



# Forward Plan 2013 - 2018

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## *Kidwelly Industrial Museum*

This document outlines the Trustees' and County Council's aspirations for the future of the Museum, their vision, key aims and actions

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## **Introduction**

### **About our organisation:**

The Kidwelly Industrial Museum is the working name for the Kidwelly Heritage Centre and Tinsplate Museum Trust, (charity no. 513188); the site owned by Carmarthenshire County Council is run and maintained by enthusiastic volunteers in partnership with the Carmarthenshire County Museum Services. The site was leased to the trust in 1982 for a period of 125 years.

### **Background:**

In 1980, a small band of enthusiastic volunteers wishing to preserve for future generations the history of the hand mill method of making tinsplate, set up a group and lobbied the then Llanelli Borough Council to purchase the site. The site of the Museum has quite a deep history; the original water powered tinworks were established in 1737 with the steam works added in the 1860s, the site finally closed due to the advent of the Second World War and newer technologies at other sites. Various scrap merchants owned and sacked the site until the Borough took it over to preserve the existing buildings and machinery.

The site is unique both in Wales and the United Kingdom as it boasts a number of buildings and machinery still in situ and integral to the tinning process from the later steam works and the archaeological remains from the water powered 18th century tinworks.

The trustees at the site have been the recipients of a number of funding strategies to initially interpret the site, to add to the collection, to improve access and to create a number of key documents to develop the visitor experience at the site.

The Museum Trustees and volunteers work closely with the Carmarthenshire County Museum Services; Kidwelly Industrial Museum is part of the umbrella of the museum provision in Carmarthenshire. The Carmarthenshire Museum Services help the Kidwelly Industrial Museum in a number of Practical ways, providing professional assistance, museum mentoring, financial assistance and attendant staff for 3 days a week.

### **About the site:**

The Kidwelly Industrial Museum is a 13 acre site which is situated a mile from the historic castle town of Kidwelly and eight miles from the town of Llanelli, which at the end of the 19th Century was the tinsplate manufacturing centre of the world giving rise to the town's nickname Tinopolis. The Museum incorporates three scheduled monuments, listed buildings, the tinsplate machinery and associated

collection, the Morlais pit head and mining exhibition, exhibitions relating to other industries such as printing, brickmaking, the World War 2 and Pembrey and the town exhibition that was housed in the in the old borough office.

## Document Review

This plan has been adopted by the Trustees. It builds upon the Forward Plan 2007 – 2012 which outlined the Trustees' and County Council's aspirations for the future of the site and the Action Plan and Interpretation Plans adopted in 2011.

It is underpinned by key documents such as:

- This is Our Heritage: Kidwelly Industrial Museum - Herian
- Kidwelly Tinplate works Interpretation Project - Trinity College, Carmarthen
- Kidwelly Industrial Museum, The Museum of Working Life, Planning for the Future 2002
- A Review of the Learning Strategies and Provisions of the Carmarthenshire County Museums 2005
- Kidwelly Industrial Museum: Interpretation Plan 2008 – Herian
- Department for Education and Children: Review of the Library and Heritage Services within Carmarthenshire 2008/2009 – Vernon Morgan : Director Of Education and Children's services
- Kidwelly Industrial Museum: Forward plan 2007 –2012
- Kidwelly Industrial Museum: Interpretation Plan 2009 – 2014
- Kidwelly Industrial Museum: Access Plan 2009 - 2014
- Kidwelly Industrial Museum: Access Audit Report 2010 –Future Inclusive, Access Consultants
- Carmarthenshire Citizens' Panel - Joint Project: Arts and Cultural Services 2012 – Zoe Thomas
- An Organisational Review of the Carmarthen museum Service 2012 – PI Associates

The Museum has seen considerable progress in the past 5 years. There has been major investment in a completely new exhibition in the Box Room and Sorting Room interpreting the story of tinplate. New site panels have been erected at all key sites and buildings and way-markers installed, to aid visitors to navigate around the site. New interpretation has also been installed in both the Hot Rolls and Cold Rolls. New hands-on activities and sound and far more film have been a feature of this new interpretation. Updated Interpretation of the other industries in Carmarthenshire, including brickworks and printing has been mounted in the rear display units of the Sorting Room early 2013. A detailed access audit was commissioned and an action plan has been drawn up to implement its recommendations. The long term project to

complete the large building known as Old Castle has been completed and there are new projects been developed for the Morlais Mining Exhibition and to restore some of the trains. Cut backs in local authority finance have led to a reduction in the paid time for the seasonal attendant employed by the authority.

## **Purposes and Aims**

### **The Vision**

The main aim of the Museum is enshrined in its constitution and its trust document which is as follows:

*The Centre to advance the education of the public in the historical, industrial, technical and archaeological features and buildings associated with the former Kidwelly Tinsplate works and surrounding area by promoting their restoration, preservation and maintenance and establishing a Heritage Centre and Museum.*

This aim is strengthened in the partnership with Carmarthenshire County Museum Service and it is articulated in the previous forward Plans and is a fundamental requirement of Museum accreditation.

The current vision to endorse and progress the main aim of the Trust is that:

- The Kidwelly Heritage Centre and Tinsplate Museum Trust will inspire, educate and offer enjoyment to all. The service will collect, document, research and preserve for the future, material evidence and its associated information, relating to the tinsplate and industrial history of the peoples of Carmarthenshire.
- The service will promote an appreciation and understanding of Carmarthenshire's working life heritage, through interpreting, exhibiting and making accessible to all, the collections in its care.
- The museum will continue to play an active part in Kidwelly and Carmarthenshire's social, cultural and economic life.

## Key Aims

The key aims of Kidwelly Heritage Centre and Tinsplate Museum Trust, to progress the vision are as follows:-

1. To restore and preserve the remaining buildings and machinery of the Kidwelly Tinsplate Works.
2. To display the Tinsplate Works to the public for their education and enjoyment.
3. To work with the Carmarthenshire County Museum Service in order to establish an accredited museum on the site of the works, which collects and interprets material relating to the tinsplate industry of Carmarthenshire, as well as material which represents the historic working life of all the people of Carmarthenshire.
4. To develop and interpret collections relevant to the pre-industrial and industrial history of the Kidwelly area.

## Key Activities

In order to meet the above key aims the museum will carry out a series of key activities. The success of these will be measured against a set of outcomes or key actions

### Activity 1

To implement the acquisition and disposal policy and collect material evidence for the tinsplate and industrial history of the county.

#### Key Actions:

- Develop the collections policy and identify objects and subject areas poorly represented in the collections (currently in process)
- Assess the collections against the Museums Association's "Collections for the Future"

### Activity 2

To implement a collection management strategy that documents the collections to the SPECTRUM standard developed by the Museum Documentation Association, and which conserves, protects and stores the collections to a standard commensurate with best, current practice and the standards laid down by Accreditation.

Key Actions:

- Review the collection's documentation to improve access to information about the collection and develop a program of work to transfer all of the paper based data to a digital format (currently in development)
- Continue to care for, restore, preserve the buildings and collection, public areas and stores at the museum
- To develop and document the collection the spectrum national standard (currently in process)
- Remove trust's objects in store to the shared store
- Continue to improve security over the site
- Institute a strategy and action plan for monitoring the environment and conditions of objects and implement environmental controls as required (currently in development with Carmarthen County Museum Service; Conservation Archaeologist)
- Develop a Conservation Strategy and Action Plan (currently in development with Carmarthen County Museum Service; Conservation Archaeologist)
- Consult with Carmarthenshire's Archive service about the storage of the Trust's paper and photographic collections

**Activity 3**

To ensure that all sectors of the community have physical and intellectual access to, and can benefit from, participation in any aspect of museum service provision by developing interpretative displays and exhibitions, by improving physical access, by organising events and activities, by providing an outreach programme including exhibitions, lectures, events and publications, by utilising new technology and by maintaining the principle of free access to the museum.

Key Actions:

- Develop and execute the plan for the incremental implementation of the recommendations of the Access Audit and to seek funding towards its realisation (currently being addressed)
- Draw up a plan for improved interpretation of coal mining and the Morlais Colliery machinery and conservation of the head frame (currently in development)

- Draw up plan for improved interpretation for the WW2 exhibition and to interpret all of other artefacts on permanent display including the printing press and the barbershop (achieved March 2013).
- Draw up a plan for the conservation and long term preservation of the Trust's locomotives (currently in development with Carmarthen County Museum Service; Conservation Archaeologist)
- Seek funding to make Hot Rolls move (funding being sought at present)
- Complete the Old Castle Works Project, including the pathway and lighting
- Develop projects to improve intellectual access for diverse audiences
- Further develop the web site as a meaningful learning tool
- Continue to improve access around the site, including the development and access to the toilets (currently being addressed)

#### **Activity 4**

To develop strategies and plans to ensure the long term future of the Trust and Museum

#### Key Actions:

- Campaign to attract more Trustees (currently in process now)
- Campaign to attract more volunteers (currently in process now)
- Produce a framework and policies for volunteers (achieved)
- Draw up a business plan to ensure the long term future of the Trust and the museum and to identify diverse sources of revenue – (added to the appendices of this document)
- Appoint an Honorary Curator (achieved)
- Seek funding for project development and administrative post – possibly a museum manager post (currently seeking funding opportunities)
- Extend opening hours and opening period (this is currently in process as part of the sustainability of the site)



### **Activity 5**

To ensure the long term future of the Museum's important buildings and sites and to maximise energy efficiency and to enable the Trust to seek funding for maintenance and repair work, should it be available.

#### Key Actions:

- Draw up a building maintenance plan (currently in progress with assistance from Dyfed Archaeology, CADW, Carmarthen County Museum and the County Conservation department)
- Seek outside sources of funding for building maintenance
- Commission report into the site's energy consumption and opportunities for energy production
- Consult with NRW (Natural Resources Wales) regarding management and maintenance of the weir and access to the river
- Landscape grounds to reduce need for mowing and also improve site safety
- Continue to encourage both environmental and economic sustainability at the site

### **Activity 6**

To develop the museum so that it can play a significant role in the delivery of the National Curriculum and lifelong learning.

#### Key Actions:

- Implement recommendations in the Carmarthenshire Museum Service Learning Provision Report
- Develop an education strategy and education pack, in line with Carmarthenshire County Museum's, to suit a range of audiences from primary school to further education (funding being sought at present)

### **Activity 7**

To ensure excellent customer care, promote and market the museum within a sustainable tourism and economic infra-structure of the County, while enhancing service provision by maximising income generation, by providing museum retail and catering facilities and ensuring the safety and health of volunteers, visitors and staff.

Key Actions:

- Continue to improve the catering and retail facility
- Improve toilets
- Continue to develop the CCTV facilities
- Continue to develop the fire alarm systems

**Activity 8**

To liaise with other museums and relevant organisations in order to ensure, that the work of museums is developed locally and nationally.

Key Actions:

- Continue to actively work with partners such as CyMAL, CADW, Dyfed Archaeological Trust and The National Museum Wales,
- Continue membership of the Museums Association, The Welsh Federation of Museums and Art Galleries
- Continue to be informed and to be asked to provide active consultation about local national and Welsh Government policies regarding the forthcoming heritage bill and all associated heritage, museum, visitor and tourism initiatives and strategies

## **Appendices**

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## **Kidwelly industrial Museum: Business Plan**

### **1. Summary**

This is the business plan for the Kidwelly Heritage Centre and Tinsplate Museum Trust and the Kidwelly Industrial Museum (the working name of the Trust). The aim of the project is to improve, develop and enhance the existing exhibition and exhibits at the Museum. Using different interpretation techniques the trustees would like to bring the age of tin working to a wider audience. The enhancement of the interpretation at the site will boost visitor numbers to the site and the area, having a positive effect on the local community and bringing social and economic benefits to it.

It is anticipated that the costs for the project will be covered by funding from a number of sources. This document outlines some of the anticipated costs for this project and its future potential.

### **2. Background**

The original water powered Tinworks was established at the site in 1737, with enhancements and steady growth, the site expanded and stream power was introduced in the 1860s. The site finally closed due to newer technologies being used at different venues (Kennett 1978) and the advent of the 2<sup>nd</sup> World War. In 1941 the site was used for storage purposes. The site was bought in the late 1940s by scrap merchants and used until the 1970s, when the site was offered for sale, when there was great interest in preserving the works. However when this came to nothing, scrap merchants (Moore 1988) were allowed to clear the site.

In 1980, a small band of enthusiastic volunteers wishing to preserve for future generations the history of the hand mill method of making tinsplate set up a group. An instrumental proponent of this group was Mr William Hill Morris, the then president of the Kidwelly Civic Society. The site of the Museum was purchased by the Llanelli Borough Council and a lease was granted to the Trustees. The volunteer group was formally registered with the Charities Commission as a Trust and constituted as a body in October of 1982 (charity no. 513188).

Today, the Kidwelly Industrial Museum is run and maintained by the Trustees in partnership with the Carmarthenshire County Council's Museums Services, who provide financial assistance, professional advice and attendant staff. Further consultative advice about heritage management is sourced from individuals, such as Mr Chris Delaney.

Currently, the Museum opens for a short season, from the 1<sup>st</sup> June to the 30<sup>th</sup> September, (10 am – 5 pm Mondays to Fridays and 12 pm – 5 pm on the weekends). The Museum is available to parties during the closed season by appointment, as are guided tours.

The museum incorporates three scheduled monuments and listed buildings and

Kidwelly town's exhibition has been recently moved to the museum.

The Trust has been dependant on grant assistance from a number of different sources over the years to maintain and develop the site and the museum.

### **3. Key Aims**

The key aims of Kidwelly Heritage Centre and Tinsplate Museum Trust are to restore and preserve the remaining buildings and machinery of the Kidwelly Tinsplate Works and to display and interpret the Tinsplate Works to the public for their education and enjoyment.

### **4. Objectives**

The objectives of the trustees are:

- To create a well-managed, and maintained facility that is accessible to all, which will inspire, educate and offer enjoyment to all
- To interpret the artefacts, the technical, the historical, the industrial features and buildings of the site via a number of different media to encourage access to all
- To restore and maintain all of the physical machinery relating to the Kidwelly Tinworks and industrial heritage collections
- To develop and maintain community support of the Trust and the Museum and to continue to play an active part in the social cultural and economic life in Kidwelly
- To develop the site so that it can sustain a number of events, exhibitions and community activities

### **5. Management Organisation**

The Kidwelly Heritage Centre and Tinsplate Museum Trust manage the day to day running of the Museum and the maintenance of its exhibits. Carmarthenshire County Council work in partnership with the trustees and offer professional advice, attendant staff and financial help, to maintain the objects of the trust. There are five trustees elected from the community as prescribed in the trust constitution.

The Trustees have a number of key documents:

- Kidwelly Industrial Museum, the Museum of Carmarthenshire Working life: Planning for the Future - 2002
- Kidwelly Industrial Museum, Forward Plan 2007 – 2012
- This is our heritage: Kidwelly Industrial Museum – Herian
- Kidwelly Interpretation Plan 2008 – Herian
- Kidwelly Tinsplate Works

- Kidwelly Industrial Museum: Access Plan 2009 -2014
- Kidwelly Industrial Museum: Interpretation Plan for 2009 – 2014

The Museum is also mentioned in number of County Strategies and adheres to and is in line with County's commitment to equality and diversity in the community through its Equality Plan, Welsh Language scheme, the equality Standard for local Government and Race Equality Scheme (Delaney 2009)

## **6. Location**

Kidwelly Industrial Museum is situated just a mile from the historic castle town of Kidwelly, and just five miles from the town of Llanelli, Carmarthenshire, which at the end of the 19th Century was the Tinplate manufacturing centre of the world, giving rise to the town's nickname of Tinopolis.

## **7. Kidwelly Industrial Museum and its impact on industrial technologies**

The majority of museums in Wales house and exhibit collections depicting local technologies, some museums like the Big Pit at Blaenavon and the prehistoric copper mines at Great Orme, North Wales have collections relating to specific historical periods or industries.

The site most comparable to the Kidwelly Industrial Museum in terms of a tinworks is based Aberdulais, which features physical remains of the buildings and the large smokestack relating to the tinplate working industry that was once there. There is no evidence of the large machinery involved in the process on the site; a facsimile waterwheel has recently been added to the site.

The Museum at Kidwelly is unique both in Wales and the United Kingdom in that it boasts a number of the buildings from the later tin works, the remains of the older lower works which date back to about 1738, and machinery, in situ, that was integral to the tinning process, two of which are the Hot Rolls and the Cold Rolls. A number of the features at the site are listed scheduled monuments. The Museum also has the winding gear from the Morlais Colliery and displays about the local coal industry.

## **8. Services to the community**

The Trust and the trustees endeavour to provide, preserve and promote the Kidwelly Industrial Museum as a valuable community asset that houses local collections relating to the tinning industry and the town and displays interpretation about the industry and working life.

The trust and the trustees are working together with partnership groups to develop documents and strategies for the maintenance and sustainability of the Museum.

The Museum, Trust and trustees take reasonable steps to comply with all statutory and other obligations and regulations imposed by the government concerning the site.

## 9. Monies of the Industrial Museum

It is difficult to assess the profit for a museum such as the Kidwelly Industrial Museum; their greatest asset in terms of profit is visitor numbers. The reception area of the Museum does sell small gifts and refreshments, the income for this is illustrated as donations in the accounts for the Museum, the other income that the museum has received in that last three years is from organisations such as Carmarthenshire County Council, Kidwelly Town Council and the National Assembly of Wales (through CyMAL).

Below is a list of the of the past visitor numbers

Year	Visitor numbers
2007	2411
2008	2926
2009	3240
2010	3932

The potential income for the year 2012 is as follows:

- CCC £3000
- KTC £2000

The trustees with assistance of the Carmarthenshire County Museum Services the trustees have applied for or are applying for the following grants

- £6,000 towards an interpretation project from the following sources:
  - Carmarthenshire County Council VARP Scheme
  - From the funds of the Industrial Museum

The Trustees will also be working with other partners, the local community, and the town project officer to work on other sustainable projects for the Museum and to create new avenues of revenue. It is anticipated that improvements to the museum will in turn generate more visitors, to raise the spend per head and provide more opportunities for income generation.

## 10. Opportunities and sustainable projects that the KIM wishes to develop

- Unique museum dedicated to the interpretation of tinsplate and its processes
- Developing the museum to better interpret other industries in Carmarthenshire and the county's working life
- Working to enhance and develop the interpretation:
  - for the benefit of visitors and local schools
  - to make a complex industrial process better understood
  - to promote and encourage further learning opportunities
  - To allow the museum to tell new stories. These will include the social and economic effects of tinsplate making on Kidwelly and its wider impact on the county and its national and international context.
- New interpretation will enable the trustees to support WAG strategies, including lifelong learning, generic learning outcomes, and social learning outcomes, promotion of the Welsh language, heritage and culture, dismantling barriers to access and promoting healthy living. Taken from the WAG document, 'A Museum Strategy for Wales 2010 – 2013 (Consultation paper)'  
<http://wales.gov.uk/docs//drah/consultation/090706museumsstrategyforwalesen.pdf> The interpretation and access plans (2009 -2014) have indicated the importance of these strategies
- To encourage tourism to the area and repeat visitors to the museum
- To create and develop partnerships with appropriate organisations and bodies, such as CADW and other consultative groups
- To continue the development of the museum; this project will help in the development of other schemes identified in the KIM documents and strategies
- To initiate participative projects, such as recording the oral histories of local people and events. This will capture the richness and diversity of the local area of Kidwelly, and wider Carmarthenshire area. This project could be implemented in partnership with local schools and colleges
- To market the museum through grant bodies such as the Valleys Regional Park in the wider context of industries in South Wales.
- The 6<sup>th</sup> International Conference of Contemporary Cast Iron Art is being held at Kidwelly Industrial Museum in July 2010. This could be used as a spring board to encourage other industrial themed conferences and events, like an industrial themed, outdoor sculpture exhibition



- To encourage greater use of the museum for community events – the museum could be used for a variety of outdoor events including treasure hunts or as a venue for wedding photographs. An annual industrial day event could be held throughout the town and surrounding area. Participant could be encouraged to wear period dress to work (local businesses would need to be involved in this scheme). This may also coincide with or link to Kidwelly's 900 years celebrations that are currently being planned.
- A celebration of local culture, talent and traditions could also be mounted or included in a special industry day,
- Kidwelly industrial Museum could be a venue for training and events based on heritage and heritage management and / or conservation. It could also participate in the annual National Archaeology celebrations <http://festival.britarch.ac.uk/> . Trinity College students have worked with the Museum in the past on a project that contributed to individual degree programmes.
- An improved Kidwelly industrial Museum could help to promote, highlight and encourage links with the cycle route, and other heritage sites in Kidwelly such as the Quay, Canal and the castle. Consideration could be given to formulating a heritage trail, in which the museum is the hub or starting point. This could be a walked route, a car route and a cyclists route and could be linked to other places of local interest such as Glan yr Afon
- A series of talks could be held about the museum and area's cultural and industrial past with reference to nearby sites such as the old forge
- This project could act as a springboard to encourage joint working by the Trustees and local history and civic societies. They could produce a joint, regular newsletter and could encourage other members of the community to participate in this project.
- It will also act as a springboard to encourage more volunteers to join in the work of the museum
- The museum could mount guided tours of the museum by volunteers, possibly in period costume. This could be expanded to include a larger heritage trail around Kidwelly
- Revitalising the museum will enable it to reach out to other tourism providers in the vicinity such as restaurants, cafés and hotels.
- New interpretation will enable much greater use of the museum by schools and will enable the development of targeted educational packages and learning resources.

- Revitalising the museum will help the museum in its long term goal of making the museum energy efficient. The museum and its setting present many opportunities such as harnessing water power from the Gwendraeth Fach river to generate power, as they have done at Aberdulais Falls. The early industrial site and such a project could give rise to an “industrial to green” series of events.

**Bibliography for the business plan:**

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Trinity College *Kidwelly Tinsplate Works Interpretation Project* Copy available from the Carmarthenshire County Museum Services

