

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

*Prepared by Morigan Mason, Museums Development Manager (March 2017); Reviewed December 2017; Reviewed June 2018; Reviewed June 2019.*

Proposed Action	Milestone Tasks	Responsible Person	Partners to consult / engage	Target Date	Success Indicator	Progress
<p><b>R1.</b></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><b>COMPLETED.</b></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><b>COMPLETED.</b></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><b>COMPLETED.</b></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><b>COMPLETED</b></p> <p>Training of all current staff completed and procedures in place for training new appointments through the induction process.</p>
	1.5 Collections rationalisation.	Museums Development Manager	External consultant.	June 2017.  <b>Reviewed to March 2020</b>	Rationalisation policy and plan completed.	<p><b>IN PROGRESS</b></p> <p>This is an activity that requires significant resources to ensure a transparent and ethical process is followed according to agreed</p>

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			Other museums and stakeholders.	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>parameters. Due to competing demands on resources currently devoted to other museum developments, this process will commence fully once the service has capacity to do so, ensuring minimal reputational risk to the authority. However, we are actively developing our understanding of collection groups that will benefit from rationalisation and taking steps to ensure our recommendations are independent, transparent and documented.</p> <p>Progress includes a revised Collections Development Policy 2017-2022; an independent collections review and significance assessment; an independent assessment of the Firearms collection identifying opportunities for disposal; in-progress audit of Geology collection with recommendations for rationalisation (timescale for completion subject to volunteer availability).</p> <p>Rationalisation of the Firearms collection will be prioritised as a trial scheme for the service, to be completed within the financial year 2019-20.</p>
<p><b>2. Collection documentation</b></p> <p>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</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><b>COMPLETED.</b></p> <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</p>

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<p>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 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>						Llanelli Borough Council and the Carmarthenshire Antiquarian Society collection which founded the County Museum collection).	
	2.2 Any documentation backlog will be identified through the Accreditation return process and an action plan drawn up to address it.	Curator		June 2017			COMPLETED. Documentation backlog plan approved by Museum Accreditation panel 10/5/18.
	2.3 All assets known to be over £10k are identified on the Collections Management System	Curator					COMPLETED. 54 items with a known value above £10K identified on Corporate Asset list, cross-referenced on to CALM.
	2.4 The list of assets will undergo a physical check as part of a condition survey and thereafter annually.	Conservation Officer.	Independent assessment.	May 2019  Revised to between 2023 and 2027, subject to capacity.	Full collection audit completed, movement control procedures established and adhered to, and annual 'spot check' programme in place.		IN PROGRESS A calculation of the timescale to complete a full collection survey and ensure all documentation is in place to enable annual checks thereafter has been estimated as requiring four full-time staff two years to complete to achieve the documentation baseline and set up the appropriate systems. This is currently beyond the authority's capacity and we are building the case to address this as part of a larger scheme. It is proposed that this should form a core part of the development of a new Collections & Conservation Centre, thereby addressing a number of the actions identified in this plan where current resources are insufficient to make an impact. See action 2.9.
	2.5 Digitise all museum object records on to CALM collections management database. Subject to funding for 9 month fixed term post.	Museums Development Manager with input from Curator		Funding May 2017. Digitisation complete by March 2018. <b>Completed July 2019.</b>	Documentation Assistant post appointed.  Backlog of paper records digitised.		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.

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	2.6 Photograph all objects and attach images to CALM database for identification.	Curator	Axiell (CALM)	2020 <b>Revised to 2022 in line with other long-standing tasks that require external resources to complete.</b>	Numbers of objects photographed.  Number of photographs attached CALM database.	<p><b>IN PROGRESS</b> Approximately 5% of the collection has been photographed and images then uploaded to the collections database.</p> <p>Lack of space to photograph items, skills shortages within the service, and insufficient staffing capacity inhibit progress. The intention is to address this backlog through a larger Collections &amp; Conservation Centre development because it will increase our ability to both preserve heritage and increase public access to collections.</p>
	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.	<p><b>COMPLETED</b> The main computerised collections management database is protected by the authority's IT security systems and is stored 'off site' in the event of a disaster.</p> <p>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).</p>
	2.8 Ensure all objects are appropriately labelled.	Conservation Officer		2022	Numbers of object labelled.	<p><b>IN PROGRESS</b> Ongoing store audits and spot checks indicate that 85% of the collection is correctly labelled with a unique identification number.</p>
	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	<b>Welsh Government; National Lottery Heritage Fund; other external funders; Business partnerships;</b>	2022	External funding.  Match funding.  Council approval to proceed.	<p><b>IN PROGRESS</b> The concept for a Collections &amp; Conservation Centre has been in development since 2017. A thorough and robust process is being undertaken to inform and make the case for major capital investment with project revenue funding to deliver an associated and essential activity programme. At the time of this review</p>

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			Public consultation (community benefit).		Successful delivery of the project.	we are commissioning a regional Collection & Conservation Centre project business case and public consultation, due for completion December 2019.
<p><b>3. Valuation and insurance.</b></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><b>COMPLETED</b></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><b>IN PROGRESS</b></p> <p>A workable plan is in place since 10/2017 and regular bi-monthly staff meetings take place to review and test it. Disaster kits have been purchased. However, new staffing and organisation developments, including on-site partnerships, mean the plan will only be finalised once the training we have identified as essential has been completed.</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><b>COMPLETED</b></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><b>IN PROGRESS</b></p> <p>See item 1.5</p>
	3.5 With the information from the above steps	Curator with input from	Auctioneers; a broad range of	April 2019	Numbers of items valued.	<p><b>IN PROGRESS</b></p>

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	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 some cases conservation value is preferable.	Conservation Officer	external specialists with conservation and collections specialist knowledge.	Revised to 2022 in line 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.	<p>1% of collections re-valued since 2017 from a total of about 42,500 objects.</p> <p>The task of providing values to collections is associated with several other key steps necessary to gaining an accurate picture of the status of the collections, including confirming what denotes 'high value', security, and rationalisation. As with other 'in progress' actions, our intention is to address many of these larger challenges through a major scheme.</p> <p>With regard to assurances over loaned items, standard practice is that objects prepared for loan to other organisations are valued and appropriate insurance is in place. Items loaned to the authority are provided with a value by the lender and insured accordingly.</p>
	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.	NOT STARTED Interdependent upon completion of action 3.5.
<b>4. Loans inward and outward</b>	4.1 Formal procedures for loans to be reviewed.	Curator		June 2017	Museum Accreditation	COMPLETED Documentation Procedural Manual revision completed September 2017 (GE).
A record of all items put out on loan / received on loan should be maintained,	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.

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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>4.3 Loan agreements that have expired or are due to expire in 12 months will be reviewed and renewed. And reviewed thereafter annually.</p>	Curator		<p>January 2018. Revised to Nov. 2018</p> <p style="color: red;">Revised to March 2020 to account for Museum of Speed collections.</p>		<p><b>ONGOING</b></p> <p>Loans outward: 22 active loans with renewal paperwork in discussion or completed. Up to 82 older loans records to be reviewed to ensure the loan has been closed and fully documented accurately.</p> <p>Loans inward: 4 loans with fully compliant documentation. 31 loans requiring further action. 21 other loans on file to be reviewed to ensure the loan has been closed and fully documented accurately.</p> <p>All loans relating to the Museum of Speed are pending review and are linked to the new museum development.</p>
	<p>4.4 Confirm values of loans inward and outward.</p>	Curator	Auctioneers	<p>Oct. 2017</p>	<p>All inward/outward loans valued and insurance cover confirmed.</p>	<p><b>IN PROGRESS</b></p> <p>All loans since 2017 are undertaken only with valuation information. Valuations of historic loans will be undertaken as part of action 4.3.</p>
	<p>4.5 Contact institutions to confirm loan status, insurance cover and update paperwork.</p>	Curator	Borrowing institutions.	<p>Oct. 2017</p>	<p>All paperwork complete and current.</p>	<p><b>IN PROGRESS</b></p> <p>A process of contacting lenders to renew expired loans is underway, associated with action 4.3.</p>
	<p>4.6 Loans inward/outward condition checked annually.</p>	Conservation Officer		<p>February 2018 Revised to Oct 2019.</p> <p style="color: red;">Revised to March 2020.</p>	<p>Record of all checks.</p>	<p><b>IN PROGRESS</b></p> <p>All new loans since the appointment of the Conservation Officer are only undertaken following a full condition report.</p> <p>Condition reporting of long-standing loans to and from the Museum Service is underway as part of a wider condition checking process.</p>