for the future.

By developing a programme of working with communities to borrow items and displaying them there are opportunities for showcasing the work of communities, for co-curating and co-presenting items from their own collections alongside other Museum items. Working in this way may stimulate creativity in individuals or in communities and lead to the creation of new works. Some of this work will result in collecting in new areas for the Museum.

Working with funders may provide new opportunities for securing items for the collection. By developing an action plan we can identify organizations and individuals who might be supportive of the Museum's collection development plan by funding collecting in specific areas. A plan to identify and to seek to work with funders is very important in ensuring that collections develop further in the future. Working with funders may also afford the Museum new opportunities to engage more users with our collection. The strategy will therefore seek new ways we might identify funders that enhance our use of the collection.

Case study – Brymbo

Brymbo Fossil Forest, near Wrexham is an exceptional locality with beautifully preserved 300 million year old plant fossils. Specimens were collected by the local Brymbo Heritage Group with the support of the site owners Brymbo Developments Limited. A permanent home was needed for the collection and Amgueddfa Cymru was the only location in Wales with the facilities and the expertise in preserving this type of material. In collaboration with Brymbo Heritage Group we have co-curated the collection and developed an exhibition with Wrexham Museum revealing the story of the fossil forest to the community. This relationship continues as we work together in further development of the site.

9.3 Strategic Objective 3

To develop ways of working that ensure that the collection is central to everything the Museum does and generates a series of dialogues with users and non-users.

The Museum's collection is central to the delivery of the core Museum objectives. As we become ever more active by adopting participatory ways of working we need to seek new ways of using and developing our collection. Visitor consultation indicates that there is an appetite for public involvement with the Museum in participating and assisting with the development of the collection. The Collection Development Strategy offers many opportunities for Amgueddfa Cymru – National Museum Wales to work in a participatory way with our visitors and users to identify priority areas that will achieve this. Consultation indicates that social media or press campaigns could be good ways to reach people who could then engage with the Museum and assist in collecting in various ways. Also by sharing information about our collections can result in the development of new curatorial content which in turn can encourage dialogue and lead to increased participation.

The strategy also highlights the opportunities there are to work in new ways with community groups and partner organizations which can help facilitate a wide-ranging delivery programme with us. By working in such a way the Museum can not only capture items that they identify as particularly core to the delivery of collection development objectives, whilst also delivering other Museum strategies. There will already be partnerships in existence between different Museum Departments and external partners. These need nurturing further in ways that enable the Museum to collect the outcomes of collaborative projects in new and strategic ways.

By adopting new approaches we can identify ways of working with communities that result in increased use and more value from what we already hold, through using the collection in new ways. Examples of these might be in areas such as:

- To support people's well-being and the well-being of future generations, e.g. work on sustainability and dementia.
- To tackle prejudice, e.g. by engaging audiences in debates relating to contemporary human rights.
- By supporting the skills agenda, e.g. work placements and apprenticeships working with collections.
- To encourage the sustainable use of our natural resources.
- To educate on the mitigation of future climate change.
- Through diversifying the collections and narratives/interpretations, e.g. through co-curation.

By identifying specific projects we can develop a more participatory approach towards collecting. This approach could entail collecting memories, recordings, archives or items on a specific topic or theme to achieve a stated objective. It might be a citizen science project which engages the public in collecting and research activities. Such an approach may fulfil a number of objectives e.g. engagement with people who may not traditionally be museum users, to collect in new areas, or to provide opportunities for people to be involved with a research project as members of a project team. Such approaches to collecting can put people at the centre of our activities and can be adopted in ways that benefit society as well as the Museum and result in a permanent record in the collection. By capturing the process of the community engagement, through audio visual and audio recordings as well as the materials

used and produced new items would be collected that could offer potential for future co-curation outcomes, such as community display, exhibition and other learning and participatory outcomes. The Museum has also recently received funding from the Paul Hamlyn Foundation to extend community agency with the collections through co-production. The aim is to develop a clear methodological approach for diversifying the collections and associate interpretations working with partners through the Diversity Forum.

A review of the collection will highlight how Wales has changed throughout the period the Museum has been collecting. This review will demonstrate how well the collections reflect such change and enable the Museum to ask new questions about what should be collected that reflect such societal change. In its first year the Action Plan will identify the needs of society, in a rigorous and evidence-based way.

The existing collection also offers potential for working in new ways. It provides opportunities to research the history, development and structure of the collection being what it is today. Information contained within the collection can be unlocked to offer potential in many ways. This may be from new research or by combining and comparing collections with those held by other museums or in private hands. These opportunities may be realized in different ways, for example, as projects for volunteering or training. There are opportunities to use the collection that can engage with people via social media platforms, for example, for crowd-sourcing information about a particular item, or its history. The strategy therefore offers approaches that will extend an item's use and consequently its benefit beyond those traditionally considered.

Case study – Co-curation for the *Creu Hanes Making History* Project

The Making History co-curation programme involved working with targeted community groups and individuals to co-produce audio-visual content for the galleries at St Fagans, ensuring that multiple and contemporary voices are represented in the new displays and collection. Members of the Blaenavon Youth Ambassadors scheme received oral history training and were filmed interviewing older members of their community about the 1984-5 miners' strike. Objects from the collection were used to challenge assumptions and stimulate discussions. The interviews have been deposited in the audio-visual archive, and new narratives generated around the collection will be added to existing objects' records.

9.4 Strategic Objective 4

To connect research and collecting activities, by seeking and creating opportunities to develop these in new fields and to create meaningful connections to our public programme.

Research will underpin all new collecting, ensuring that it is relevant, as well as focused and impactful, in the areas it addresses. Research can result in knowledge about our existing collection and will inform future collecting activities. It can lead to the identification of new species or new types of artefact. This can provide new evidence about the biodiversity, geodiversity or cultural history of Wales. Research can also be focused to address new areas of collecting, perhaps targeting collection areas that traditionally may not previously have been explored. Research can be tailored in order to collect in a specific field or area relating to the cultural, historic or environmental history of Wales.

Active collecting programmes can be developed that derive directly from new research by creating new opportunities for collecting, particularly where research is involved. Some of this research will be undertaken by Museum staff, however, equally important will be the outcomes of research undertaken by others, including Universities, other Welsh Government Departments and Agencies. These should result in the development of new projects, enabling focused future collecting that is cross-disciplinary and which achieves pre-defined objectives and outcomes with a permanent record for the Museum's collection. As well as starting new research projects it is equally important the Museum builds on the research that is already taking place across the Museum and University sectors to explore new avenues and lead to new knowledge. The Collection Development Strategy will be implemented in parallel with the Museum's Research Strategy.

Research techniques can also be deployed to deliver effective collection reviews. In the past it was not uncommon for a collection to be split between several institutions. A review, often driven by a research project, could potentially bring items back together either digitally, or physically in an exhibition. Such collection reviews may result in new outcomes, new relationships between the organizations and more opportunities to use and make sense of the collection. Outcomes from such research will help deliver the distributed national collection and can be made available virtually, through a website, or through the publication of digital records of the items, or physically, with items reconnected in one place, or in an exhibition or gallery display.

Research and collecting activities need to be connected to other programmes underway across the Museum. They may lead to outcomes such as academic or popular publications, events and activities held on and off Museum sites. They may lead to exhibitions and to associated public programmes including learning and community engagement events and opportunities. The process of collecting therefore needs to engage fully with other aspects of Museum work to ensure that there is a connection made at the outset of a project and the relevant people engaged. This will ensure communication is open throughout the project and opportunities that may arise that could develop collaborative public benefit outcomes may be grasped as and when they arise.

Research and collecting may also be an outcome of our public programmes. By instigating an exhibition about a particular topic it may be necessary to undertake new research and collecting activities to gain items for display in order to tell a more complete story than the existing collection might otherwise allow.

Case study – Ivor Davies

The exhibition *Silent Explosion: Ivor Davies and Destruction in Art* was made possible through research supported by an AHRC-funded Collaborative Doctoral Award organized in partnership with Aberystwyth University. The PhD research investigated new ways in which ephemeral avant-garde performances from the 1960s could be archived, exhibited and ultimately collected by Museums. This research has potential to expand the scope of the Museum's art collections, creating opportunities for marginalized practices such as historic performance to be represented and redisplayed into the future.

Strategic Objective 5

To establish a way of working that embraces the concept of the Museum's collection as a single entity to optimize synergies between our traditional collecting areas.

This strategy recognizes the need for the Museum to adopt a more holistic approach towards its collection. By refocusing our terminology by calling this a collection, rather than using the plural word collections it becomes a way of rethinking the way we consider the items the Museum holds. By changing thinking we will create a more joined up approach towards collecting across Amgueddfa Cymru – National Museum Wales rather than forming a number of individual 'collections' which are developed, created and curated independently.

Case study – Medals

Medals are currently held in every curatorial department across Amgueddfa Cymru – National Museum Wales. Indeed several separate collections exist within the one Department of History & Archaeology. By viewing the collection as a single entity, the information about these separate 'collections' may be brought together and it treated as a single collection.

Strategic Objective 6

To undertake a continuous cross-disciplinary review of the collection connecting this to the work of other partner organizations.

A healthy part of a collection development strategy entails the review of the collection at periodic intervals. There is a case to be made to review holdings critically from time to time. Such reviews can be undertaken in order to ensure that the Museum is maximizing the potential of the collection as well as identifying ways it can be used.

To achieve this, Amgueddfa Cymru – National Museum Wales' strategy will consider undertaking reviews to highlight areas of overlap or potential duplication that support the holistic approach to looking at it as a single entity. Such reviews may result in more effective cross-Museum working, whilst simultaneously drawing out opportunities for the future potential of the collection.

Amgueddfa Cymru – National Museum Wales will develop a strategy for reviewing its collection. We propose that a full cross-disciplinary review of collections is undertaken. This may highlight overlaps that might exist between the collections held by different collection departments and museum sites. Some of this will be justifiable and these distinctions need to be defined. However, whilst the reasons for such distinctions and separations may have made sense at the time the items were collected, they may not all still be valid today. Such a review, led by the relevant curator(s) could bring the collection information back together and enable a holistic and critical review to be undertaken of a collection. This should highlight the collecting strands that exist across different departments and result in determining potential for the collection to play an active role delivering other Museum activities. The outcomes of such a review may offer information that can be relevant to other organizations who are either actively collecting in Wales or who are undertaking research into Welsh collections. By

determining the local, national or international significance of the various collection areas we can help place future collecting in its broader context.

To achieve this, we will:

- Undertake a high level overview to identify clearly where items currently sit and who holds curatorial responsibility for these existing items.
- Identify areas of overlap, or potential duplication, in order to be able to prioritize these for fuller reviews.
- Obtain a single picture of the existing collection's strengths.
- Obtain a full picture of the existing collection's weaknesses.
- Identify those areas of the collection that may be deemed to be of local, national or international significance and potential.
- Review the gaps and weaknesses and prioritize areas for future development.
- Assess the existing collection's significance and identify ways that could make the collection more effective through identifying future potential.

This review should result in creating a more strategic approach towards collecting enabling future decisions to be taken about what is offered, or sought, for the Museum's collection more holistically. The strategy will identify new methods to collect in more complex ways than has traditionally been achieved. By focussing on collecting and capturing new stories about items there is potential for increased teamwork in the collecting process, rather than it being done by individuals. This will enable new opportunities for curators to explore ways to work with others.

The review may highlight areas of the collection which could be used more, or have a greater relevance, if they were to be put to a new use or made available for future use elsewhere. There may be instances in some collections where a better example of the same thing may be offered to the Museum, or the Museum may hold multiple copies of the same item. In such a case there may be justification in reviewing the relevance of the original item held by the Museum and this may result in deaccessioning. Such items might be deemed best placed for transfer into a teaching or a handling collection, where they may provide opportunities for increased use. Alternatively they may be transferred to another accredited museum that may make greater use of them. Such decisions must not be taken lightly and must be undertaken ethically in accordance with the Collection Development Policy.

By engaging fully with other organizations who are also collecting in Wales we can establish new ways of collecting that ensure that the local, national and international significance of the collections is maintained for the benefit of all those concerned.

Case study – Middleware Project, enabling cross-collection database searches

Over a million objects are recorded on the Museum's collections databases and it is an essential resource for obtaining information about our collections. However, at present this information is held in numerous different databases making it impossible to search across disciplines. By extracting data into a central repository known as 'Middleware' we are able to pull our collections data into one location and in a standard format. This allows us to search across our collections databases for the first time, taking full advantage of the multi-disciplinary nature of our collections.

10. Maximizing Access and Public Benefit

Access and public benefit will be achieved by feeding into the active programmes of engagement with the collections as well as into the systems we put in place to manage the collection.

The strategy will ensure that all new work undertaken on a collection feeds into the collection management system, digital asset library and other databases. In order to maximize access and the benefits of holding the collection it will ensure that all data are fully recorded and that the information is available to all.

It will facilitate increased engagement with the collections designed through skill-sharing programmes and working with community partners to ensure that the skills developed translate into other opportunities for employment, further learning and development delivered, for example, through work placements and volunteering opportunities.

Using the experience of our staff and best practice developed at other museums, we will establish multiple ways for people to engage with Wales' national collection in community settings and online.

11. The Action Plan

1. To identify and explore new opportunities to collect to represent the past, present and future at local, national and international levels.					
Inputs (resources and costs)	Short term key strategic activities 2017-18	Medium term key strategic activities 2018-20	Outputs 2017-20	Outcomes 2017-20	Evidence
<p>Staff Time</p> <p>Budgetary requirements:</p> <p>External project funding</p>	<p>Identify ways that community and contemporary collecting can determine what is of Wales.</p> <p>Identify collecting methodologies in use across the Museum that could be enhanced to offer more potential future benefit.</p> <p>Prioritise the development of a strategy to embed and implement an activist approach to collecting across all disciplines and departments.</p> <p>Map the current use of activist approaches to collecting by departments.</p> <p>Scope plans for collecting in the new</p>	<p>Creation of new collecting projects.</p> <p>Creation of a sustainable infrastructure to enable effective collection of digital media.</p> <p>Identify and apply alternative models of collection building.</p> <p>Develop a training programme to support staff in creating ways of collecting.</p> <p>Use recruitment opportunities as a mechanism to embed inclusive ways of collecting.</p>	<p>Toolkits for collecting.</p>	<p>Implementation of new ways of working that can capture detailed context that can provide a new resource for future research.</p> <p>Futureproofed collecting.</p> <p>Collecting in partnerships.</p> <p>Staff are equipped with the necessary skills to be confident in working in co-operative and participatory ways.</p>	<p>Quantitative</p> <p>Numbers of new items accessioned.</p> <p>Number of partnerships developed or sustained for collecting.</p> <p>Qualitative</p> <p>Representation of new collecting areas in our collection.</p>

	<p>areas of: Design, Photography, History of Wales and Popular Culture.</p> <p>Scope the development of a plan for collecting digital media.</p> <p>Identify opportunities for collecting at local, national and international levels with partner organizations.</p>				
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2. To engage in closer collaborations with other organizations, groups and communities that will develop the Museum's collection in ways that result in greater benefit for the people of Wales.

Inputs (resources and costs)	Short term key strategic activities 2017-18	Medium term key strategic activities 2018-20	Outputs 2017-20	Outcomes 2017-20	Evidence
<p>Staff Time</p> <p>Budgetary requirements:</p> <p>Funding for partner input</p> <p>Opportunities for funding bids for community collecting projects.</p>	<p>Identify key partner organizations, groups and communities to work with.</p> <p>Creation of models of working to facilitate collaboration with other organizations.</p> <p>Identify potential funders for projects.</p> <p>To respond to Welsh Government's Museum Strategy for Wales when it is published.</p>	<p>Development of effective strategic relationships.</p> <p>Identify areas where we are already working in partnership which could result in benefit to the collection.</p> <p>Creation of partnership co-curation and collecting projects with community organizations or groups.</p>	<p>Memoranda of agreement and co-ordinated collecting strategies.</p> <p>Creation of new public programming.</p>	<p>A sustainable cross-organizational approach towards collecting.</p> <p>Development of new collecting programmes that cover new collecting areas.</p>	<p>Quantitative</p> <p>Number of partnerships developed and sustained.</p> <p>Qualitative</p> <p>New models of working published as case studies of best practice.</p>

3. To develop ways of working that ensure that the collection is central to everything the Museum does and generates a series of dialogues with users and non-users.

Inputs (resources and costs)	Short term key strategic activities 2017-18	Medium term key strategic activities 2018-20	Outputs 2017-20	Outcomes 2017-20	Evidence
<p>Staff Time</p> <p>Budgetary requirements:</p> <p>Funding for external work.</p>	<p>Develop models of working with communities in ways that encourage their engagement with processes of collecting.</p> <p>Pilot and develop a clear methodological approach to co-curation.</p> <p>Identify the needs of society, in a rigorous and evidence-based way.</p> <p>Audit ways in which collections are currently used for public benefit.</p> <p>Identify methodologies for using collections to deliver public outcome benefits at our Museums and within community settings.</p>	<p>Develop and sustain programmes across all Departments and Museum sites that focus on delivering well-being outcomes.</p> <p>Developing co-curation projects.</p> <p>Establish a list of those collections suitable for use at out Museums and within community settings.</p> <p>Develop curatorial content to encourage dialogue and lead to participation.</p> <p>Supporting people's well-being and the well-being of future generations by working sustainably.</p>	<p>Capturing and sharing multiple diverse perspectives on the collection with new narratives and interpretations made available via the online collection database, and new exhibitions.</p> <p>Creation of toolkits for co-curating with communities and organizations and a learning and development plan for staff.</p> <p>Supporting the skills agenda through volunteering, work placements and apprenticeships working with collections.</p>	<p>Interpretations and collections are more representative and diverse.</p> <p>More permeable and inclusive governance models established re use and development of collections.</p> <p>The diversity potential of the collection is realised.</p> <p>Improving the skills of the people of Wales, particularly the needs of those who currently experience greatest disadvantage.</p>	<p>Quantitative</p> <p>Social media targets.</p> <p>Number of volunteers, work placements or apprenticeships.</p> <p>Number of participants engaged through co-curation.</p> <p>Number of new collections accessioned.</p> <p>Qualitative</p> <p>Narratives of the delivery of new projects.</p> <p>Case study examples of co-curated initiatives.</p> <p>Case study examples of public benefit through engagement with collections.</p>

4. To connect research and collecting activities, by seeking and creating opportunities to develop these in new fields and to create meaningful connections to our public programme.

Inputs (resources and costs)	Short term key strategic activities 2017-18	Medium term key strategic activities 2018-20	Outputs 2017-20	Outcomes 2017-20	Evidence
<p>Staff Time</p> <p>Budgetary requirements:</p> <p>Research council funding</p> <p>Research grant applications</p> <p>Cross-divisional co-ordination of project funding.</p>	<p>Identify new opportunities for collecting through the development of new research projects.</p> <p>Identify current collections that offer new opportunities for building on existing research.</p> <p>Identify potential research and funding partners.</p> <p>Implement the strategy in conjunction with the Research Strategy.</p>	<p>To create a public programme of learning engagement, events and exhibitions that is directly generated as an outcome of research.</p> <p>To develop new cross-disciplinary research projects.</p> <p>To develop new research partnerships.</p>	<p>New knowledge about the collection.</p> <p>Diverse and accessible public programmes and collections.</p>	<p>A connected approach to research based collecting.</p> <p>Impactful project outcomes.</p> <p>Creative outputs.</p> <p>Quality research outputs.</p>	<p>Quantitative</p> <p>Number of new projects commenced.</p> <p>Number of new partnerships created.</p> <p>Qualitative</p> <p>Positive feedback from public programmes.</p>

5. To establish a way of working that embraces the concept of the Museum’s collection as a single entity to optimize synergies between our traditional collecting areas.

Inputs (resources and costs)	Short term key strategic activities 2017-18	Medium term key strategic activities 2018-20	Outputs 2017-20	Outcomes 2017-20	Evidence
<p>Staff Time</p> <p>Budgetary requirements:</p>	<p>Undertake a high level overview of the collection to identify clearly where items currently sit and who holds curatorial responsibility for these existing items.</p>	<p>Review the gaps and weaknesses and prioritize areas for future development against a defined set of criteria.</p>	<p>A clear overview of the existing collection.</p> <p>A connected approach to collecting.</p>	<p>Cross-disciplinary approach towards the development of the collection.</p>	<p>Quantitative</p> <p>Qualitative</p> <p>A strategic approach towards collecting and allocation of financial resources.</p>

6. To undertake a continuous cross-disciplinary review of the collection connecting this to the work of other partner organizations.

Inputs (resources and costs)	Short term key strategic activities 2017-18	Medium term key strategic activities 2018-20	Outputs 2017-20	Outcomes 2017-20	Evidence
<p>Staff Time</p> <p>Budgetary requirements:</p>	<p>Identify areas of overlap, or potential duplication, in order to be able to prioritize these for fuller reviews.</p> <p>Undertake a SWOT analysis of the collection.</p>	<p>Assess the existing collection's significance and identify ways that could make the collection more effective through identifying future potential.</p>	<p>A clear overview of the local, national and international significance of the existing collection.</p> <p>A connected approach to collecting.</p> <p>A plan for undertaking detailed reviews of areas of the collection.</p>	<p>Cross-disciplinary approach towards the development of the collection.</p> <p>The improvement of the collection as a resource for use in other Museum activities.</p>	<p>Quantitative</p> <p>Qualitative</p> <p>A strategic approach towards collecting and allocation of financial resources.</p>

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Appendix A – Amgueddfa Cymru– National Museum Wales’ Vision

Amgueddfa Cymru – National Museum Wales’ ten-year Vision – *Inspiring People, Changing Lives* – sets out how the Museum can make a difference to Wales by inspiring people and changing lives. The Museum’s values are very closely aligned to our vision, purpose and responsibilities as a Welsh Government Sponsored Body and as a charity with a Royal Charter.

- We are committed to **public service**; it is our vocation to serve the public good and to ensure equal opportunities for participation for all.
- We act with **integrity**; we are honest, trustworthy and ethical.
- We work in a way that ensures **fairness**, with equal opportunities for participation for all, and equity for both the public and staff.
- We respect **diversity**, and are working positively to achieve an inclusive environment.

Our priorities, expressed as commitments in our Vision Map, have been informed by consultation with the public in Wales, as well as our Board of Trustees, members of staff and volunteers together with public and third sector partners. Our commitments lie in five key areas:

- **Making a difference to Wales.** Changing lives, by working with local and national organizations to create a happier, healthier and more sustainable Wales, with access to culture for all, and a thriving economy.
- **Museum experience.** Visitors experience high quality museums, exhibitions, and public spaces for enjoyment and learning.
- **Digital experience.** Users experience a connected and accessible digital museum for engagement, creativity and learning.
- **Learning and creativity.** Everyone has a wealth of opportunity to learn, research and create.
- **Participation and inclusion.** Individuals, families and communities throughout Wales and beyond, shape and take part in inclusive and accessible cross-cultural activities for all.

Appendix B – The Strategy and the Well-Being of Future Generations (Wales) Act

The Well-Being of Future Generations (Wales) Act 2015 is about improving the social, economic, environmental and cultural well-being of Wales. Amgueddfa Cymru is included in the Act and through this we are required to set and publish objectives that are designed to maximize our contribution to achieving each of the well-being goals and take all reasonable steps to meet those objectives. The Collection Development Strategy is aligned with the objectives of the Act embedding the central well-being goals in its objectives.

- **A prosperous Wales.** By aligning our Collection Development Strategy with a future research strategy we will be able to develop a strong knowledge-based economy which we can tailor in ways that enable us to deliver research for impact. We will seek opportunities that deliver community and volunteer development programmes that will enable the participants to develop skills through cultural learning. We will create a culturally confident Wales expressed through dynamic, living and growing collections. These provide economic benefit with the potential to attract new and repeat visitors to our Museums.
- **A resilient Wales.** The Collection Development Strategy will play a role towards the expression of confidence of Wales in its ability to continue to reflect on itself and its place in the World. It will contribute towards the creation of a geodiversity and biodiversity strategy, for Amgueddfa Cymru's contribution to a biodiverse natural environment and the natural sciences and promote public understanding of biodiversity and its role in healthy functioning ecosystems.
- **A healthier Wales.** The Collection Development Strategy will be an element within our future health and well-being Action Plan which sets out Amgueddfa Cymru's contribution to this key national initiative which promotes public understanding of health and well-being through our public programmes and partnerships. We will use our natural history collections to help encourage people outdoors to experience the natural world first-hand leading to their improved health and well-being. We will work with the All Wales Health Boards Heritage Group to look at heritage health collecting to support people's health and well-being. This may entail collecting items used for health and well-being, or for the benefit the collections themselves may bring to the people of Wales.
- **A more equal Wales.** We will place participatory ways of working at the heart of our decision making. We will work to develop and maintain key relationships with communities to enable our collection to be relevant to a modern Wales. We will develop partnerships that deliver national agendas for collecting which can achieve positive change for individuals in communities. This provides opportunities for increased representation; collecting with, rather than for, communities to diversify the stories we can tell and the nature of what is collected. The development of a co-production methodology will aim to make governance structures and models more permeable and inclusive. It will identify opportunities and programmes focused on the needs of those who currently experience greatest disadvantage.
- **A Wales of cohesive communities.** The Collection Development Strategy will explore new ways of digital collecting and the enhancement of the digital resources we make available. By achieving this, the Museum will increase opportunities for museum experiences for people in Wales who don't currently have access to a museum. We will use partnerships to develop and shape public programmes that

enhance the collection whilst simultaneously stimulating inspiration and creative learning. It will find ways of providing ways for community engagement with the collection in area of digital poverty or exclusion.

- **A Wales of vibrant culture and thriving Welsh Language.** The Museum's collection is rooted in Wales. Along with the National Library it is one of the key institutions that hold a collection that represents the cultural, historic and natural historic environment of the whole of Wales. The Collection Development Strategy will develop ways in which the existing and future collection will be central to the delivery of a vibrant and sustainable exhibition, events, learning and engagement programme for Wales. It will be used to create high quality participative activities and opportunities in our museums, public spaces, online and within communities.
- **A globally responsible Wales.** The collection will be developed in ways that will highlight the wider role Wales plays in the world. The strategy will be sustainable and ethical in the ways it delivers its objectives.

The Well-Being of Future Generations (Wales) Act contains a Sustainable Development Principle which details the five ways of working. These are defined as follows:

- **Long Term.** The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.
- **Prevention.** How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.
- **Integration.** Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
- **Collaboration.** Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.
- **Involvement.** The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

Appendix C – The Reasons Identified in the Staff Consultation Why the Museum Collects Mapped Against the Well-Being Goals of the Well-Being of Future Generations (Wales) Act 2015

Why the Museum collects	Well-being Goals
For public engagement and education	A prosperous Wales
To represent Welsh heritage	A Wales of vibrant culture and thriving Welsh language
To represent the natural history of Wales	A resilient Wales
To obtain items to display in our exhibitions	A globally responsible Wales
To be a national repository for culture	A Wales of vibrant culture and thriving Welsh language
To preserve the past for the future	A globally responsible Wales
To build relationships with communities and other institutions	A more equal Wales
To make new discoveries	A prosperous Wales
To keep collections relevant and up to date	A globally responsible Wales
To enable the Museum to tell a wider range of stories	A prosperous Wales
To inspire the creativity and skills of others	A healthier Wales
To do new research	A globally responsible Wales
To enable communities and the public to participate on collecting projects	A Wales of cohesive communities