

CARMARTHENSHIRE MUSEUMS

Strategic Plan 2017 – 2022



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Forward planning process and review

This strategic plan sets out Carmarthenshire County Council's vision and ambitions for Carmarthenshire Museums: the services it provides to the community and wants to further develop to support the Council's priorities and the role it plays in the economy. The final version of the plan was adopted [month] 2017. This supersedes the Carmarthenshire Museums Service Forward Plan 2013-2018 submitted for the last round of Accreditation in 2013.

The development of this plan has been influenced by:

- Carmarthenshire Museums' progress against its aims and objectives in the 2013-2018 Forward Plan.
- The strategic context within which the museum service operates, including the Carmarthenshire County Council Corporate Strategy 2015-2020 and Well-being of Future Generations (Wales) Act 2015.
- Carmarthenshire's context – economic, social, technological and environmental.
- Consultation with industry experts, funders, local groups, and partners.
- Engagement with staff and other stakeholders.
- Collaboration with strategic Carmarthenshire County Council projects.
- Analysis of performance measures and visitor feedback.

This has led to a new vision and a refinement of the aims and objectives of the 2013-2018 Forward Plan, in particular identifying SMART actions that will support the new Strategic Plan. The process of reviewing progress and achievements identified both outstanding and new tasks, as well as major projects across the county to improve collections care, risk management, accessibility, visitor experience, and financial resilience.

The museum service is operating in a landscape of unprecedented change, challenge and opportunity. This plan will be reviewed annually to inform business plan activities and individual work plans and form part of the internal performance management process.

Statement of purpose

Our vision is to develop exceptional places that preserve and create community memories and inspire wonder, exploration and connectivity with Carmarthenshire's rich heritage and culture.

Our mission is to preserve collections and provide accessible, inclusive, exciting, sustainable services, which promote and facilitate learning, culture, heritage, tourism, regeneration, information, well-being and leisure.

How we do this:

Caring for and interpreting our collections and historic sites to support discovery, enjoyment and learning.

Playing an important role in the cultural, economic and social life of the county, and the health and well-being of its residents.

Celebrating Carmarthenshire and its communities, promoting civic pride and developing a sense of cultural identity, as well as building respect and understanding of others.

Valuing professionalism, employing experts to deliver services, and promoting opportunities for volunteers to improve and share their specialist knowledge and skills.

Contributing to the county's tourism economy, creating places where people want to visit and stay.

Contributing to the knowledge economy by creating and disseminating knowledge through exhibitions, displays, public learning and events, research, and publications.

Increasingly operating in a digital environment, making collections and information available on line and providing platforms for user-generated content.

Carmarthenshire Museums operates:

- **Carmarthenshire County Museum (CCM)**, a Grade 2 listed house rebuilt by W D Caroe in 1903 in the Arts & Crafts manner and recently recognised as a rare example of this architectural style.

- **Parc Howard Museum and Gallery (PH)**, built 1886, now Grade 2 listed; it is one of the oldest public museums in Wales, founded in 1912.
- **The Museum of Speed (MOS)**, opened in 1996 dedicated to the story of land speed attempts on Pendine Sands.
- **Kidwelly Industrial Museum (KIM)** in partnership with the Trustees of the Kidwelly Heritage Centre and Tinsplate Museum Trust. The oldest surviving tin plate works, including listed buildings and scheduled monuments.

It also has responsibility for museum exhibits and artefacts at:

- Carmarthen Library
- Ammanford Library
- The Guildhall, Carmarthen
- County Hall, Carmarthen
- Llanelli Town Hall
- Llandovery Library

Its collections include fine and decorative arts, costume and textiles, antiquarian books, archaeology and numismatics, ethnography, material culture, natural history, geology, photography and local history.

Carmarthenshire Museums provide advice and support to voluntary-run museums and heritage organisations within the county and facilitates several heritage networks.

The service employs 4.75FTE staff, including Museums Development Manager, Curator, Business Retail Officer and part-time Museum Attendants.

Setting the scene

Carmarthenshire is a county of contrasts, being largely agricultural, boasting stunning beaches, and featuring areas in the south-east that were one time industrialised with coal-mining, steel works and tin-plating. It is the third largest county in Wales by area and the most populated towns are Llanelli, Ammanford and Carmarthen; Carmarthenshire Museums has a presence in all of these.

Carmarthenshire has 5 areas that are in the 10% most deprived in Wales, 7 areas in the 20% most deprived, and 13 areas in the 30% most deprived (WIMD 2014). Carmarthenshire residents have a mean income 6.7% lower than the mean income figures for Wales and is the 9th lowest of Unitary Authorities in Wales. (Carmarthenshire Household Income Levels CACI PayCheck Data 2014)

The population in Carmarthenshire is growing, increasing by about 6.5% between 2001 and 2014. The population age is slightly older with a median age of 44 compared with the Wales average of 41 and the UK median of 39. 2.1% of the population is identified as from a BAME (Black, Asian and Minority Ethnic) group (source: 2011 census data).

Almost 44% of the population over the age of 3 are total Welsh speakers, compared with the Wales average of 19% (Census, 2011).

Tourism is now a key component of the Carmarthenshire economy and a major source of employment and revenue. The county includes sites designated at international level to protect important biodiversity. It has also benefited from investment in improvements to coastal facilities and attractions, world renowned gardens, clean beaches and the National Wool Museum at Dre-fach Felindre.

The Carmarthenshire Tourism Destination Management Plan 2015-2020 identifies several challenges that need to be taken into account in Carmarthenshire Museums' planning and programming in order to be able to support the county's visitor economy and contribute to the plan's ambition to create a distinctive image and identity that is meaningful to visitors and residents.

Consultation and community engagement

Forward planning is informed by an ongoing process of consultation, evaluation and research review. This process includes responding to sector-wide reviews (Expert Review of Local Museum Provision in Wales 2015), service reviews (An Organisational Review of the Carmarthenshire Museum Service 2012-2020), and evaluating individual projects. All outputs of research contribute

to forward planning and build our capacity for sustained and targeted service improvements. Carmarthenshire Museums run year-round visitor feedback at most of its venues. Services and projects are developed through consultation and co-production and increasingly development schemes are the result of collaboration with local groups.

Strategies and policies

Carmarthenshire County Council Corporate Strategy 2015-2020

The strategic plan has seven priorities for the Council. These are Making better use of resources; Building a better Council; People in Carmarthenshire are healthier; People in Carmarthenshire fulfil their learning potential; People who live, work and visit Carmarthenshire are safe and feel safer; Carmarthenshire's communities and environment are sustainable; and Carmarthenshire has a stronger and more prosperous economy.

Well-being of Future Generations (Wales) Act 2015

An Act that places a duty on public bodies to achieve seven well-being goals to improve the economic, social, environmental and cultural well-being of Wales.

Carmarthenshire County Council Strategic Equality Plan 2015-2020

This plan describes the Council's legal duties and its commitment to equality and diversity as an employer and a service provider, and its key actions in promoting tolerance, understanding and respect within the wider community. It also refers to the need to have regard of the Welsh Language, which ties in with the **Welsh Language Measure 2011**.

Carmarthenshire Museums Access Policy Statement (2017)

The Access Policy Statement guides Carmarthenshire Museums' approach to providing access to its collections and associated information. We define access as something that is made possible when physical, cultural, social, financial, intellectual, psychological and emotional barriers are removed, reduced or overcome. The Statement pays particular attention to Welsh language provision.

Carmarthenshire Destination Management Plan 2015-2020

This plan is based on consultation with key stakeholders to ensure a co-ordinated approach to improving the visitor experience. It sets out a vision and articulates what needs to happen to achieve it, balancing the needs of visitors, local

residents, businesses and the environment. The plan recognises that one of Carmarthenshire's strengths is its heritage and culture with opportunities for authentic experiences, including the Welsh language, bringing prospects for innovative and creative promotion and interpretation of the area's local distinctiveness.

Corporate Asset Management Plan 2016-2019

The plan ensures corporate assets contribute to the Council's role of serving and supporting the needs of the County. Assets are integral to meeting the goals identified under the Well Being and Future Generations Act.

Analysis of the current situation (2017)

Carmarthenshire Museums' challenges

In developing this plan, five strategic aims were identified in order to achieve the vision for what Carmarthenshire Museums will look like by 2022. To successfully achieve these aims, it was identified that a number of major challenges would need to be addressed in order to develop the museum service's capacity to contribute effectively to the Council's Corporate Strategy.

In summary, there is a need for:

- Infrastructural improvements – collections storage, museum buildings, digitisation of collections information;
- Staff structure and capacity;
- Risk management;
- Improving access through marketing, communications and audience development;
- Increasing public engagement through improved displays and programming;
- Organisational culture responsive to change and collaboration;
- Delivering council and Welsh Government priorities, including social, economic and environmental challenges.

Review of Carmarthenshire Museums Forward Plan 2013-2018

Summary of objectives and planned activities	Achieved?	Comments
Providing museums for everyone	Yes	A greater focus on disabled access has been achieved through capital improvements to museum buildings. Access action plans and learning policies were completed in 2013. The South and West Wales Museums (SWM) partnership has successfully delivered learning programmes to engage young people in discovering and digitising their heritage. Volunteering is well established at the County Museum. The museum service is a bilingual service and staff are encouraged through our nominated Welsh Language Champion.
Taking care of Carmarthenshire's museums' collections as part of the greater Collection for the Nation	Partially	<p>Museum environments are continuously monitored and controlled, where possible. The collection store in Kidwelly was partially insulated and racked in 2010 but has suffered from a lack of maintenance more recently. The museum service has operated with limited collections and technical resource for several years. The recent approval to appoint a Conservation Officer will improve standards in collections care. Despite maintenance investment in some buildings, others show deterioration caused by water ingress, posing a significant threat to collections if not remedied. The digitisation backlog identified in 2013 remains incomplete.</p> <p>Participation in national schemes, such as Linking the Natural Sciences in Wales, to share expertise and collections is proving beneficial to staff and the public. The Museums Service supports communities in interpreting their heritage through</p>

		<p>projects and establishing networking groups, such as Hanes Sir Gâr. Volunteers contribute to our understanding of collections through research and sharing information through free talks and events.</p> <p>Carbon footprint reduction is largely dependent on future investment in improving buildings and upgrading utilities.</p>
Working effectively	Partially	<p>Five museums (including Kidwelly Industrial Museum) achieved Museum Accreditation standard in 2013. Two museums later failed the VAQAS Visit Wales standard in 2016 (Carmarthen County Museum and Carmarthen Town Museum) due to substandard visitor facilities, signage, displays and interpretation. The museum service has a good track record of partnership and collaboration with other museums and trusts in order to improve public access to heritage. The museum volunteering programme aims to support health and well-being, promote enquiry and lead to new skills and knowledge. Staff CPD has become reactive rather than planned due to staff shortages and time pressures. Income generation plans have not been researched and tested, and stretching targets have not been set. Since 2016 the museum team is deeply involved in supporting the regeneration of Pendine with internal partners and external funders. It is similarly working with internal partners over the development of Parc Howard. The County Museum is collaborating with the Tywi Gateway Trust in regenerating the park and derelict outbuildings. Improvements to energy efficiency in historic buildings are largely linked to building improvements; building surveys on the County Museum have been carried out in 2011 and 2016, informing major maintenance programme planning.</p>

Looking to the future (2017-2022) – Strategic aims, objectives and actions

Strategic aim 1: Manage and develop our resources, facilities and workforce to become more resilient and build a stronger economy.

Key objectives

- Communicate positive messages about Carmarthenshire and contribute to creating attractive, unique and prosperous places to live and work by developing and refurbishing museums.
- Seek out partnership opportunities to collaborate in service delivery, improving service efficiency, and reaching new audiences.
- Collaborate with cultural services partners to develop an integrated approach for museum displays already located in libraries.
- Extend sensitive commercialisation across museums to improve self-generated income, development and jobs growth.
- Undertake a risk management approach to collections care, assets and finances to ensure long term funding.
- Develop workforce capacity and identify the skills, behaviours, knowledge and expertise to deliver our objectives.
- Support staff to achieve professional qualifications and accreditation in priority work areas through CPD.
- Promote volunteering to increase community links, access expertise, provide workplace opportunities, and to deliver a better visitor experience.
- Develop robust Audience and Business Development Plans to increase attendances and maximise economic potential.
- Adapt buildings and practices to reduce energy consumption and carbon footprint.

Actions

Objective	Actions	Measure	Timescale	Resources
Development and refurbishment of museums and displays.	<ul style="list-style-type: none">• Development plans for the County Museum, Parc Howard Museum and Pendine informed through consultation.• Funding secured.	<ul style="list-style-type: none">• EBM approval• Funding success.• Museum accreditation.	All major projects to have commenced by April 2022.	Interdepartmental staff time. External consultancies.

	<ul style="list-style-type: none"> • Deliver capital projects. • Reduce energy consumption. 	<ul style="list-style-type: none"> • VAQAS accreditation. • Energy monitoring. • Project evaluation. 		CCC capital and maintenance budget. External funding.
Partnerships	<ul style="list-style-type: none"> • Address major infrastructural needs within the Museum Service to place it in a position to establish new partnerships. • Set up informal network for museums in Carmarthenshire. • Continue to provide access to expertise with partners at Kidwelly Industrial Museum. 	<ul style="list-style-type: none"> • Collections safe, buildings secure, staff capacity, culture change. • Number of museums joining the forum. • Attendances at meetings; no. hours donated. 	<p>Immediate challenges should be overcome by March 2022.</p> <p>September 2018.</p> <p>Ongoing.</p>	Staff time.
Increase income generation	<ul style="list-style-type: none"> • Commercial product development, testing and launch. • Business planning. • Staff restructure and training to support business needs. • Systems modernisation and capacity. • Increase volunteering opportunities. • Dedicated 'Carmarthenshire Museums' website. 	<ul style="list-style-type: none"> • Income targets met. • More staff are better qualified. • Numbers of volunteers. • Licensing. • Numbers of commercial events. • Audit of financial systems. 	Commercial operations may be impacted by other museum developments. Target date for first round of product launches, March 2019.	Museum service team. Marketing & Tourism team. Capital investment. Revenue budget.
Staff development and volunteering	<ul style="list-style-type: none"> • Consultation on and implementation of new Museums Service staff structure. • Develop individual learning plans for all staff. • Support staff to achieve professional qualifications. 	<ul style="list-style-type: none"> • Numbers of vacancies filled. • Number of professionally qualified staff. • Investors in People. 	<p>Draft structure for consultation, August 2017.</p> <p>Learning plans implemented by October 2017 with SMART goals.</p>	Staff time. Revenue budget for training; external funding where available.

<p>Increase volunteering</p>	<ul style="list-style-type: none"> • Staff structure to support expansion of volunteering opportunities into new roles and museum sites. • Review volunteering roles, agreements and policies. • Identify budget for volunteer expenses. • Organise volunteer open day to launch volunteering at Parc Howard. 	<ul style="list-style-type: none"> • Museum Accreditation. • Budget monitoring. • Numbers of volunteers recruited. • Visitor experience. 	<p>Draft structure for consultation, July 2017.</p>	<p>Revenue and salaries budget. Staff time.</p>
<p>Audience and Business Development</p>	<ul style="list-style-type: none"> • Develop Marketing and Communications Plan. • Carmarthenshire Museums branding. • Carmarthenshire Museums website. 	<ul style="list-style-type: none"> • VAQAS • Website visits. • Social media engagement. • Visitor experience. • Visitor numbers. 	<p>Draft plan by September 2017; visitor analysis ongoing. Website live by November 2018.</p>	<p>Museum and Marketing teams. External funding linked to museum development projects.</p>

Strategic aim 2: Become recognised for our innovative approach to developing and using museum collections.

Key objectives

- Identify and act upon an overarching solution for a dedicated Collections Centre to better care for collections, increase access and enable museum buildings to be refurbished and developed.
- Review policies informing collections care standards, with particular attention paid to risk management and protecting collections for the future.
- Provide access to expertise and professional networks for independent museums in Carmarthenshire.
- Commission security reviews and implement recommendations to increase opportunities for accessing high profile loans at Accredited museums.
- Digitise and photograph museum collections to better manage collections and enable digital access.
- Undertake a collections review to identify underrepresented collection areas and opportunities for rationalisation.
- Set up focus groups to engage communities in telling their story through collecting, exhibitions and interpretation.

Actions

Objective	Actions	Measure	Timescale	Resources
Collections storage and display	<ul style="list-style-type: none"> • Commission assessment of current and future collections storage needs. • Make the case for a dedicated Collections Centre. • Secure funding for capital, project delivery and fit-out costs. • Coordinate maintenance programmes across museums. 	<ul style="list-style-type: none"> • Museum Accreditation. • Internal audit. • EBM approval. • External funding. 	<p>Collections assessment (1st stage) by Aug. 2017.</p> <p>Business case and 1st stage HLF application by September 2017.</p>	<p>Staff time.</p> <p>Capital funding.</p> <p>Maintenance budget.</p>
Risk management	<ul style="list-style-type: none"> • Carry out security review. • Risk assessment of collections storage. 	<ul style="list-style-type: none"> • Museum Accreditation. • Internal audit. 	<p>Security review and risk assessments by April 2018.</p>	<p>Risk management grant to part-fund digitisation post.</p>

	<ul style="list-style-type: none"> Strengthen physical security. Improve collections care. Fixed term post to digitise collections records. Photograph collections. Update valuations and insurance. 	<ul style="list-style-type: none"> Risk management funding. No digitisation backlog. 	Physical security linked to museum development projects. Digitisation backlog completed by March 2018. Photography by 2020.	External funding for security review. Capital funding for physical security. Museum team.
Collections review	<ul style="list-style-type: none"> Commission expert assessment of potential for collections rationalisation. Review all policies concerned with collections management in accordance with Accredited status. Carry out disposal of agreed recommendations. 	<ul style="list-style-type: none"> Number of items identified for disposal. Formal adoption of policies. 	<p>Collections Assessment (2nd stage) by Dec. 2017.</p> <p>Policy review by December 2017.</p> <p>Disposal pilot by June 2018; thereafter ongoing.</p>	£10,000 grant awarded by the Federation of Museum and galleries in Wales for consultancy fees. £2800 match-funding from budget.
Collections development	<ul style="list-style-type: none"> Consultation to inform a community focused approach to museum collections development. 	<ul style="list-style-type: none"> Number of people consulted with. 	Process to begin by September 2017. Thereafter ongoing.	Staff time. External project funding to engage hard to reach groups.

Strategic aim 3: Create a great visitor experience through excellent services and programmes.

Key objectives

- Deepen our knowledge and understanding of our visitors and non-visitors to increase attendances and engagement.
- Increase the provision of services in Welsh to the public, and promote the use of the Welsh language.
- Redevelop museum gallery spaces and displays to promote Carmarthenshire's rich heritage and inspire, engage and enthuse visitors.
- Achieve an excellent standard of satisfaction through attentive, excellent customer care.
- Modernise visitor facilities at museums (signage, toilets, catering, retail and reception areas).
- Achieve VAQAS 'Gold standard' assessment for all museums, reserved for attractions that achieve excellence.

Actions

Objective	Actions	• Measure	Timescale	Resources
Audience development	<ul style="list-style-type: none"> • Audience segmentation and analysis to inform Marketing & Communications Plan. 	<ul style="list-style-type: none"> • Visitor numbers. • Visitor Verdict data. 	Draft plan by December 2017; visitor analysis ongoing.	Museum and Marketing staff.
Welsh language	<ul style="list-style-type: none"> • Adopt a Welsh Language Implementation Plan that will set out how Carmarthenshire Museums will comply with Welsh language Standards. • Nominated Welsh Language Champion. 	<ul style="list-style-type: none"> • Number of staff attended trained on the Welsh Language Implementation Plan. • Number of staff regularly using Welsh in the workplace. 	Draft Plan by December 2017. Initial training Jan-Mar 2018 and thereafter as part of induction process.	Museum staff.
Redisplay galleries	<ul style="list-style-type: none"> • Stakeholder consultation to develop redisplay proposals and draft programme to inform capital developments and design needs. 	<ul style="list-style-type: none"> • Numbers consulted. • Visitor experience. 	Consultation commence May 2018. All major projects to have	Museum staff and volunteer time.

			commenced by April 2022.	
Visitor facilities	<ul style="list-style-type: none"> • Prioritise visitor facilities in all museum development projects. • Identify signage needs in Marketing & Communications Plan. 	<ul style="list-style-type: none"> • Visitor experience. • Increase on-site spend. • VAQAS. • Visitor Verdict survey. 	Draft plan by September 2017.	External funding.
Visitor feedback	<ul style="list-style-type: none"> • Customer care training. • Monitor Visitor Verdict reports. • Frequent team meetings. 	<ul style="list-style-type: none"> • VAQAS. • Visitor Verdict benchmark. 	Training delivered annually in March and when required for all inductees.	Staff time.

Strategic aim 4: Deliver inspiring and creative learning opportunities for all people.

Key objectives

- Place learning at the heart of our museums, where children and adults have equal status and formal and informal learning is valued equally.
- Draw out the fascinating stories behind our collections and communicate them in new, creative and accessible ways.
- Develop opportunities for visitor interaction on the galleries, promoting a hands-on approach to play and discovery.
- Create an open Collections Centre solution to collections in store, designed to support visits, training and placements.
- Improve digital access to collections and Carmarthenshire's rich history.
- Provide a high quality, fully bilingual schools service, delivered by specialists built around a sustainable model.
- Use visitor studies to inform targeted programmes to improve access for 'hard to reach' audiences.

Actions

Objective	Actions	Measure	Timescale	Resources
Learning, engagement and access	<ul style="list-style-type: none"> • Learning & Engagement Strategy linked to museum development projects. • Communicate our values. • Staff training. • Expand the range and spread of learning opportunities. • Targeted activities for specific audiences. 	<ul style="list-style-type: none"> • Museum Accreditation. • Visitor experience. • Numbers of participants. • Numbers of activities. • Geographic spread of activities. • Number of targeted activities. 	Draft plan by March 2018. All associated activities thereafter ongoing.	Museum staff time; revenue budget.
Visitor interaction	<ul style="list-style-type: none"> • Overhaul our approach to interpretation. • Introduce a more playful culture into museum displays. 	<ul style="list-style-type: none"> • Visitor experience. • Visitor numbers. • VAQAS. 	Low scale interventions can begin from January 2018; more ambitious	Staff and volunteer time for low scale interventions.

	<ul style="list-style-type: none"> • Increase opportunities for 'getting up close' to collections in store. • Identify opportunities for interactivity for each of the museum development projects. 		schemes linked to major development projects.	External funding for larger schemes.
Digital access	<ul style="list-style-type: none"> • Install Broadband and WiFi at all main museum sites. • Identify appropriate digital access solutions for each museum. • Stordy Digidol partnership. 	<ul style="list-style-type: none"> • Number of museum sites digitally enabled. • Numbers of visitors accessing digital facilities. 	Broadband and WiFi by April 2017. Wider digital access initiatives linked to major projects, e.g. <i>Stordy Digidol</i> launching 2018.	Revenue budget. External funding.
Schools	<ul style="list-style-type: none"> • Review staff structure to increase schools visits. • Maximise availability of historic resources to contribute to the Cwricwlwm Cymreig (also linked to improving displays). • Consult with schools. • Recruit suitable freelance educators for enhanced paid-for schools visits. 	<ul style="list-style-type: none"> • Numbers of school visits and learning activity. • 1 new workshop theme or self-guided resource launched each year. • Income generation. 	Draft staff structure for consultation, Sept. 2017. School consultation Sept. 2018 – May 2019. New schools programme launch Sept. 2019.	Staff time.

Strategic aim 5: Support opportunities to promote health and well-being.

Key objectives

- Transform the physical experience of visiting our museums ensuring people feel welcomed, entitled, and valued. The setting and displays should inspire a sense of enjoyment, wonder and enquiry.
- Promote confidence and well-being through supported visits, training and placements at the proposed open Collections Centre.
- Promote opportunities for exploring the outdoors through collaborations with parks and other cultural and heritage venues.
- New and improved learning facilities in museums will provide stimulating spaces for engaging public programmes promoting mental well-being and resilience.
- Improve physical, intellectual and emotional access to museums to all, particularly to lower socio-economic groups.

Actions

Objective	Actions	• Measure	Timescale	Resources
Visitor experience	<ul style="list-style-type: none"> • Cumulative impact of Learning & Engagement Strategy, redisplay of galleries and museum development. • Launch of 'open' Collections Centre for museum collections in storage 	<ul style="list-style-type: none"> • Visitor Verdict. • VAQAS. • Museum Accreditation. 	Collections Centre launch 2018/2019. Other museum developments will follow.	Revenue and capital.
Exploring outdoors	<ul style="list-style-type: none"> • Articulate Tywi Gateway Trust (TGT) partnership. • Deepen links with the Tywi Valley Cycleway. • Identify opportunities for promoting walking and other healthy activities as part of the Museum of Speed redevelopment • Parc Howard orienteering trail and Forest School activities. 	<ul style="list-style-type: none"> • Numbers of visitors and numbers of participants. 	<ul style="list-style-type: none"> • TGT collaboration formalised Oct. 2017. • Cycleway launch t.b.c. • Museum of Speed open 2019 (t.b.c.). • Parc Howard resources and programming from July 2017. 	Staff time as in-kind match-funding for various external funders.

Provision of learning facilities	<ul style="list-style-type: none"> • Learning spaces created as part of the major developments at: • Pendine • Carmarthenshire County Museum • Parc Howard Museum and Gallery 	<ul style="list-style-type: none"> • Visitor experience. • Numbers of participants. • Numbers of bookings as an indicator of the quality of the learning spaces. 	<p>2020 2022 2022</p>	Capital and external funding.
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What the next five years will look like

In 2018-19 – We will be launching a new Carmarthenshire Museums Collections Centre

- The Collections Centre will be a significant asset that supports the objectives of the Well Being and Future Generations Act.
- It will focus on public learning and access, training and skills, employment, and providing people with an enriching opportunity to engage with their heritage 'up close' in a way that has previously been unavailable.
- Carmarthenshire Museums' collections will be cared for in appropriate conditions with good physical security, underpinned by excellent collections management and care, ensuring collections are preserved for current and future generations.
- Collections storage design will minimise environmental impacts and maximise efficiency.
- Supported as a sound business development, establishing a Collections Centre will limit risk and enable listed museum buildings previously used to store collections to be developed to maximise their potential and improve sustainability.
- With 49% of museum stores in Wales already full and a further 21% anticipated to be full by 2020*, Carmarthenshire is avoiding being another statistic in this national picture by ensuring the future sustainability and preservation of collections. (*Spotlight on Museums 2015, Welsh Government)

In 2019-20 – Parc Howard will begin to bear the hallmarks of a prospering museum.

- Parc Howard will measure its performance against The AIM Hallmarks of Prospering Museums, a framework that brings together the key characteristics of best practice and describes the set of behaviours that make heritage organisations prosper and thrive.
- The museum will fully engage with networks and partnerships, such as Fusion, to increase participation, be dynamic in delivering well-being objectives, develop positive community links and foster ownership.
- Visitor experiences will be significantly improved through better access, facilities and displays.
- Nationally important collections will be 'revealed' through professional curating and interpretation, creating a cultural landmark.
- Answering local demand for a high quality museum, the museum will mirror the improved park facilities creating an attractive and distinctive recreational facility for the community and visitors.

In 2020-21 – We will open the new Museum of Speed in Pendine

- A new, fully accessible, innovative and energy efficient museum built to demanding Passif Haus standards will open in Pendine at the heart of an ambitious regeneration scheme.
- Developed in partnership with an expert design team, the museum will reveal new stories through a combination of historic objects and images, interactives, hands-on learning experiences, and more, to engage the whole family.
- Our research indicates that many people visiting the popular events held on the Sands have little understanding of the historic significance of Pendine. An engagement programme will run from 2017 to 2020 to raise awareness of the museum and the heritage it celebrates. Outcomes will include collecting contemporary accounts of speed racing on Pendine Sands, identify potential acquisitions for the new museum to tell the wider story of racing on the Sands, and collaborate over exhibitions with special interest groups.

In 2021-22 – Carmarthenshire County Museum will be at the heart of a major leisure attraction

- The gardens and outbuildings around Carmarthenshire County Museum will be leased to the Tywi Gateway Trust for the purpose of working with local communities to deliver dramatic improvements to a valued community asset as part of an expansive £2.3m restoration scheme. The Trust and museum service will work in partnership to support Well Being and Future Generations Act objectives, including cultural engagement, developing skills and employment opportunities, and getting people more active.
- The development will include high quality catering and retail, attractive events and learning spaces, and modern visitor facilities.
- The nearby Tywi Valley Cycle Path will enhance the tourism offer, generating demand for other tourism-related businesses in the area.
- There will be a demonstrable corporate commitment to maintain the County Museum building and continue internal improvements.
- What was previously 'hidden' from view will be revealed. More spaces in the museum will be opened to the public for the first time, showcasing more collections and uncovering stories from the rich culture of Carmarthenshire and Wales. Unique historic gardens and wildlife habitats never previously seen by the public will also be open for the first time.

Delivering the Council's Strategic Priorities

Making Better Use of Resources

- Ensure museum property and assets are managed well and efficiently.
- Explore creative options for developing and delivering museum services.
- Foster local partnerships to facilitate community ownership of community assets and share office accommodation.
- Develop regional partnerships to identify areas for shared services and opportunities for external funding.

Building a Better Council

- Ensure engagement and consultation in museum planning processes.
- Develop a digital presence to communicate with residents and stakeholders.
- Develop and enhance the expertise and capability of museum staff.

People in Carmarthenshire are healthier

- Get more people participating more regularly in cultural events and activities to improve confidence, community cohesion, health and well-being.
- Promote alternative opportunities for all people to be more active.
- Increase volunteering opportunities with proven benefits to improve mental health, extend life, keep people fitter, and enable people to better cope with illness when it occurs.

People in Carmarthenshire fulfil their learning potential

- Deliver curriculum-linked bilingual schools programmes for positive and inspiring learning experiences.
- Promote engaging and accessible opportunities for family learning.
- Connect with 'hard to reach' groups to support better access to community facilities and opportunities.

People who live, work and visit Carmarthenshire are safe and feel safer

- Provide an accessible and welcoming museum service that supports cultural diversity and identity.

- Encourage familial ties and relationships with opportunities for spending quality time together, learning together and discovering more about each other.

Carmarthenshire's communities and environment are sustainable

- Promote awareness and understanding of Carmarthenshire's unique natural environment.
- Improve buildings and building management systems to improve energy efficiency and reduce waste.
- Plan long-term, ensure sustainable development in all activities and policies, and work within available resources.
- Acknowledge the legacy contributed by previous generations and pass on a better legacy of collections, information and knowledge to the next generation.
- Manage collections well so that they will be a valued asset for future generations, not a burden.
- Contribute to the social, cultural and economic vitality of Carmarthenshire and beyond.

Carmarthenshire has a stronger and more prosperous economy

- Promote training, learning and jobs growth through partnerships and service development.
- Contribute to the economic development of Carmarthenshire, creating places where people want to live, work and visit.