

Carmarthenshire Museums: Action Plan in response to Internal Audit (2016/17)

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

Reviewed December 2017; June 2018; June 2019, Jan 2020, December 2020.

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>	1.1 Leisure BSU Officer to support the review of documentation relating to financial procedures, which are published in operational manuals for each staffed museum site.	Business Retail Officer	Leisure Business Support Unit	June 2017	Audit review and a programme of independent 'spot checks'.	<p>COMPLETED.</p> <p>Lindsey Roberts reviewed documentation with Marion Male in May/June 2017.</p> <p>New cash handling procedures introduced at museum sites March 2018 to comply with Financial Procedures.</p>
	1.2 Documentation Procedural Manual due for revision by June 2017 for Museum Accreditation.	Museums Development Manager with input from Curator	Museums Archives Libraries Division of Welsh Government	June 2017	Museum Accreditation.	<p>COMPLETED.</p> <p>All museum policies and procedures relating to collections management reviewed and updated by October 2017.</p> <p>Full Accreditation status awarded to Carmarthenshire County Museum and Parc Howard Museum. The Accreditation Scheme sets nationally agreed standards for UK museums. To qualify, museums must meet standards on how they are managed, for the services they offer and on how they care for collections.</p>
	1.3 Acquisition and Disposal Policy for revision for Museum Accreditation.	Museums Development Manager with input from Curator	MALD Welsh Government	June 2017	Museum Accreditation.	<p>COMPLETED.</p> <p>As above.</p>
	1.4 Communicate procedures through staff training.	Museums Development Manager with input from Curator		March 2017	Numbers of staff attending training.	<p>COMPLETED</p> <p>Training of all current staff completed and procedures in place for training new appointments through the induction process.</p>
	1.5 Collections review.	Museums Development Manager	External consultant.	Reviewed from June 2017 to	Rationalisation policy and plan completed.	<p>IN PROGRESS</p> <p>January 2020.</p>

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			Other museums and stakeholders.	March 2020 for completion of trial.	Fully documented and completed trail rationalisation of the Firearms collection, to ensure the systems in place are robust, transparent and ethical.	<p>This requires significant resources to follow a transparent and ethical process. We currently depend on volunteers and are piloting a firearms and geology collection review, which has been documented and external valuations sought where applicable. Disposal recommendations will be made by March 2020 in preparation for wider consultation.</p> <p>December 2020 No progress due to service disruption during building works. No volunteering due to COVID19.</p>
<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</p>	<p>2.1 Undertake a collections risk assessment to include 'disassociation' (the separation of object from museum record or provenance).</p>	<p>Museums Development Manager with input from Curator</p>	<p>Sarah Paul ACR (MALD Welsh Government advisor)</p>	<p>March 2017</p>	<p>Risk assessment submitted as Appendix to Carmarthenshire Museums Strategic Plan 2017-2022.</p>	<p>COMPLETED. 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>
	<p>2.2 Any documentation backlog will be identified through the Accreditation return process and an action plan drawn up to address it.</p>	<p>Curator</p>			<p>June 2017</p>	

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<p>the Corporate Property Section,</p> <p>The list of assets should be subject to physical check by an independent 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>2.3 All assets known to be over £10k are identified on the Collections Management System</p>	<p>Curator</p>				<p>COMPLETED. 54 items with a known value above £10K identified on Corporate Asset list, cross-referenced to collections management system.</p>
	<p>2.4 The list of assets will undergo a physical check as part of a condition survey and thereafter annually.</p>	<p>Conservation Officer.</p>	<p>Independent assessment.</p>	<p>May 2019</p> <p>Revised to between 2023 and 2027, subject to capacity.</p>	<p>Full collection audit completed, movement control procedures established and adhered to, and annual 'spot check' programme in place.</p>	<p>IN PROGRESS January 2020 update. A solution continues to be explored to identify resources from external sources to fund this activity as part of a wider collections access programme. Current progress has achieved 247 artworks audited from a museum collection of 38,000 accessioned items. Staff capacity remains the obstacle to progress.</p> <p>December 2020 Approximately 20,000 objects in store at Carmarthenshire Museum temporarily relocated during building works. Boxed social history collection scheduled to be checked and re-packed in conservation grade containers by April 2021.</p>
	<p>2.5 Digitise all museum object records on to CALM collections management database. Subject to funding for 9 month fixed term post.</p>	<p>Museums Development Manager with input from Curator</p>		<p>Funding May 2017.</p> <p>Digitisation complete by March 2018. Completed July 2019.</p>	<p>Documentation Assistant post appointed.</p> <p>Backlog of paper records digitised.</p>	<p>COMPLETED Internal 'Risk Management' funding has subsidised a post for 17 months to digitise all paper records on to the museums' collections database. The post will terminate on 7/07/19. 5775 new object records have been created, discrepancies rectified and locations updated.</p>
	<p>2.6 Photograph all objects and attach images to CALM database for identification.</p>	<p>Curator</p>	<p>Axiell (CALM)</p>	<p>Revised from 2020 to 2022 in line with other long-standing tasks.</p>	<p>Numbers of objects photographed and uploaded to collections management system.</p>	<p>IN PROGRESS January 2020 update. Approximately 5.7% of the collection has been photographed and images uploaded to the collections database. Staff capacity and physical resources remain the obstacles to progress.</p>

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						December 2020. Some limited progress.
	2.7 Identify secure electronic back-up system to replace requirement for traditional Accession Register.	Curator	IT CCC Archives	Jan 2018	New documentation / digitisation procedures in place.	COMPLETED The secure collections management database meets the authority's security and recovery standards in the event of a disaster. Traditional hard copy Accession Registers will continue to 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).
	2.8 Ensure all objects are appropriately labelled.	Conservation Officer		2022	Numbers of object labelled.	IN PROGRESS January 2020 update. Ongoing store audits and spot checks indicate that 85% of the collection is correctly labelled with a unique identification number. December 2020. The remaining 15% relates to items at an off-site store, which will be assessed as part of the proposed collection review (action 1.5).
	2.9 Identify a solution to the county's museum collections storage crisis so that locations can be accurately recorded.	Senior Cultural Services Manager Museums Development Manager	Welsh Government; National Lottery Heritage Fund; other external funders; Business partnerships; Public consultation (community benefit).	2022	External funding. Match funding. Council approval to proceed. Successful delivery of the project.	IN PROGRESS January 2020 update. The concept for a Collections Centre has been in development since 2017. Headland Design & Associates successfully tendered for the contract to undertake public consultation and a business assessment for the scheme, due February 2020. December 2020 Contract to support development of funding pre-application to be completed March 2021.

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<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>	3.1 Comprehensive risk assessment to identify the particular risks presented by each collection group.	Conservation Officer		Subject to post appointment.		<p>COMPLETED</p> <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>
	3.2 Put in place measures to manage risk (emergency planning).	Museums Development Manager with input from Curator and Conservation Officer	MALD CCC Archives Harwell	June 2017. Revised to Dec.2018. All training completed by November 2019.	Museum Accreditation. Staff training record. Schedule for reviewing and testing the plan.	<p>COMPLETED</p> <p>January 2020 update. Salvage plan has been written and salvage training for museum staff will take place by March 2020.</p> <p>December 2020. Emergency Plan strengthened with completion of new Business Continuity Plan (arising from the COVID19 experience), and Operations Handbook for technical information in the event of an emergency.</p>
	3.3 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.	Museums Development Manager	Dyfed Powys Police	April 2018	Report submitted to DMT.	<p>COMPLETED</p> <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. New temporary museum store had security review Jan.2018.</p>
	3.4 Collections rationalisation programme.	Museums Development Manager		2020		<p>IN PROGRESS</p> <p>See item 1.5</p>
	3.5 With the information from the above steps draw on internal and external expertise to	Curator with input from Conservation Officer	Auctioneers; a broad range of external specialists with	April 2019 Revised to 2022 in line	Numbers of items valued.	<p>IN PROGRESS</p> <p>January 2020 update. 1.5% of collections re-valued since 2017. These include approximately 350 items of</p>

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	provide valuations of items of high commercial value. Expertise is required because value is linked to provenance. In some cases, conservation value is preferable.		conservation and collections specialist knowledge.	with other long-standing tasks that require external resources to complete.	All risks insurance in place or a commitment to self-insure based on the value of the object, not its component materials.	Llanelly Pottery, up to 10 items for loan, and 80 firearms assessed by an independent valuer November 2019 as part of rationalisation process. December 2020. No further progress due to service disruption.
	3.6 Agree on an approach to valuing the remainder of the collection.	Curator	CCC Risk Management team.	Revised to 2022 in line with other long-standing tasks that require external resources to complete.	A 'value' attributed to the remainder of the collection.	IN PROGRESS The recommended framework to determine value is defined in the Cultural Heritage Agency Netherlands 'Assessing Museum Collections'.
4. Loans inward and outward A record of all items put out on loan / received on loan should be maintained, This should be subject to review at least on an annual basis, In addition, a loan agreement should be completed for each loan item	4.1 Formal procedures for loans to be reviewed.	Curator		June 2017	Museum Accreditation	COMPLETED Documentation Procedural Manual revision completed September 2017 (GE).
	4.2 Identify all active loans inward and outward dating back to the 1970s and review paperwork and ensure collections management database is current.	Curator		June 2017	All loan documentation accurate and current.	COMPLETED All loans paperwork has been reviewed to identify active and expired loans.
	4.3 Loan agreements that have expired or are due to expire in 12 months will be reviewed and renewed. And reviewed thereafter annually.	Curator		Revised from January 2018 to March 2020 to account for Museum of Speed collections.		IN PROGRESS January 2020 update. <u>Loans outward</u> (to other organisations): 45% of active loans - renewal process completed. 55% of active loans - renewal in negotiation. 100% of older loans (pre county reorganisation) reviewed and closed.

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which should be signed by both parties.						<p><u>Loans inward</u> (to Carmarthenshire Museums): 22% loans with AG-NMW in negotiation. 13% loans from individuals, unable to reach owner. 65% other older loans recorded as 'returned' in process of being reviewed to confirm closure.</p> <p>All active loans relating to the Museum of Speed are being reviewed separately and do not figure in the above. All are awaiting review in the context of the museum development.</p> <p>December 2020. No further progress due to service disruption.</p>
	4.4 Confirm values of loans inward and outward.	Curator	Auctioneers	Oct. 2017	All inward/outward loans valued and insurance cover confirmed.	<p>IN PROGRESS January 2020 update. All loans since 2017 are undertaken only with valuation information. Valuations of historic loans will be undertaken as part of action 4.3. December 2020. No further progress due to service disruption.</p>
	4.5 Contact institutions to confirm loan status, insurance cover and update paperwork.	Curator	Borrowing institutions.	Oct. 2017 Linked to action 4.3 – revised to March 2020.	All paperwork complete and current.	<p>IN PROGRESS January 2020 update. Currently as progress report for 4.3. Once this review process is completed, action 4.5 will also be completed.</p>
	4.6 Loans inward/outward condition checked annually.	Conservation Officer		February 2018 Revised to Oct 2019. Revised to March 2020.	Record of all checks.	<p>IN PROGRESS January 2020 update.</p> <ul style="list-style-type: none"> • All new loans can proceed only following a full condition report. • Loans outwards will be inspected on location by Museum staff by March 2020. • Museum of Speed loans inward and older loans that have been renewed will be

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						condition checked according to staff availability. December 2020. All Museum of Speed associated loans condition checked to inform communications with owners.
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