

Carmarthenshire Museums: Action Plan in response to Internal Audit (January 2016)

Prepared by Morigan Mason, Museums Development Manager (March 2017)

Reviewed by Jane Davies & Morigan Mason, December 2017

Proposed Action	Milestone Tasks	Responsible Person	Partners to consult / engage	Target Date	Success Indicator	Progress
<p>R1.</p> <p>All documented procedures need to be completed to ensure all key functions undertaken on a day to day basis are included and that they are fully compliant with the requirements of Financial Procedure Rules;</p> <p>Subsequently training of all staff should be undertaken to ensure they are conversant with the procedures.</p>	Leisure BSU Officer to support the review of documentation relating to financial procedures, which are published in operational manuals for each staffed museum site.	Marion Male (Business Retail Officer)	Lindsey Roberts (BSU)	June 2017		<p>Lindsey Roberts reviewed documentation with Marion Male in May/June 2017.</p> <p>Published operational manuals for each museum site awaiting updating with reviewed procedures.</p> <p>Marion Male participating in all future staff induction training.</p>
	Documentation Procedural Manual due for revision by June 2017 for Museum Accreditation.	Morigan Mason (Museums Development Manager); Gavin Evans (Curator)	Museums Archives Libraries Division of Welsh Government	June 2017	Museum Accreditation.	<p>Documentation Procedural Manual revision completed September 2017 (GE).</p> <p>Pull-out section with procedures relating to offers of items included in Collections Care & Conservation Plan completed Sept. 2017 to form part of staff induction and biannual staff refresher training.</p>
	Acquisition and Disposal Policy for revision for Museum Accreditation.	Morigan Mason (Museums Development Manager); Gavin Evans (Curator)	MALD Welsh Government	June 2017	Museum Accreditation.	<p>Revised Collections Development Policy 2017-2022 (dealing with acquisition and disposal) formally approved 24/10/2017 by EBM. Submitted as part of Museum Accreditation return October 2017.</p>
	Communicate procedures through staff training.	Morigan Mason Gavin Evans		March 2017	Numbers of staff attending training.	<p>Training delivered 27/03/17 to 7 staff. New procedures published in 'Collections Care and Conservation Plan' (September 2017) to form part of staff induction and biannual staff refresher training.</p>
	Collections rationalisation.	Morigan Mason	External consultant. Other museums and stakeholders.	June 2017	Rationalisation policy and plan completed.	<p>Revised Collections Development Policy 2017-2022 (dealing with acquisition and disposal) formally approved 24/10/2017 by EBM. Submitted as part of Museum Accreditation return October 2017.</p>

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						Leisure Services Asset Disposal Guidelines. See also 'Collections Rationalisation' under item 3 below.
<p>2. Collection documentation A comprehensive, up to date register should be maintained of all assets held at the Authority's Museums. (Also see R3)</p> <p>This should incorporate a list of all assets valued at over £10k in order to facilitate the Annual Asset Verification Exercise undertaken by the Corporate Property Section,</p> <p>The list of assets should be subject to physical check by an independent</p>	Undertake a collections risk assessment to include 'disassociation' (the separation of object from museum record or provenance).	Morigan Mason Gavin Evans	Sarah Paul ACR (MALD Welsh Government advisor)	March 2017	Risk assessment submitted as Appendix to Carmarthenshire Museums Strategic Plan 2017-2022.	<p>Risk assessment of collections in store completed Jan. 2017. This informed the Carmarthenshire Museum Service Strategic Plan 2017-2022 approved by Executive Board 31 July 2017.</p> <p>Some further work has been undertaken as part of the <i>Development of Carmarthenshire Museum Service Collections Centre</i> study by John Marjoram and Halahan Associates indicating that large parts of the collection have been acquired historically with no record of provenance (e.g., Parc Howard transfer from Llanelli Borough Council and the Carmarthenshire Antiquarian Society collection which founded the County Museum collection).</p>
	Any documentation backlog will be identified through the Accreditation return process and an action plan drawn up to address it.	Gavin Evans		June 2017		<p>Documentation Plan completed to identify how backlog will be addressed (GE).</p> <p>A complete inventory of items offered for donation in last 3 years will be achieved by Easter 2018. Whether accepted or rejected will be subject to the decision of a new Collections Development Panel.</p> <p>All items will be documented to Spectrum stage 4 by Dec. 2018.</p>
	All assets known to be over £10k are identified on the Collections Management System	Gavin Evans				Completed. 54 items assets with a known value above £10K identified on Corporate Asset list, cross-referenced on to CALM.

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<p>person at least on an annual basis.</p> <p>A record of such checks should be maintained.</p> <p>It is important that the accession register is maintained up to date and that the location of all volumes of the accession register are known.</p>	<p>The list of assets will undergo a physical check as part of a condition survey and thereafter annually.</p>	<p>Joanna Cook, monitored by an independent person.</p>		<p>May 2019</p>		<p>Conservation Officer appointed and took up post in November 2017. Target date may need revision.</p> <p>The requirement to monitor the Conservation Officer by “an independent person” requires clarification as this is a specialist, technical role and independent conservators charge up to £60 per hour + expenses depending on their specialist area.</p>
	<p>Digitise all museum object records on to CALM collections management database. Subject to funding for 9 month fixed term post.</p>	<p>Morigan Mason Gavin Evans</p>		<p>Funding May 2017.</p> <p>Digitisation complete by March 2018.</p>	<p>Documentation Assistant post appointed.</p> <p>Backlog of paper records digitised.</p>	<p>Risk Management grant of £7326 awarded April 2017 to fund 50% salary costs for Documentation Assistant.</p> <p>Approval to appoint to Documentation Assistant post, 1/12/2017. Recruitment in progress.</p> <p>Discussions initiated with CALM software engineers to explore long-term viability of the programme. The museum collections management system is in a poor state due to unsuccessful data migrations from older databases once they became outdated (e.g. data lost and corrupted).</p>
	<p>Photograph all objects and attach images to CALM database for identification.</p>	<p>Gavin Evans</p>	<p>IT and Axiell, with regard to storage capacity for image files.</p>	<p>2020</p>	<p>Numbers of objects photographed.</p> <p>Number of photographs attached CALM database.</p>	<p>Museum Curator and Museum Attendant attended 2-day ‘Photographing Museum Objects’ course Jan. 2017. Photographic equipment purchased Feb. 2017. No progress achieved with in-house photography of museum objects due to time pressures.</p> <p>Existing image library of museum collections currently stored on portable devices (i.e. not CFP) partially linked to CALM although further support from IT and Axiell required to ensure sufficient storage capacity and long term viability.</p>

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						<p>Firearms collection photographed (79 items) by external consultant and linked to CALM as part of Museum Firearms Licence renewal process Oct. 2017 (MM).</p> <p>Llanelly Pottery collection photographed (400 items) and linked to CALM as part of external conservation assessment (MM).</p>
Identify secure electronic back-up system to replace requirement for traditional Accession Register.	Gavin Evans	IT CCC Archives	Jan 2018	New documentation / digitisation procedures in place.	Hard copy Accession Register must be retained to ensure continuity of established practice and 'back up' in the event of IT systems becoming outdated and key data lost during migration (See <i>Documentation Policy Statement 2017-2022</i> approved by EBM 24/10/2017).	The Collections Management Database and Accession Register backlog will be updated in line with the Documentation Plan 2017 (GE).
Ensure all objects are appropriately labelled.	Conservation Officer		2022	Numbers of object labelled.	Conservation Officer appointment made and commenced duties 6/11/2017.	Object labelling is part of the Care of Collections & Conservation Plan in preparation for relocating items to a dedicated Collections Centre.
Identify a solution to the county's museum collections storage crisis so that locations can be accurately recorded.	Jane Davies Morigan Mason	Heritage Lottery Fund EBM MALD	2022	Museum Accreditation. Risk assessment. Internal audit.	£10000 grant awarded by Federation of Museums and Galleries in Wales in April 2017 to commission a study, ' <i>Development of Carmarthenshire Museum Service Collections Centre</i> ' by John Marjoram and Halahan Associates. This includes a section on opportunities for collections rationalisation. Draft complete report received 29/11/17.	

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						Risk assessment of collections in store completed Jan. 2017. This informed the Carmarthenshire Museum Service Strategic Plan 2017-2022 approved by Executive Board 31 July 2017.
<p>3. Valuation and insurance.</p> <p>As previously recommended 'Appropriate insurance cover should be put in place for all artefacts held at the Authority's museums. This should be undertaken in liaison with the Authority's Risk Management Section.'</p> <p>Museum collections fall under property cover only, which extends to replacing the component materials of an item.</p>	Comprehensive risk assessment to identify the particular risks presented by each collection group.	Joanna Cook, Conservation Officer		Subject to post appointment.		<p>Risks and needs of various collections groups identified in 'Development of Carmarthenshire Museum Service Collections Centre' study by John Marjoram and Halahan Associates. Draft complete report received 29/11/17.</p> <p>Museum Service Conservation Officer appointment made and commenced duties 6/11/2017.</p>
	Put in place measures to manage risk (emergency planning).	Morigan Mason Gavin Evans Joanna Cook	MALD CCC Archives Harwell	June 2017	Museum Accreditation	<p>Carmarthenshire Museum Service Emergency Plan drafted May 2017. Testing and familiarisation process to commence Jan-Mar. 2018.</p> <p>Subscribed to South Wales Museums Emergency Planning Network.</p> <p>Subscribed to Harwell Priority User Service.</p>
	Commission security survey of all museum sites and other sites where collections are held, focusing on where there is a concentration of high value items and other identified risks.	Morigan Mason / Consultant. Audit, Risk & Procurement	Dyfed Powys Police	April 2018	Report submitted to DMT.	<p>Security reviews completed for Carmarthenshire County Museum and Parc Howard Museum (June 2017) by PC Rob Chapman, Designing Out Crime Officer, Dyfed Powys Police. The reports indicate concerns over security provision at both locations and the recommendations will be addressed as part of the capital redevelopment plans at the County Museum and Parc Howard. More immediate concerns are being worked through with colleagues in property maintenance.</p> <p>No security survey carried out at Museum of Speed due to future development plans.</p>

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	<p>Collections rationalisation programme.</p>	<p>Morigan Mason</p>	<p>MALD</p>	<p>2020</p>	<p>Rationalisation Policy and Plan implemented.</p> <p>Collections better managed.</p> <p>Numbers of items identified for disposal.</p>	<p>Revised Collections Development Policy 2017-2022 (dealing with acquisition and disposal) formally approved 24/10/2017 by EBM. Submitted as part of Museum Accreditation return October 2017.</p> <p>Leisure Services Asset Disposal Guidelines.</p> <p>£10,000 grant awarded by Federation of Museums and Galleries in Wales in April 2017 to commission a study, 'Development of Carmarthenshire Museum Service Collections Centre' by John Marjoram and Halahan Associates. This includes a section on opportunities for collections rationalisation. Draft complete report received 29/11/17.</p> <p>Rationalisation recommendations are complex and extensive to be undertaken in consultation with museums and other stakeholders. Lack of capacity and organisational culture to be addressed to undertake a successful rationalisation programme.</p> <p>Museum firearms collection rationalisation assessment commissioned as part of a larger study; due for completion Jan. 2018.</p>
	<p>With the information from the above steps draw on internal and external expertise to provide valuations of items of high commercial value. Some historical expertise is required because value is linked to provenance. In</p>	<p>Gavin Evans Joanna Cook</p>	<p>Auctioneers. Conservators.</p>	<p>April 2019</p>	<p>Numbers of items valued.</p> <p>All risks insurance in place or a commitment to self-insure based on the value of the object, not its</p>	<p>Llanelly Pottery collection valued as part of a conservation assessment in July 2017 and values added to collections management database. 400 items valued.</p> <p>Attributing values to collections can be costly when carried out by a commercial auction house. National museums usually use in-house expertise to value their collections against the market by subscribing to paid-for</p>

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	some cases conservation value is preferable.				component materials.	<p>auction sales data but it is not regarded as ethical practice to help other museums with valuations. In the case of Carmarthenshire Museum Service, this in-house expertise is not available. Furthermore, as much of the art collection has been acquired from other sources with uncertain provenance and attributions, securing accurate valuations is additionally challenging. This is a large piece of work for which additional revenue is required to 'buy in' appropriate expertise.</p> <p>Where an object may be of low commercial value but of historic significance, a conservation value is recommended (i.e., the cost of restoration should it be damaged).</p> <p>Recommend priority is given to acquiring current insurance valuations for numismatics, medals and militaria, fine art, fine furniture, antiquarian books, decorative art, precious metals, rare samplers/Welsh textiles, treasure and jewellery collections. This is estimated to be in the region of 10,000 objects.</p>
	Agree on an approach to valuing the remainder of the collection.	Morigan Mason / Julie Standeven		April 2019	A value attributed to the remainder of the collection.	Collating information relating to methods or formulas used by other museum services to determine value of the bulk lower commercial value collections.
4. Loans inward and outward	Formal procedures for loans to be reviewed.	Gavin Evans		June 2017	Museum Accreditation	Documentation Procedural Manual revision completed September 2017 (GE).
A record of all items put out on loan / received on loan should be maintained,	Identify all active loans inward and outward dating back to the 1970s and review paperwork and ensure collections management database is current.	Gavin Evans		June 2017		All loans paperwork has been reviewed and recorded on a spreadsheet. Collections Management database (CLAM) partially updated. Further work required to identify status of some loans (i.e., whether they need renewing, returning, or have been returned).

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<p>This should be subject to review at least on an annual basis,</p> <p>In addition, a loan agreement should be completed for each loan item which should be signed by both parties.</p>	<p>Loan agreements that have expired or are due to expire in 12 months will be reviewed and renewed. And reviewed thereafter annually.</p>	Gavin Evans		January 2018.		<p>Little progress (linked to the status of the above task).</p>
	<p>Confirm values of loans inward and outward.</p>	Gavin Evans	Auctioneers	Oct. 2017	<p>All inward/outward loans valued and insurance cover confirmed.</p>	<p>Little progress (linked to the status of the above task). Challenge ascertaining confirmation of insurance cover for some high value inward loans (reluctance to accept the given valuation).</p>
	<p>Contact institutions to confirm loan status, insurance cover and update paperwork.</p>	Gavin Evans	Borrowing institutions.	Oct. 2017	<p>All paperwork complete and current.</p>	<p>Little progress (linked to the status of the above task).</p>
	<p>Loans inward/outward condition checked annually.</p>	Joanna Cook		February 2018	<p>Record of all checks.</p>	<p>Museum Service Conservation Officer appointment made and commenced duties 6/11/2017. Target date to be reviewed to reflect incomplete status of task to identify all active loans.</p>