



CofGâr Strategic Plan 2024 - 2034

CofGâr: Carmarthenshire's Museum and Arts Service

Foreword from Cllr. Hazel Evans, Cabinet Member for Regeneration, Leisure, Culture, and Tourism

As we embark on this new strategic journey for CofGâr, it is my pleasure to introduce our ambitious plan for the next decade. This strategy sets the direction for CofGâr, building on an extraordinary period of development and change. By 2034, CofGâr will have taken another leap forward, operating people-centred and modernised museums.

Our vision is to have Carmarthenshire's community-focused local museums at the forefront of change, sustainability, collection care, and accessibility in Wales. Throughout the life of this plan, as we bring together expertise to care for and grow public understanding of collections, we sharpen our focus on creating opportunities for people at all stages of life to participate, discover, and enjoy all that their local museums can offer.

This strategy prioritises enhancing sustainability by contributing to the local visitor economy, expanding learning and skills opportunities for underrepresented audiences, and incorporating sustainable development principles into all activities. Museum improvements are essential to achieving these goals, and this plan outlines our commitment to improving the quality of the visitor experience, accessibility, and standards of collections preservation.



The CofGâr Strategic Plan embodies our vision that museums are central to caring, constructive, and creative communities. Museums **preserve** our heritage for future generations and in doing so help build our sense of identity. Museums **present** narratives of our successes, adversities, and myriad experiences to create environments where we can reflect, learn, and develop. And museums inspire **progress** by sparking innovative ideas, demonstrating sustainable practices, and celebrating diversity and inclusion.

The effectiveness of this strategy relies on the implementation of these values by our staff, volunteers, partners, and communities. Together, we will ensure that CofGâr museums remain esteemed institutions of pride and inspiration, contributing to the cultural heritage.

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CofGâr Strategic Plan 2024 - 2034

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Introduction

This plan sets the direction for CofGâr, building on an extraordinary period of development and change. By 2034, CofGâr will have taken another leap forward, operating people-centred and modernised museums.

This Strategic Plan sets out our 10-year objectives with a 5-year action plan, and financial projections for a 2-year rolling adjustment process.

CofGâr manages Carmarthenshire Museum, Museum of Land Speed, Dylan Thomas Boathouse, Parc Howard Museum, and Kidwelly Industrial Museum. Our name, CofGâr, tells of our role in creating a sense of belonging and a place of togetherness. The collections we care for represent chapters in Carmarthenshire's story.

Our previous strategy, initiated in 2017, spans a period up to 2024 marked by significant changes across several of our museums. Notably, the years from 2019 to 2023 have been among the most active in the museum service's history, driven in part by global events. This Strategic Plan highlights some of the incredible developments that have occurred.





Transforming Carmarthenshire's museums for a better future

- We teamed up with the Tywi Gateway Trust to create **Carmarthenshire Museum and the Bishop's Park**. Restored and reopened in 2021, the park and old Bishop's Palace now thrive as an award-winning destination.
- Construction at **Carmarthenshire Museum** persisted through the pandemic, enhancing visitor access, ensuring the building is protected from the elements, and establishing improved conditions for the collections. The renovation of the visitor entrance, shop, and two galleries set a benchmark for future enhancements.
- The Museum of Speed was demolished in 2018, and in May 2023, the new **Museum of Land Speed** opened. This modern museum uses interactive exhibits and audio-visual displays in storytelling. It is based on principles of economic, social, and environmental sustainability, setting a standard for future museums.



- Parc Howard Museum reopened in December 2023 after two years of major restoration and accessibility upgrades. The museum now emphasises inclusion, is family-friendly, and highlights the captivating stories of Llanelli's people.

Collecting the stories of Carmarthenshire

- The Llanelli Pottery Stories[1] project pioneered co-curating at Parc Howard Museum, to reimagine the unrivalled pottery collection through people's stories. Changes we made to how services are delivered at Parc Howard from 2017 to 2019 increased average annual visits by over 70% when compared with the previous three years.
- Our Great Places: Llanelli [2] project collected community voices into an attractive place brand storybook and graphic identity for Llanelli, which provided the framework for the Parc Howard Museum refit.
- Our collaboration with the National Gallery Masterpiece Tour[3] (2021-2023) brought famous artworks to Carmarthenshire, allowing us to showcase our collections innovatively and connect with new audiences. This led to record-breaking visits. A survey revealed that 80% of visitors.

[1] Supported by the Esmée Fairbairn Collections Fund managed by the Museums Association

[2] Supported by the National Lottery Heritage Fund.

[3] Supported by The National Gallery, London.



felt an increased sense of well-being and 98% rated their visit as 'excellent' or 'good'.

- In 2021, the renowned last portrait of Dylan Thomas, painted in Laugharne by Gordon Stuart, was acquired from the artist's estate by the authority for public exhibition. [4]

Changes behind the scenes

- At Carmarthenshire Museum and Parc Howard Museum, 12 collection storerooms were renovated, refitted, and reorganised to enhance environmental and security standards. Additionally, an external storage facility was leased and modified to offer superior security and climate control.
- In readiness for the construction activities at the museum, a comprehensive audit was conducted on more than 2,400 boxes and 2,150 items including paintings, furniture, stone monuments, as well as collections from social and natural history. These items were meticulously wrapped, moved with care, logged, and monitored throughout the process.
- More than 190 artefacts underwent thorough evaluation, with 34 of them receiving specialised conservation

treatment in anticipation of the opening of the new Museum of Land Speed.

- Extensive conservation efforts were dedicated to 12 natural history exhibits, 11 traditional baskets, 71 social history items, protest banners from Llangyndeyrn, curtains from the Dylan Thomas Boathouse, 43 pieces of Llanelly Pottery, and six oil paintings.
- A total of 5,100 object records were digitised, and 43,054 records were transferred to a bilingual collections management system. Between 2017 and 2023, 416 artefacts were accessioned. Additionally, over 4,000 object records were audited, photographed, and updated.

Preparing for the future

- Assessments of buildings, ecology, and collections conducted in 2022-23 at Kidwelly Industrial Museum have contributed to understanding long-term future possibilities.
- Digital infrastructure initiatives have revolutionised how museums can utilise digital technology to enhance work processes, learning experiences, and engagement with the public.



[4] The purchase was supported by Art Fund, the Arts Council England/V&A Purchase Grant Fund and the National Lottery.



- We became CofGâr through an engaging process that highlighted the significance of a sense of place to the community. The name was chosen by the community. Our brand identity, voice, and online presence were developed.
- The restructuring has allowed the service to increase full-time equivalent staff by 280%, from 4.75FTE in 2017, to 18FTE at the beginning of this strategic plan in 2024.
- Moreover, in 2023, the Dylan Thomas Boat House was transferred to CofGâr as part of a restructuring initiative, resulting in a 50% staff increase across the service.





Thank you to the people and organisations who helped us get where we are today.

- Our staff, volunteers and local supporters
- Our Councillors
- Friends of Parc Howard Museum Llanelli
- Friends of Carmarthenshire Museum
- Tywi Gateway Trust
- Llanelli Town Council
- Welsh Government's Culture Division
- National Lottery Heritage Fund
- ArtFund
- Esmée Fairbairn Collections Fund managed by the Museums Association

- The Federation of Museums and Galleries in Wales
- The National Gallery
- Visit Wales
- European Regional Development Fund (ERDF) as part of the Welsh Government's Tourism Attractor Destination Scheme
- Association of Independent Museums
- Group for Education in Museums
- Amgueddfa Cymru
- Kids in Museums
- The Kidwelly Heritage Centre and Tinsplate Museum Trust
- And to the kind generosity of everyone who has donated objects to the museums' collection.

Our CofGâr Vision and Mission

Our CofGâr vision is to have community-focused local museums at the forefront of change, sustainability, collection care, and accessibility in Wales.

Our mission is to preserve, present, and progress.

Preserve We use our expertise to keep our past alive. Securing collections so they remain accessible for future generations. Remembering the people who have helped shape the present.

Present We inventively promote and present the county's collections. They are for residents and visitors alike. In fact, for anyone with an interest in the county. Telling stories of Sir Gâr with imagination. And we encourage more people to share these stories. Making sure what happens in Carmarthenshire today, is captured for tomorrow.

Progress Our passion for progress means that we always look to the future. Finding original ways to better tell the Carmarthenshire story. Helping people to learn from the past to improve today and plan for tomorrow. Being clever in the generation and use of resources.



Envisioning the Future: Exciting Changes Ahead

By 2034, visitors will have the opportunity to explore both historic and contemporary museum galleries featuring updated content. Adopting a people-centred strategy, we will design and refine the museum experience through public participation and collaboration, ensuring our relevance and accessibility to the communities we serve.

Our dedication to caring for collections, people, and the environment drives us to adapt and evolve, aiming for a positive influence in these areas. We will continually grow our understanding of museum collections to use, care, and preserve them more effectively.

Our museums will be inspiring and creative spaces offering lifelong learning programmes, allowing individuals at every stage of life to participate, discover, enjoy, and feel well. Young people will be our primary focus, as they represent both the present and future, and should be included in decision-making processes.

Operationally, we strive for exceptional economic value and aim to create an outstanding and considerate visitor experience. We anticipate a higher number of visitors to our museums than ever before; however, this increased activity requires energy. Therefore, we will implement plans for new models of service delivery that minimise harmful energy consumption. Additionally, we will use our collections creatively, leveraging historical evidence and adapting our practices, to understand and mitigate our environmental impact.

This plan outlines a 10-year vision with a framework designed for the next five years. It will be subject to annual reviews and updates to account for evolving domestic and global economic, political, social, and environmental conditions.





Scanning the horizon: Navigating Challenges and Seizing Opportunities for a Thriving Future

Our commitment to ongoing improvement, even through difficult and uncertain periods, reveals our true character. It is remarkable to have three museum construction and improvement projects during pandemic lockdowns, while also preparing to take over the management of another attraction and increasing our staff numbers at a time when cultural services across Wales are being reduced. With this same determination, we aim to establish the best local museum service in Wales for Carmarthenshire, and our accomplishments so far indicate that we are well equipped to succeed.

People

Museums serve both the local community and tourists, addressing diverse needs throughout different stages of life. As Carmarthenshire's population grows, the average age of its residents is also increasing. The region faces various challenges, including high childhood obesity rates and lower life expectancy. The 2021 Census data revealed a slight decline in the number of young people in Carmarthenshire over the past decade, highlighting the difficulty of retaining younger residents. Factors such as career opportunities in rural areas and service accessibility contribute to this trend.

As Carmarthenshire's demographics shift, we need to adapt by better understanding our audiences. Examples from UK museums facing similar demographic changes show success in providing heritage skills training to enhance education, improve job skills, and develop diverse future tourism leaders.

This shows the potential of museums as agents of social change when embedded in regional strategy.

Tourism in Carmarthenshire is thriving, with 3.46 million visitors in 2022[5]. However, the challenge of rising costs for households and businesses and poor weather affects everyone, from local enterprises to international visitors and day-trippers. People have less disposable income for leisure activities, making it vital that every visit to our museums is meaningful. This is why we are committed to ensuring our museums offer accessible and inclusive services.

Travelling to our group of museums can be difficult. Located in picturesque, often rural areas, some lack frequent public transport or nearby parking facilities. Where possible, we will make positive changes to encourage active travel and increase accessibility; where it's not feasible, we will move activities online and into the community.

[5] Carmarthenshire County Council STEAM Economic Impact Report



Culture and learning

As the Welsh Government's Culture Strategy for Wales undergoes consultation, there is national recognition of the significant role arts, culture, and creativity play in fostering a healthy, empowered, and engaged society. The role of the Welsh language in contemporary culture and the social and economic benefits of bilingualism are key factors shaping how our museums strive to create an accessible and inclusive learning offer[6].

As the county's museum service, we recognise that communities in northern and eastern Carmarthenshire are both geographically distant and underrepresented in our collections. By extending our programme to these areas through the CofGâr brand, we aim to celebrate and preserve and present the county's rich linguistic and cultural heritage.

Museums are essential for understanding our world, offering engaging spaces to learn about ourselves and others. Public engagement is the essential ingredient for understanding the value and significance of collections to diverse communities and keeping our practices relevant with solid plans. This includes taking anti-racist actions, explaining complex histories, honestly recounting the past, and celebrating our society's diversity.

We are in a unique position to provide schools with various enriching educational experiences about the concept of cynefin[7] and Black, Asian, and minority ethnic community histories[8]. These play a crucial role in shaping our identities and promoting well-being and happiness. By following this , direction, we can expand our educational services to offer lifelong learning opportunities, as research clearly links education with improved health and life expectancy. Additionally, we can highlight the positive impacts of volunteering at all life stages and advocate for the health and well-being benefits that come from museum visits.

Economy and finance

Museums play a pivotal role in boosting economic growth through tourism, exemplified by the Pendine Attractor project. In 2023, Carmarthenshire's tourism generated almost £683 million, following a steady rise since 2011. Staycations remain popular, and CofGâr's museums offer year-round, all-weather attractions that promote spending, create jobs, and enhance the area's appeal. Tourism experts support these efforts by continuously attracting new audiences to the county's museums.

[6] Well-being Objective 3, Carmarthenshire County Council, Corporate Strategy 2022-2027.

[7] "Cynefin translates to English as 'habitat'. It has been identified within the new curriculum framework as a narrative that should thread through all the learning experiences that learners are provided with. Cynefin is not just a place in a geographical sense, but a place of cultural, social and historical significance which has shaped and continues to shape the community that inhabits it." Group for Education in Museums & Dr Marian Gwyn (2022), *The New Curriculum for Wales – a Toolkit for Museums*, GEM Cymru

[8] Welsh Government's Anti-Racist Wales Action Plan (ARWAP) requires heritage and cultural organisations in Wales to 'properly represent' histories of Black, Asian, and minority ethnic communities. Minority ethnic communities refers to all groups except white British, including white minorities, such as Gypsy, Roma, and Irish Traveller groups.





However, with the UK economy expected to stagnate, public sector budgets and household incomes will be tight. Our museums must focus on financial sustainability. The cost-of-living crisis makes commercialisation tough, and estate limitations restrict income diversification. We'll tackle these challenges with creative solutions to reduce taxpayer burden. Collaborating as a unified team for Carmarthenshire County Council enables us to engage with new customers. We have already partnered with the Registrar's department to provide ceremonies and celebrant services within museums.

We acknowledge there remains a need for major museum improvements, to the front-facing customer offer and vital support functions. Overcrowding in collection stores remains a consistent problem, worsened by downsizing of local authority estates leading to an influx of items into museum storage. Given the current economic climate, substantial financial backing for new capital projects seems unlikely. With inadequate space to accommodate current and future collections, it is imperative that we thoroughly assess all possible options.

Carmarthenshire County Council's past investment in heritage and culture will assist discussions with funders. However, limited grant options for local authority museums and internal competition for match-funding requires the CofGâr brand to present a compelling case for support. Spending more time on fundraising will lengthen project timelines and increases risk of rising costs.

Technology

The evolution of digital technologies is reshaping how people interact with cultural institutions, and the pivoting to online that many museums achieved during the pandemic has made museum visits appear optional. Although CofGâr is designed for in-person visits and currently lacks the systems, resources, and expertise to develop a full digital museum experience, virtual and 360° tours are a practical starting point. They also serve as a bridge to digital storytelling projects created with communities located far from museums. These digital tools can enhance accessibility and bolster Carmarthenshire's place brand.

As we can access high-quality cultural content globally from our homes, museum exhibit design is integrating extended reality tech from the entertainment sector to enrich the experience with actual artifacts, thereby making it more imaginative and sensory-engaging. In our efforts to revitalise museum exhibits, CofGâr can utilise this technology to offer visitors a more personal and immersive experience.

Some of these technology trends may highlight the importance of creating places for social interaction. Museums are increasingly seeing themselves as venues for social engagement, activities, and experiences that can help alleviate loneliness.



This provides an opportunity to examine exhibitions and programmes to identify themes that cater to people with common needs and interests, such as new parents, those experiencing grief, religion and belief, and issues of image and identity.

These trends indicate that museums should adopt a consumer-centric approach, emphasising the importance of relationship management to support visitors in defining their identities and preferences. Although this shift demands substantial system resources, offering personalised programmes and promotions has the potential to help our museums remain relevant and meaningful, and deepen engagement through repeat visits.

Our guiding principles are consistent with the Council's Digital Transformation Strategy. We aim to provide online access to services and information for people and support our staff in utilising digital solutions that enhance service quality and cost-effectiveness. Leveraging new and existing technologies to make museums accessible in innovative ways should drive our decisions and priorities.

Climate

Carmarthenshire County Council's Net Zero Carbon by 2030 commitment is an ambitious and pragmatic change programme, influencing a broader set of actions carried out by Council services. The Museum of Land Speed, built to passive principles, models how new-build museums can be designed to reduce operational carbon. The museum estate is otherwise listed historic buildings converted to museum use. Any future museum development ambitions will reuse

and adapt existing buildings, making the case for sustainable approaches to energy and resource use.

Changes to how we behave and operate are our priority because these will immediately reduce our impact. And thinking beyond the museum, we will adopt a wider view on how we manage and use our land to improve habitats for native species, learning and community involvement, leisure, storytelling and ecological stewardship.



Our 10-year strategic objectives



Creating a people-focused museum service requires shifting perspectives. Crafting a new Audience Development Plan will incorporate public feedback to stay pertinent and broaden our visitor base. By 2034, CofGâr aims to raise visitation by more than 60% from the 2023 baseline and show improved diversity, accessibility, and inclusion through deeper audience insights. Additionally, CofGâr will consistently provide increased wellbeing programmes, ranging from resilience activities to interventions facilitated by referral agencies.

We understand that top-notch programming benefits visitor wellbeing, engagement, and the reputation of CofGâr. Therefore, nurturing partnerships with UK museums via the ArtFund Going Places project is essential. In this initiative, we will address the decline in the young population in Carmarthenshire. Recognising young people want to influence their local cultural organisations, we will create a supportive framework to foster their involvement and build a public service that is welcoming, inspiring, and valued by them.

As **leaders in change and heritage sustainability**, we need to enhance recent investments in museums by updating displays and content. Quality museums provide economic gains from tourism, and





social benefits like community pride and cultural identity, fostering cohesion and wellbeing. Achieving this will require targeted fundraising in a competitive environment.

We understand the financial challenges faced by our communities and local authority. To mitigate core service costs and add value for Carmarthenshire residents, we will implement practical income generation strategies. These include diversifying venue hire, expanding internal partnerships, promoting a Carmarthenshire First approach to our products and services, initiating fundraising efforts, simplifying donation processes, and launching a CofGâr Annual Ticketholder scheme.

Our approach to sustainability must include our environmental impact. By improving our understanding, we've found ways to address the climate crisis and will integrate these into all our activities. How CofGâr objectives align with wider priorities now extends to include Sustainable Development Goals. We're working on long-term changes to reduce our environmental impact, starting with scope 1 and 2, and planning for scope 3. Using our heritage and museum collections, we aim to engage the public with lessons from history, scientific innovation, and social movements to promote sustainable living now and in the future.

We champion local museum collections for Wales. The care and preservation of these collections are essential to the museums' public services, partnerships, and development projects.

Collaborations with UK museums to exchange materials allow Carmarthenshire's history to reach wider audiences and bring nationally significant artifacts to the county. The introduction of an online museum database will provide a novel and global opportunity to engage with Carmarthenshire's heritage. Moreover, the effort to refresh content across the museums to enhance relevance and quality depends on advancing our understanding, condition, and quality of the collections.

The growing demands of our museum and arts service coupled with limited storage space mean significant changes are needed. We are advocating for more investment in collection stores while revamping our systems to improve access to collections and information.

We recognise the importance of high-quality documentation to deliver excellent service. Accurate data boosts digital accessibility, offering long-term benefits. Our commitment to improving collections care involves reviewing loans and trialling rationalisation projects. Collection development is driven by research, significance, diversity, and collaboration, shaping a prioritised and well-funded conservation plan.





To be **first in class in delivering lifelong learning**, it is crucial for our new team to engage effectively with users and enhance our services. Our schools' programme will leverage the Welsh curriculum to delve into cynefin, fostering a deeper understanding of our communities locally and globally. By 2029, we aim to remove participation barriers and broaden bilingual learning opportunities, available both on-site and off-site.

Our mission to preserve, present, and progress is central to lifelong learning, allowing people to learn from the past for a better today and tomorrow. While museums have always contributed to social good, our response to current social needs will be more impactful and genuine through informed, inclusive, and collaborative efforts.

Incorporating fun into our museum developments and interactive exhibits is key. Enjoyable leisure activities boost motivation, help with memory retention, and enhance social connections. Our unmissable public programmes will be equally vibrant by bringing stories to life, sparking creativity, and embodying CofGâr values.

We are the source of new arts and heritage stories and inspiration.

Our local museum collections aim to reflect Carmarthenshire's unique identity and character. Acknowledging past and present biases, we strive to present the diverse lived experiences of its people. Utilising our team's expertise in museum transformations, we'll enhance the visitor experience at the Dylan Thomas Boathouse and Carmarthenshire Museum at the Old Bishops Palace and highlight Wales's tinplate heritage at Kidwelly Industrial Museum.

More than ever, public input will guide our plans, making them relevant, accessible, and sustainable.

Our museums' distinct locations are integral to our CofGâr brand, which visually showcases the narratives and landscapes of Carmarthenshire. Be it beaches, farmlands, urban parks, or industrial areas, we strive to use our collections to emphasise the relationships between people and their surroundings, promoting new connections with nature, community, history, and identity.



Our 5-year plan

Objective 1 – Be a people-focused museum

Our activities	Y1	Y2	Y3	Y4	Y5	Strategic priority/ies
1.1 Our commitment to inclusion requires planning to stay relevant and resilient. We will research and create an evidence-based Audience Development Plan through years 1 and 2 to diversify audiences. This includes expanding the information and feedback we collect to continually improve services. By focusing more on our audience, our long-term goal is to increase visits from 56,500 in 2023 to over 90,000 at CofGâr museums by 2034.	●	●				Leisure, Culture and Outdoor Recreation Strategy 2023-2033 <ul style="list-style-type: none"> • Wellbeing for all • Placing equality and inclusion at the heart of all that we do
1.2 We will robustly evaluate the accessibility of museums in year 1. Affordable changes will be put in place swiftly. We will pay attention to feedback from disabled visitors and staff who still encounter obstacles and in year 2 create comprehensive action plans to improve every aspect of our operations, such as collections, interpretation, inclusive design, marketing, and information access.	●	●				Leisure, Culture and Outdoor Recreation Strategy 2023-2033 <ul style="list-style-type: none"> • Wellbeing for all • Placing equality and inclusion at the heart of all that we do
1.3 Our initiatives aim to lead CofGâr into uncharted territories by fostering connections with individuals, communities, and various networks, alongside local, regional, and national collaborators. The ArtFund Going Places partnership (anticipated to be in development during 2024 and in delivery from 2025 to 2030), will transform our approach to placing young people and intergenerational learning at the heart of our cultural and creative offer.	●	●	●	●	●	Leisure, Culture and Outdoor Recreation Strategy 2023-2033 <ul style="list-style-type: none"> • Promoting our heritage, culture and language



Our activities	Y1	Y2	Y3	Y4	Y5	Strategic priority/ies
1.4 Young people under the age of 25 make up 27% of the population in Carmarthenshire, and this demographic is shrinking. We plan to establish our inaugural youth panel to gather input from young people, leveraging their innovative and fresh perspectives to improve the service's activities. This initiative aims to explore ways to better engage them with education, employment, and cultural activities in Carmarthenshire.		●				Moving Rural Carmarthenshire Forward. Leisure, Culture and Outdoor Recreation Strategy 2023-2033 <ul style="list-style-type: none"> • Supporting our communities to thrive
1.5 By year 5 we will be part of a programme to support wellbeing referrals to museums through links with internal and external organisations. We will have trained 100% of our workforce and 40% of volunteers to support interventions that promote wellbeing and access in year 3.					● ● ●	Leisure, Culture and Outdoor Recreation Strategy 2023-2033 <ul style="list-style-type: none"> • Wellbeing for all • Placing equality and inclusion at the heart of all that we do



Objective 2 – Leaders in change and heritage sustainability

These activities are aligned with **UN Sustainable Development Goal 8, Target 9**: *Promote sustainable tourism that creates jobs and promotes local culture and products*, and **Sustainable Development Goal 11, Target 4**: *Strengthen efforts to protect and safeguard the world's cultural and natural heritage*.

Our activities	Y1	Y2	Y3	Y4	Y5	Strategic priority/ies
2.1. We are proud to be part of the first local authority in Wales to publish a net zero carbon action plan. CofGâr will adopt an Environmental Management System (EMS) methodology to how we plan and operate. We will measure the service's carbon footprint in year 1 and 2 to provide baseline data, communicate with and train staff, and identify opportunities for reducing our impact. In year 3, we will ensure the EMS is integrated into our core processes and monitor that it is achieving the intended outcomes. Our objective is to work differently by setting a carbon budget against our activities, which we work to reduce to minimise greenhouse gas emissions.	●	●	●			Net Zero Carbon by 2030 Action Plan. Leisure, Culture and Outdoor Recreation Strategy 2023-2033 •Caring for our environment
2.2 In 2023-24, the CofGâr controllable budget is equivalent to £4.28 per head of population in Carmarthenshire. Reducing the cost burden on rate payers by 10% is a 5-year target across CofGâr through business development, cost recovery, and efficiencies. We will be measuring our performance towards achieving this goal annually. By 2029, CofGâr will be creating more value for Carmarthenshire residents.	●	●	●	●	●	Leisure, Culture and Outdoor Recreation Strategy 2023-2033 Cabinet Vision Statement 2022-2027 , "To increase the local economic impact of day visitors and overnight tourists across Carmarthenshire"



Our activities	Y1	Y2	Y3	Y4	Y5	Strategic priority/ies
2.3. A long-term plan for Kidwelly Industrial Museum and the museum's collections will be developed and progressed through consultation and engagement. An options appraisal in year 1 will set the direction of travel and determine the future for the county's unique industrial heritage monument.	●	●	●	●	●	Leisure, Culture and Outdoor Recreation Strategy 2023-2033. Cabinet Vision Statement 2022-2027, "To increase the local economic impact of day visitors and overnight tourists across Carmarthenshire"
2.4. The Dylan Thomas Boathouse will become a UK Accredited Museum for the first time, achieving a nationally recognised standard. Development activities in year 1 will focus on audiences to address inequalities, plan interpretation, collections care, and financial health. These steps will support the accreditation application in year 2.	●	●				Leisure, Culture and Outdoor Recreation Strategy 2023-2033 •Promoting our heritage, culture and language •Placing equality and inclusion at the heart of all that we do Wellbeing of Wales: national indicator



Objective 3 – We champion local museum collections in Wales

Our activities	Y1	Y2	Y3	Y4	Y5	Strategic priority/ies
3.1. Documentation helps museums in acquiring, conserving, researching, communicating, and exhibiting. We'll review our documentation in the first two years to develop an improvement plan that ensures compliance with Spectrum standards. This will ultimately enhance visitor experiences through improved access, information, and programming.	●	●				Leisure, Culture and Outdoor Recreation Strategy 2023-2033 <ul style="list-style-type: none"> •Promoting our heritage, culture and language
3.2. We will make material available to other organisations and enrich our collection with borrowed material. We will limit risks to the local authority by completing a loans review by year 3 and implement a procedure to document all efforts to resolve old loans. And we will seek to selectively borrow culturally significant items for display in Carmarthenshire's local museums.	●	●	●			Leisure, Culture and Outdoor Recreation Strategy 2023-2033 <ul style="list-style-type: none"> •Promoting our heritage, culture and language
3.3. With approximately 95% of collections held in storage at any one time, we will roll out new services to increase access to information. A bilingual online searchable collections database will be launched with an initial body of content. New items will be added regularly, to increase availability of information in the public domain.		●				Leisure, Culture and Outdoor Recreation Strategy 2023-2033 <ul style="list-style-type: none"> •Promoting our heritage, culture and language



Our activities	Y1	Y2	Y3	Y4	Y5	Strategic priority/ies
3.4. Conservation preserves objects for future generations, and allows them to be handled, exhibited safely, transported or stored today. A rolling programme of remedial conservation priorities will be planned and resourced annually from year 2.		●	●	●	●	Cabinet Vision Statement 2022-2027 Leisure, Culture and Outdoor Recreation Strategy 2023-2033 •Promoting our heritage, culture and language
3.5. Evaluating significance for rationalisation and acquisition enhances programming, community ties, learning, and object interpretation. We will integrate rationalisation into our collections management and strategic acquisition processes. Using the Collections Significance Assessment Toolkit for Welsh Museums, in years 1 and 2 we will develop a project plan and review the pilot collection, moving to a significance assessment for rationalisation and defining status in year 3.		●	●	●		Leisure, Culture and Outdoor Recreation Strategy 2023-2033 •Promoting our heritage, culture and language



Objective 4 – First class in delivering lifelong learning

These activities are aligned with **UN Sustainable Development Goal 4, Target 7**: *ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.*

Our activities	Y1	Y2	Y3	Y4	Y5	Strategic priority/ies
4.1. The inaugural school programme for CofGâr is set to launch in 2024. Annually, a new workshop aligned with the Welsh Curriculum will be introduced, aiming to establish an accredited learning centre by the end of our five-year plan. By 2034, our educational services will reach over 8,000 students each year.	●	●	●	●	●	Leisure, Culture and Outdoor Recreation Strategy 2023-2033 <ul style="list-style-type: none"> • Supporting our communities to thrive • Promoting our heritage, culture and language
4.2. Just one CofGâr museum has a dedicated activity space. Our goal within five years is for all museums to be able to support a range of on-site learning activities. This will require imagination, resources and physical adaptations of buildings.						<ul style="list-style-type: none"> ● Leisure, Culture and Outdoor Recreation Strategy 2023-2033 <ul style="list-style-type: none"> • Supporting our communities to thrive
4.3. We will create new models for providing bilingual services both online and within the community. This approach will reduce travel-related environmental impacts, foster new partnerships, and eliminate participation barriers.						<ul style="list-style-type: none"> ● Leisure, Culture and Outdoor Recreation Strategy 2023-2033 <ul style="list-style-type: none"> • Caring for our environment
4.4. By 2029, our public events and exhibitions will be dynamic, creative, and must-see attractions. They will invigorate our museums, highlighting themes and experiences important to Carmarthenshire's residents. Our core objectives will be sustainable living, improving health and education, and reducing inequality. Our programmes will grow annually, with evaluations shaping yearly improvement plans.						<ul style="list-style-type: none"> ● Leisure, Culture and Outdoor Recreation Strategy 2023-2033 <ul style="list-style-type: none"> • Promoting our heritage, culture and language



Objective 5 - We are the source of new arts and heritage stories and inspiration

Our activities	Y1	Y2	Y3	Y4	Y5	Strategic priority/ies
5.1. We will address inequality within collections, displays and programming. We will begin by undertaking a colonial review of museum collections and use learning to update policy, systems and procedures.	●	●	●			Welsh Government Anti-Racist Wales Action Plan Cabinet Vision Statement 2022-2027 <ul style="list-style-type: none"> •Continuously review cultural exhibits and events. Take full advantage of the rich history of Carmarthenshire
5.2. Research and engagement in interpretation planning will kickstart the creation and design of new permanent displays. Detailed, creative plans will help secure funding for these updates. Focus areas include the Dylan Thomas Boat House and Carmarthenshire Museum to enhance audience engagement, improve access and relevance, elevate visitor experience, and ensure financial sustainability.	●	●	●	●	●	Cabinet Vision Statement 2022-2027 Leisure, Culture and Outdoor Recreation Strategy 2023-2033 <ul style="list-style-type: none"> •Wellbeing for all •Economic prosperity •Promoting our heritage, culture and language •Placing equality and inclusion at the heart of all that we do
5.3. Enhance the cognitive and physical ties between museums and their surrounding landscapes using collections and stories. Our goal is to encourage active use of museum green spaces through recreation, nature interaction, play, creativity, and social networking.					● ●	Leisure, Culture and Outdoor Recreation Strategy 2023-2033 <ul style="list-style-type: none"> •Wellbeing for all •Promoting our heritage, culture and language Cabinet Vision Statement 2022-2027 (CV74) <ul style="list-style-type: none"> •Working with communities to develop cultural and historical trails accessible to residents and tourists.

