

**Notice of a public meeting of
York Museums Trust Task Group**

To: Councillors Fitzpatrick, Taylor and Watson

Date: Friday, 9 November 2012

Time: 3.00 pm

Venue: The Guildhall, York

AGENDA

1. Declarations of Interests

At this point, Members are asked to declare:

- any personal interests not included on the Register of Interests
- any prejudicial interests or
- any disclosable pecuniary interests

which they may have in respect of business on this agenda.

2. Public Participation

At this point in the meeting members of the public who have registered their wish to speak regarding an item on the agenda or an issues within the Board's remit can do so. The deadline for registering is 5pm the working day before the meeting, in this case **5pm on Thursday 8th November 2012.**

To register, or for further information, please contact the Democracy Officer for the meeting using the details at the foot of this agenda.

**3. York Museums Trust Scrutiny Review Draft (Pages 3 - 142)
Final Report**

This report presents the draft final report arising from the York Museums Trust (YMT) scrutiny review, and asks the Task Group to identify any changes required to the report ahead of its presentation to the Learning & Culture Overview & Scrutiny Committee on 21 November 2012.

4. Urgent Business

Any other business which the Chair considers urgent under the Local Government Act 1972.

Democracy Officers

Catherine Clarke and Louise Cook (job share)

Contact details:

- Telephone – (01904) 551031
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- Monitor the performance and effectiveness of services;
- Review existing policies and assist in the development of new ones, as necessary; and
- Monitor best value continuous service improvement plans

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YMT Scrutiny Review Task Group**9 November 2012****York Museums Trust Scrutiny Review Final Report – Cover Report****Summary**

1. This cover report presents the draft final report arising from the York Museums Trust (YMT) scrutiny review, and asks the Task Group to identify any changes required to the report ahead of its presentation to the Learning & Culture Overview & Scrutiny Committee on 21 November 2012.

Background

2. In November 2011, the Learning & Culture Overview & Scrutiny Committee received a topic assessment report for a scrutiny topic proposed by Councillor Watson, together with the background information on the formation of the Trust and its performance.
3. In January 2012, the Committee received a further briefing paper providing information on the Trust's relationship with the council and its structure, and the original Executive report from July 2002 setting out the purpose of the Trust.
4. Based on the information provided at both those meetings, Members agreed it would not be appropriate to scrutinise the work of the Trust and their internal processes as suggested in Cllr Watson's topic registration form. However, taking into account all of the information provided, Members agreed to form a Task Group to carry out a scrutiny review based on the following remit:

'To determine whether YMT have achieved appropriate collections management standards in line with the Collections Loan Agreement and Collections Management Protocol agreed in 2002'.

5. Work on this review has been ongoing since April 2012. As part of that work, the Task Group visited the Castle Museum, the Yorkshire Museum and the Art Gallery and all of the Trust's external storage sites. The draft final report attached details of their findings.

Consultation

6. As part of their review, the Task Group met with YMT representatives, and Veritau. The review was also supported by the council's Assistant Director of Communities, Culture and Public Realm

Options

7. Having considered the draft final report attached, the Task Group may choose to:
 - i. Identify any revisions required to the draft final report and instruct the Scrutiny Officer to make the necessary changes ahead of the meeting of the Learning & Culture Overview & Scrutiny Committee on 21 November 2012
 - ii. Identify any additional conclusions for inclusion in the draft final report at paragraph 100.
 - iii. Identify any additional recommendations for inclusion in the draft final report at paragraph 101.

Analysis

8. The draft final report attached contains a full analysis of the information gathered in support of the review.

Council Plan

9. The success of the Yorkshire Museum Trust and its business plan contributes to the council's priority to create jobs and grow the economy, through its investment in the tourism infrastructure. It also provides opportunities for learning, for young people across the city.

Implications

10. Information on the implications associated with the recommendations arising from this scrutiny review will be sought from the relevant officers once the Task Group have agreed all the recommendations they wish to make. Information on those implications will be added to the draft final report ahead of its presentation to the Learning & Culture Overview & Scrutiny Committee on 21 November 2012.

Risk Management

11. The recommendations arising from the review will help to reduce the risk of the cataloguing of the collections not being completed in line with the Partnership Delivery Plan, and will assist YMT in achieving the appropriate collections management standards (in line with the Collections Loan Agreement and Collections Management Protocol agreed in 2002).

Recommendations

12. Taking into consideration all of the information contained within the attached draft final report and its annexes, the Task Group are recommended to:
 - i. Identify any revisions required to the draft final report
 - ii. Identify any additional conclusions and/or recommendations for inclusion in the draft final report

Reason: In order to conclude their work on this review in line with Overview & Scrutiny procedures and protocols.

Contact Details

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Chief Officer Responsible for the report:

Andrew Docherty
Assistant Director of ITT & Governance

Report Approved**Date**

18 Oct 2012

Wards Affected:**All**

For further information please contact the author of the report

Background Papers: See information contained within the draft final report attached

Annexes

Annex 1 – Draft Final Report & Associated Annexes

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YMT Scrutiny Review Task Group**9 November 2012**

Report of the Assistant Director IT & Governance

York Museums Trust Scrutiny Review – Draft Final Report**Summary**

1. This report provides an update on the ongoing scrutiny review of York Museums Trust, and asks the Committee to agree a method for progressing the review and a timeframe for its completion.

Background to the Formation of York Museums Trust

2. In 2002 City of York Council entered into a partnership agreement with the newly constituted York Museums Trust (YMT) in order to ensure the long-term stability and prosperity of the City's museums and collections. The background to the decision to create YMT (a company limited by guarantee with charitable status) was the need to turnaround the business performance of the museums which had been losing an average of 37,000 visits every year over the previous ten years and were costing an extra £120k each year.
3. In July 2002, the Executive agreed to transfer operation of the museum service to the York Museums and Gallery Trust (YMT). By that date, YMT had already been formed, by a group of York citizens, as a company limited by guarantee with charitable status, governed by a board of trustees comprising a chair and ten to twelve members including two Councillors, a nominee of the Yorkshire Philosophical Society (YPS), and an individual nominated by the unions in consultation with the staff. YMT also has a trading company which covenants all profits back to the parent charity.
4. The key principles of the transfer were:
 - YMT would manage the Art Gallery, Castle Museum, St Mary's Church, and the Yorkshire Museum and Gardens.
 - The Council would retain ownership of the buildings and collections. It would loan these to YMT through formal agreements. In the case of those assets that are subject to existing trust deeds the Council would be the custodian trustee and YMT the managing trustee.
 - TUPE would apply to the transfer of staff.

- YMT would continue to provide the residents of York with free entry to the main collections.
 - Agreements between the Council and YMT would ensure that the Council's expectations and outcomes would be met.
5. The key agreements that govern the legal relationship between YMT and the Council are as follows:
 6. **The Memorandum of Association** describes the Trust, its reasons for existing and its charitable objects. It is based on a standard model and is intentionally broad in order to give the Trust all necessary powers to be able to function as an independent organisation.
 7. **The Articles of Association** prescribes how YMT operates as an organisation. With regard to the appointment of trustees, they state that in every notice for an annual general meeting, the Board shall set out its requirements for the skills, qualities and experience which it needs from its members. The notice shall state the extent to which those requirements are met by those Trustees continuing in office and those retiring and intending to re-offer themselves for election.
 8. In exercising their powers to nominate, appoint, reappoint, elect, re-elect, approve and dismiss Trustees, both the members and trustees shall seek to ensure that the Board of Trustees is representative of the local community and users of the services and facilities offered by the Company, and also comprises persons with a broad range of skills who are likely to contribute to the Company's success. The specific way that YMT would carry out its business was also covered in a Partnership Delivery Plan (PDP). In 2005 the PDP was updated. The current PDP (shown at Annex A) sets out what YMT and the Council have agreed will be delivered, the targets YMT will reach and the reporting arrangements.
 9. **The Funding Agreement** sets out how the Council funds the Trust.
 10. **The Transfer Agreement** formally transferred to YMT the activity of providing museum and gallery services together with the staff and the assets.
 11. **The Leases**- Separate leases were agreed in respect of the Art Gallery, the Castle Museum, St Mary's Castlegate Church, external store D and external store C (NB: the names of all of the external stores has been redacted from this report to ensure the security of those sites – see key to sites at confidential Annex I). The term was originally for 25 years from 1 August, 2002 and the rent was a peppercorn. However, when the YMT applied for Heritage Lottery Funding the HLF insisted on a longer term of lease so members agreed 35 year leases. A licence was granted for the Darnborough Street store which was subsequently surrendered

by YMT. YMT subsequently entered into a lease in its own right for external store A.

12. **The Collections Loan Agreement** provides for a loan period of 25 years and sets out the Trust's obligations. Although the leases were changed to 35 years, the collections loan agreement remained at 25 years. In reality this only really affects the Art Gallery collection because the Yorkshire Museum collection is part of the Yorkshire Museum and Gardens Charity and the Castle Museum collection is part of the Kirk Deed. A collections management protocol forms a schedule of the Funding Agreement and sets out how the collections are to be managed. YMT collects only on behalf of the Council. In 2005, YMT drafted an Acquisition and Disposal policy for 2005-6 which was meant to be replaced in 2006 with a more considered policy. As yet, this work has not been undertaken and the temporary policy remains in place.
13. **The Scheme for the Yorkshire Museum and Gardens Charity:** The Yorkshire Museum and Gardens were originally owned and operated by the Yorkshire Philosophical Society (YPS). In 1960 the YPS formed a charity, the Yorkshire Museum and Gardens Charity, vesting the assets to York City Council as sole trustee. The scheme governing the charity provided for the Council to administer the assets but gave the YPS a significant oversight role within the management arrangements. Trusteeship subsequently passed to North Yorkshire County Council. When it returned to City of York Council (CYC) in 1996, the Council attempted to fulfil the terms of the scheme through its newly formed, unified museums service. This caused significant tension with the YPS. It was clear that a new scheme was needed.
14. Once YMT was up and running a new scheme for the Yorkshire Museum and Gardens Charity became imperative. Unfortunately it took 7 years to negotiate this new scheme with the YPS and the Charity Commission during which time YMT had to operate the assets under a licence from CYC.
15. Under the new scheme the Yorkshire Museum and Gardens Charity forms part of York Museums Trust for the purposes of registration and accounting. This means that YMT only have to file a single set of accounts rather than a separate set for YMT and the Yorkshire Museum and Gardens Charity respectively.
16. **The Kirk Deed:** The Charity Commission required this be updated and therefore a revised version has been in place since 9 October 2009.

Background to Review

17. In November 2011, this Committee received a topic assessment report for a scrutiny topic proposed by Councillor Watson, together with the

background information above on the formation of the Trust and its performance.

18. In January 2012, the Committee received a further briefing paper providing information on the Trust's relationship with the council and the structures in place, and the original Executive report from July 2002 setting out the purpose of the Trust.
19. Based on the information provided at both those meetings, Members agreed it would not be appropriate to scrutinise the work of the Trust and their internal processes as suggested in Cllr Watson's topic registration form. However, having taken into account all the information, Members agreed to proceed with a scrutiny review based on the following remit:

'To determine whether YMT have achieved appropriate collections management standards in line with the Collections Loan Agreement and Collections Management Protocol agreed in 2002'.

20. In March 2012, the Committee received information and a presentation from the Commercial Director at York Museums Trust which identified that:
 - CYC is a custodian trustee and YMT is a managing trustee for most but not all of the collections. In the case of the Art Gallery collections they simply belong to CYC and are loaned to YMT.
 - There are over 1.5 million objects in the hugely varied collections
 - The different collections require different types of care. Some collections will naturally decay over time e.g. the biological collection. These require specialist care to delay their decay. Other collection types will retain their current condition if stored and displayed in an appropriate manner.
 - YMT have set themselves a number of priorities:
 - a. To store the collections in an appropriate environment and manner
 - b. To document each collection
 - c. To develop each collection

Information Gathered

21. As part of this scrutiny review, the Committee agreed to look at YMT's progress in achieving the above priorities and the information gathered on each is shown in the following sections of this report:
 - a) Storage – see paragraphs 22 - 51
 - b) Documentation – see paragraphs 52 - 67

c) Development – see paragraphs 68 - 90

a) Storage

22. The Committee agreed a Task Group of Cllr Watson, Cllr Fitzpatrick and Cllr Taylor to carry out a visit to view the storage facilities at the Castle Museum, Yorkshire Museum and Art Gallery, and at YMT's four external sites, in order to assess the conditions in which the collections were being kept.
23. In 2002, the storage facilities required urgent attention due to the poor conditions many of the collections were being stored in on-site. Many have subsequently been re-homed in modern storage facilities at external sites around the city.
24. On 18 April 2012, the Task Group were given a tour of the storage facilities at the Castle Museum, Art Gallery and Yorkshire Museum by the Head of Collections Management who has been in post for the past seven years and has seen the improvements put in place by YMT during that time.
25. Castle Museum
The Task Group was shown the numerous collections stored on-site:
 - Decorative Arts – stored in built-in locked wooden cupboards along a staff corridor (some tissue wrapped for additional protection), with larger pieces stored on high shelves above the cupboards covered in cloth.
 - Special Ceramics - stored in a locked room off a public corridor. Within the room, items are stored in locked modern storage cupboards with Perspex in the doors. These cupboards were fairly expensive but ideal for purpose as the contents can be easily identified without the need to unlock/open the cupboards. Other large and unusually shaped items e.g. decorative glass walking canes were laid on cloth covered table tops, and other smaller items were stored in coded boxes.
 - Military (Uniforms, Accessories & Weapons) – stored in number of adjoining rooms, accessed via a locked door off a public corridor. Room 1 containing swords and sabres stored on purpose built racks. Room 2 contained military uniforms hung from rails (Crimean war through to World War II). Room 3 was a box store for accessories (boxes coded to assist in identification of contents). Room 4, accessed via a locked metal door marked 'Explosives' behind which was a locked metal gate, contained handguns, muskets, machine

guns, cannon balls etc. The handguns were laid in wooden drawer units and the larger firearms stored on racks.

- Scientific instruments - the Task Group was shown where a mezzanine level above a staff corridor behind Kirkgate had previously existed, on which the collection had been stored. The only access to the storage space had been via a pull-down ladder which was far from ideal. However the collection had recently been moved to allow the mezzanine level to be removed and the staff corridor to be re-designed to become a new back alley display as part of the Kirkgate exhibition.

26. Members acknowledged the serious logistical exercise to move the collections in and out of storage based on the programme of planned exhibitions. They recognised the difficulties of carrying out that process, particularly before the introduction of purpose built external storage facilities when more had been stored at the museum in cramped conditions.

27. Art Gallery

As part of their tour of the Art Gallery's storage facilities, the Task Group received information on YMT's forthcoming reconfiguration of the Art Gallery which had been planned in order to address some of the building's limitations. For example:

- The picture store - the room contained over 1000 easel paintings stored in racks based on theme and size, with protective rubber sheeting between frames. The room also contained packing crates used to transport pieces borrowed by the Art Gallery or lent out. The Task Group learnt that pictures have continued to be stored in that room even though it is not ideal, due to the huge air handling units in situ. YMT acknowledged that although that provided a suitable environment in regard to temperature and humidity, it was not ideal due to the possibility of water damage to the art work should the machinery break. The Task Group was informed that the opportunity to improve the current situation would come as part of the planned re-configuration of the art gallery when the machinery is due to be repositioned on the roof of the building. The plan also includes the installation of a new racking system to allow better access to the easel paintings.
- Upstairs store room - containing 15,000+ works on paper stored in 252 boxes, together with a wall full of book shelves for reference books etc. A lot of the works on paper being stored are topographical by both local and nationally known artists. The contents of each box are stored based on subject e.g. Bootham Bar and the individual pieces are separated by tissue paper. Individual pieces are put on display to complement the exhibited themes on display in the Art Gallery.

- Studio Ceramics - the Task Group learnt that YMT holds the best collection of studio ceramics outside of the V&A, but they do not currently have enough space in the museums to display it all. As part of the Art Gallery re-configuration, the plan is to have a large room on the first floor where the whole Decorative Arts collection can be displayed together.
- Social History store - also due to be improved as part of the Art Gallery re-configuration.

28. Yorkshire Museum

The Task Group visited two store rooms in the basement accessed via a staff only area:

- Geology Room - containing racking for large pieces and wooden cabinets / drawer units containing small more fragile pieces, protected by foam surrounds.
- Archaeology Room – containing metal shelving units used to store mostly geology pieces now. Items stored in boxes and wooden drawer units.

29. Both rooms were monitored for temperature and humidity with a Curators work area between the two rooms which had previously also been used for storage before the transfer of some of the archaeological collection to external storage facility D.

30. The Task Group were also informed of a High Security Room where Bronze and Iron Age jewels and coins were stored.

31. The Task Group noted there was no sprinkler system fitted at the Art Gallery due to the damage water would cause to the art work on display and in storage. Instead there were fire extinguishers positioned around the building which if needed, would be used with extreme care in order to prevent/limit damage to the art work where ever possible.

32. Many of the items held by YMT are referenced in national research which helps build up their worth and the Museums' standing within the Museum world. The Task Group were informed that it is common practice within the museum world not to take out insurance for collections held by the owning museum, basically because most items would be considered priceless as they could not be replaced if damaged/ruined. However, it is common practice for Museums to insure pieces they are borrowing from others in case they are damaged whilst in their possession or in transit. There is also Government indemnity for

borrowed items although national security standards must be met to receive that indemnity.

33. External Storage Facilities

On 24 April 2012, the Task Group toured the four external storage sites used by YMT. They were informed that all the items moved from the Museums out into external storage, had been documented first. They also noted that:

- a) The buildings at each of the external sites were alarmed and there was no signage to indicate their ownership and/or what they are being used to store.
- b) YMT employed a collections cleaner who regularly visited all of the external sites to carry out housekeeping to prevent/delay deterioration of the stored items (hoovering and dusting at both sites A and C, and sweeping pathways clear at the other two sites).
- c) YMT staff regularly checked for signs of infestation - special care was taken to identify wood worm etc so that it could be treated. Pest traps were set and the presence of beetles and moths was monitored. Also, YMT fumigated and/or froze items where appropriate, before putting them in storage.

34. External Storage Site A

Built in the late 1980s, the site is the main repository of the Castle Museum, and considered by YMT to be a well performing store. It provided a nice environment (no damp and some heating) to store pieces from the social history collections previously stored at the Castle Museum. The main storage space contained a mezzanine level to make the most of the space within the unit. Items were organised and stored in social history categories e.g. personal life, work life etc. There was a hanging store for costumes and textiles and some were stored in large boxes stacked on shelves. There were also some bicycles and many pieces of furniture, some of which appeared to be in a state unsuitable for display e.g. a chaise longue with ripped upholstery.

35. External Storage Site B

There were 4 purpose built storage units occupied by YMT at the site. The facilities were used by YMT as a deep storage facility for items unlikely to be put on display, for large items which had previously been stored elsewhere, and for bulky archaeological items etc.

36. The units were big and the conditions good. The first two units had background heating to prevent frost, and were partly racked out with

steel shelving. They were being used to store finer large pieces from the Castle Museum e.g.:

- A Butchers Wagon (Cross Purveyors) donated by Cross family who have the butchers shop in the Market.
- A steam fire engine and a number of fire tenders
- A number of marble fire surrounds
- A selection of hand tools
- An old motor vehicle
- A 1897 steam car
- The world famous traditional gypsy caravan which used to be on display in the 1960s gallery at the Castle Museum and has now been in storage for 3yrs



- A large printing press and pieces of old shop fittings and internal fittings from a bank, left over from fitting out Kirkgate, in the Castle Museum

37. Most of the items were covered to keep them as dust free as possible. They have an issue with cluster flies at the site due to its countryside location, but thankfully they don't eat into things, but it does result in a lot of dead flies.



38. The other two units had no heating and had been fitted out with 6m high racking. The units contained items from the Yorkshire Museum and the hutments (behind the Art Gallery) e.g.:

- A number of sarcophagi
- A roman oven
- Large pieces of stone from St Marys Abbey
- A gravestone for a local Major's horse



39. Some of the items weighed 1-2 tonnes and needed placing in situ by forklift.

40. The Task group noted there was room to store much more out at the site, and were pleased to hear that YMT planned to move more items out there from site C to enable better use of that more centrally located storage site.

41. External Storage Site C

Built in the late 1980s, site C was being used to store items from the Yorkshire Museum's archaeological and natural science collections. The natural science pieces were stored in large walk-in wooden boxes. The individual items were either boxed or in small display cases, stored on roller racking e.g.:

- Dinosaur bones
- Bird skeletons
- Butterflies & shells
- Stuffed animals
- Remains of extinct species

42. Above the wooden boxes on a mezzanine level, the Task Group were shown a large storage area with racking containing large pieces of stone. The weight of the stone was an issue and so YMT had already shipped some of the larger pieces out to site B. All of the stone except for around 200 North Yorkshire pieces had come from buildings / sites across the city e.g.:

- St Mary's Abbey
- A roman archway
- The Minster



43. The Task Group learnt that work was continuing to sort the items and to move some of the less impressive pieces out to site B. YMT felt this would provide them with sufficient space to reconstruct some of the building parts e.g. the roman archway, so that they were available to view and more accessible to researchers etc.

44. There was also shelving for Roman, Medieval and Saxon pottery e.g. bowls, jars, urns etc.



44. And drawer units containing Neolithic pieces e.g. hand axes, inlaid in to foam surrounds for their protection.



45. Elsewhere in the unit on the first floor, there was a large room containing the remaining pieces of the Gordon Baldwin collection (currently being exhibited at the Art Gallery), together with other large ceramic pieces.



46. At the time of the visit, there were also a significant number of boxes containing pieces waiting to be recorded.



47. On the ground floor, there were a number of smaller rooms containing pieces from the Decorative Arts Collection stored in metal cupboards with Perspex doors to enable easy viewing of the contents. The pieces had all been documented and the shelves were labelled.

48. External Storage Site D

The Council bought the site in the 1970s with the intention of extending the Castle Museum experience by shipping visitors down the river to the site to visit an outdoor venue where large pieces could be put on display. This idea never came to fruition, but the Council retained the site for use as an external store. The Task Group found the building to be run down. Made of asbestos-like material with a corrugated roof, the Task Group were informed that the roof and building were not waterproof, and that rain runs down the slope of the land leading to the building and under the door. For that reason stored items have tended to be sat on pallets to provide some protection from the water. To date, the building has never been affected by the river flooding.

49. Before their visit, the Task Group was informed that the store was only used to keep robust pieces such as agricultural equipment and other large/ industrial pieces.



50. However on inspection, the Task Group was surprised at some of the contents stored there. For example:

- Shop fittings
- A triumph car



- Wooden furniture
- 3-piece suite
- A wheelchair & Perambulator

- A Hearse
- Ornate railings & lampposts



- A collection of bicycles
- A number of handcarts & horse-drawn carts

51. Although there were two walk-in wooden boxes providing some protection from the elements for a minimal number of small items, the Task Group noted that most of the items in store at site D were unprotected and nothing had been done to delay their further decay.



b) Documentation

52. At the meeting in March 2012, YMT's Commercial Director provided information on the Documentation Plan. The Committee noted that the plan contained an official estimate of 170yrs to carry out full documentation of the collections. Also that YMT set annual targets to progress this work.
53. During their tours, the Task Group learnt that the fine art collection and most of the archaeology and science collections were now documented. However, the Social History collection which is so large and varied remained a challenge. The Task Group queried the progress made across all collections and as a result received information on the level of documentation carried out across all the Castle Museum's Collections – see Annex C. In regard to the Art Gallery, YMT's first five year plan for 2005-2010 saw retrospective documentation there almost completed, and the documentation software (Adlib) improved and updated. YMT now have a couple of years of focussed project work with the developments at the Art Gallery and Castle Museum. The Task Group did not receive any information on the level of documentation for the collections held by the Yorkshire Museum.
54. YMT intends to submit another 5 year plan when they re-apply for Accreditation in spring 2014 (see paragraphs 91 - 98 below for further information on Accreditation). This will include plans for completing the documenting of the Social History collection.

55. On their visit to the Castle Museum, the Task Group learnt that cataloguing is not necessarily done by collection - sometimes it is project based. For example, in the case of the Decorative Arts collection, the content of each store cupboard is recorded. As and when individual items are taken from the cupboards for use in specific displays e.g. wine glasses on a dining table setting in a Victorian room, YMT catalogue everything used in the display. Over time through this approach, the cataloguing of a collection grows. If items are missing from the cupboard the next time the contents are checked, they are marked down as not present on that specific date. Cataloguing is checked against previous records and auditors make random checks. This method of cataloguing and recording is commonplace within the Museum world.
56. The Task Group were reassured to learn that in November 2011, Veritau (internal audit service) looked at the issues around documenting the collections and gave substantial assurance that the right controls and working methods etc were in place, and were good. However, when the Task Group considered the Veritau report in detail (see Annex D), they noted that Veritau's testing was limited due to lack of access (page 3 para 2.1). As the Task Group had also had issues around gaining access they expressed concern about the thoroughness of the audit, and queried Veritau's overall opinion that the controls within the system provided substantial assurance (page 2 para 1.3)
57. In September 2012, the Task Group met with the report author from Veritau. They queried Veritau's role as auditor for YMT recognising it would be different from that of auditor for the Council. Veritau confirmed that YMT was an external client whose work they had to tender for. However, they are no longer YMT's auditors as their contract came to an end in April 2012. During the time they held the contract, Veritau met annually with YMT to identify high risk areas and then went on to look at the appropriate systems and controls in place to help manage the identified risks.
58. In regard to the Audit, Veritau confirmed that its focus audit was to check the integrity of the records on Adlib. Initially they spoke with the Curators to get their perception on the issues and then decided what they would look at in detail. Veritau explained it was standard practice to sample rather than audit a whole collection. They chose a sample of items from stores and collections and looked at them on Adlib and vice versa. They confirmed that only a few anomalies were found and only a very low percentage of items remained unfound. When asked, Veritau could not say what percentage of collection items were on Adlib or on other systems.

59. The Task Group raised concerns around the decision not to visit all sites (see paragraph 2.1 of Audit report) as they recognised during their own visits that each of the stores worked in a different way, and therefore unless each was sampled it would not be possible to form an overall picture. Veritau clarified they were not refused access; rather that a decision was taken to focus on higher value and higher risk items which happened to be stored elsewhere. As a result, a majority of their sampling was carried out at the external storage site A. They did not visit any of the other external stores, and their audit did not include sampling of the Archaeology collection. They acknowledged their final report was not explicit about the areas not covered by the audit, even though they felt their report made clear which areas were looked at.
60. Veritau confirmed that their initial concerns around accuracy and consistency were allayed as they carried out sampling across the archaeology, history and art collections. And, although they identified some minor errors, they found no significant weaknesses and felt the systems did not need a major overhaul. They therefore confirmed that in their view, their original judgement of 'Substantial assurance' was justified.
61. The Task Group agreed that at face value the audit results appeared to be very good. However, having met with Veritau and considered the audit report in detail, the Task Group concluded that the audit was insufficiently rigorous to evidence YMT's appropriate documentation of the collections, bearing in mind it's narrow remit, the fact that not all collections are on Adlib, not all collections were sampled, not all sites were visited, and that its aim was to 'support rather than challenge'.
62. Use of Volunteers for Documenting the Collections
The Task Group learnt that all the curators are involved in documenting the collections, and previously some of the collections assistants have been. YMT's aim is to make all the existing data available to the public and allow digital access, and funding has been sourced to make this happen.
63. In September 2012, the Task Group met with the Trust's Volunteer Manager. She provided information on YMT's volunteers' programme initiated at the end of 2006 (800 volunteers since that time). Initially the Volunteer Manager started with 14 volunteers and worked part-time moving to full -time 3 years ago. She was solely responsible for the marketing and development of the volunteer programme, recruitment, induction and volunteer support and therefore the number of volunteers was limited to 200 at any one time based on her capacity. However, in June 2012 following receipt of some Arts Council funding, YMT recruited

a full-time co-ordinator which in turn has allowed YMT to take a more pro-active approach to recruiting volunteers.

64. The Task Group was informed that as York is quite an active and affluent city, it does not have the normal museum volunteer demographic. 60% are under 40; often volunteering to gain skills and experience or to improve their CV, or perhaps to find a way into museum work. A majority are sourced via YMT's website. Universities send placements, who tend to stay for a year and in addition YMT market to groups e.g. Probus Club. YMT are also keen to increase their number of older volunteers (50+). The Task Group recognised that Councillors may be able to help facilitate the recruitment of more volunteers, perhaps through the Volunteer Manager attending future ward meetings.
65. Recruitment tends to be aimed at supporting specific projects - there are around 30 different volunteer projects in a year. Lots of roles don't require specific experience they just need to be keen and willing, and to have people skills. Others work with specific teams carrying out condition cataloguing and low level conservation work e.g. archaeology, natural science, social history. YMT also seek out specific groups with particular skills e.g. the National Association of Decorative Arts Association. There are currently 250 active volunteers across all sites - 30 are long serving volunteers who have done 7 years or more, 140 are visitor facing. Placements for 15/16 yr olds are also offered through schools, and at external storage site C, students and volunteers are helping to record, photograph and repack collection pieces. The observatory is fully operated by volunteers and the Studio programme at Castle Museum is mainly run by volunteers. The aim is to have 400 volunteers by 2015 but this will be dependant on the staffing structure capacity to provide the necessary support.
66. During the tour of the stores, the Task Group were told that YMT planned to use volunteers to progress the work of documenting the collections. However, it became clear that the programme of training had yet to be defined, and recruitment had not yet begun. The Task Group queried when this specific recruitment would start, what skills would be required, and from where YMT expected to source suitable volunteers.
67. The Volunteer Manager confirmed it has always been YMT's ambition to have a team of volunteers focussing on retrospective documentation, but this has been delayed due to a lack of resources. However, the Volunteer Manager confirmed it is happening on a small scale as part of specific project work e.g. those involved with the social history team are condition checking and recording. As and when it formally starts, the volunteers will receive basic object handling training (as delivered to all new volunteers) and training on the Adlib Database from the Registrar.

They will also receive individual training specific to the collection they are to document, from the curators responsible for overseeing their work i.e. what would be expected of them, what terms to use, what to record, how to access the collections and handle them safely, and what to do if they noticed a deterioration in the condition of the objects or if they needed packing differently.

c) Development of the Collections

68. Throughout their tours, the Task Group learnt how the various collections have continued to grow through donations and YMT purchases. Also, that each collection has a specific collecting policy. For example:

- The firearms collection has been added to through gun amnesties. Police advise Museums of the weapons handed in, and Museums can then request specific pieces to add to their collection.
- Bequests from local families - In some cases a particularly fine piece of furniture will be bequeathed by a family to the Museum together with a number of other pieces. In the past, it has been common practice for YMT to accept a bequest in total, in order to attain the fine piece but this has left them with the problem of storing the rest. Over time, this has contributed to the storage problems outlined in paragraphs 34 & 49 above, and paragraphs 73-76 below.
- When an old (traditionally fitted out) shop has closed down, the museum has taken the opportunity where appropriate to acquire stock and the shop fittings for future use within the Kirkgate display at the Castle Museum. The shoe shop display in Kirkgate was created in this way. However, the storage of such items prior to them being brought back into use remains an issue, as detailed in the analysis section below.
- Excavations in and around the city also add to the collections. For example, the Hungate excavation is expected to provide a number of items which if suitable, may be added to the archaeological collections.

69. Education

During their tours, the Task Group received information on the educational provision provided by YMT at external storage site C and of their plans to provide more opportunities for visitors to access that site. Currently researchers can visit the store and YMT are involved in a joint piece of work with English Heritage. However, YMT would like to increase their offer to schools and local history groups so that they can visit the store to view and learn about the collections. This would become easier to facilitate once more items have been documented and

moved. YMT make no charge for the viewing of items in storage for educational purposes

70. Staffing Restructure

As one of the Arts Council major partners, YMT received 1.5m from the Arts Council to replace the Renaissance funding they previously received. The Arts Council associated different priorities with that funding which resulted in the need for a staffing restructure.

71. The new structure will still include a Head Curator, Curators and Assistant Curators as before, who all have specific qualifications relevant to the collections they manage i.e. professional and academic skills are matched against the collections (e.g. the Head Curator is a qualified archaeologist). In addition, the restructure will see the introduction of a Data Control Officer and a number of Collection Facilitators.

72. The Facilitators will have a lower level of professional skills e.g. customer skills/interest in social history, and will be at graduate level or have experience of museums. This approach is indicative of a national move to making museum collections more accessible and exciting, and their role will be a huge benefit to YMT as they will increase the amount of contact the organisation has with the public.

73. Limited Free Storage Space

The Task Group recognised there was little available storage space at the Museums, Art Gallery, and external storage sites A, C and D. They therefore queried whether there had previously been other storage sites used by YMT which had since been disposed of either by themselves or the Council, and the reasons for their disposal.

74. They learnt of several other stores that had come to YMT when it was formed, which had subsequently been deemed unsuitable for use. These were:

- An old maltings building on Darnbrough Street - used to store material very much like that at external storage site D. It had only ever been a temporary store (taken on originally by the Castle Museum) and was let to YMT on a short-term licence. The building was in a very poor and unsecure state with birds getting in, and so YMT decided to clear it. Some of the objects at site D came from Darnbrough Street at that time. The Council covered YMT's removal costs when it was vacated during 2006/7 because the then Housing Department required its return.
- A couple of storage containers – They were cleared at the same time as Darnbrough Street with the collections moving to external

storage site A. Those units were expensive to rent and impractical as YMT had to pay a fee each time they wanted to access to the contents.

- Marygate Annexe - This was cleared of archaeology objects at the end of 2011. The building was in a very poor state (repeated acts of vandalism and unauthorised access) and the collections and staff that looked after them was both deemed at risk.
- St Marys lodge – Used to store the biology boxes now stored at external storage site C. The basement rooms where the boxes had been stored were very damp and the conditions were unsuitable for the type of material, especially over winter. Access for staff and researchers was also very limited.

75. Poor Storage Conditions at External Storage Site D

The Task Group noted that site D is the last of the inherited stores for YMT to tackle. Based on what they saw at the site, the Task Group agreed that in their view the items stored there would definitely have decayed less quickly had they been stored elsewhere. Or, if the same level of care had been applied as they had witnessed at the other storage sites e.g. bubble wrapping, protection from the weather, temperature controlled etc. For example, they learnt that some internal wooden shop fittings recently placed in storage at the site had been brought back out and reconfigured for use in the newly extended Kirkgate exhibition. The Task Group believe this would not have been possible had those fittings been in storage at the site for any length of time, due to the adverse effects of the poor conditions.

76. In September 2012 when the Task Group met with YMT representatives, the Task Group questioned the decision making process for deciding which items should be stored at the site and therefore left in its minimally protective environment. They also expressed their concern that in their view, a majority of the items at the site were now unfit for future displays e.g. the vehicles, carts, bicycles, pieces of wooden furniture, a 3-piece suite etc.

77. The Head Curator agreed that external storage site D is in poor condition, congested and unkempt, and confirmed that when he first took up his post in 2004, it was physically impossible to get into a number of the external stores to access the collections. For the first two years his time was spent tidying up and documenting. He agreed that some of the items stored at site D should be on display or moved to another store, but confirmed that the issues at the site would be addressed as part of a planned wholesale transfer of stored items to the appropriate external stores. This work is scheduled to start in 2013 and the necessary

funding has been sourced. It will involve carrying out significant assessments which are expensive in terms of staffing etc. It will also require forklift drivers etc and the use of Lorries - it is possible to move 26 pallets in one lorry but it is time consuming loading and unloading so it is only possible to move two loads a day. It is expected the work to complete this wholesale movement of collection items will be completed by April 2014.

78. YMT also informed the Task Group that:

- two applications to the Heritage Lottery Fund had been made between 2005-2007 for large scale storage projects which would have enabled the building of another unit on the land around external storage site C, thereby doubling their storage allowing the collections stores at the museum sites to be cleared and their other off site stores to be rationalised. Unfortunately, both bids were unsuccessful, delaying completion of this work. YMT acknowledge it is usually difficult or near impossible to get grant aid for storage projects so they have had to take the approach of funding solutions themselves, which has meant they have had to phase developments and make them on a scale they can afford to finance, rather than going for one big fix.
- As part of the forthcoming 1914-1918 project at the Castle Museum, YMT will be seeking alternative off site storage for the other collections to open up the top floor and this is likely to be another rented unit.
- Improvements to the storage of the Fine and Decorative Arts collection at the Art Gallery will be achieved as part of the planned redevelopment of the site in 2013-2015. YMT have included a rationalisation plan for assessing and reducing the amount of bulk archaeology in store in their forward plan for 2013-2018 which will relieve pressure on external storage site C and create space to allow them to take in material currently with YAT.

79. Overall The Task group agreed that in their view, there were many items stored at the various external storage sites that were unlikely to ever go out on display due to their poor condition e.g. at external storage site A the Task Group saw a chaise longue with ripped upholstery. YMT confirmed they would not choose to repair such an item as the use of the materials available today, would de-value it and make it unsuitable for display. The Task Group recognised that at some point YMT would need to decide whether such items should remain in storage or be disposed of.

80. The Task Group therefore suggested that consideration should be given to disposing of many of the items at external storage site D and some of those at site A, because they were now unfit for display (technically referred to as 'de-accessioning'). This would free up space to allow the remaining items to be better protected and stored at site D, and make the process of cataloguing the collections easier. In response, the Head Curator highlighted that people have expectations that what they donate will be retained so there is an agreed process to go through when considering disposal.
81. De-accessioning Collection Items
The Task Group learnt of the national guidelines for de-accessioning which YMT follow i.e. a Curator suggests a suitable item for de-accessioning which is considered by the full team of curators. If they agree, they make a proposal to the YMT Directors, who in turn if they agree, propose items for de-accessioning to the Trustees. YMT confirmed that the final stage is to seek the council's approval. To facilitate the whole process YMT use a disposal request form which the curator with the specific knowledge of the collection completes for each suggested disposal, and which form the basis of discussion at the team meetings. These are used as the formal record of the reasons for disposal and are signed off at the meeting and form the record of the decision to pass the disposal forward. There are some rare exceptions where consent may be obtained retrospectively i.e. if an item is dangerous e.g. gunpowder, or if an item is moth ridden or a risk to other parts of the collection. When a decision is taken to dispose of an item, YMT always photograph and record the item first.
82. The Task Group checked with the Assistant Director for Communities, Culture and Public Realm as to the Council's role in the de-accessioning process and found a discrepancy. They learnt that in the Council's view, they were being notified of a disposal rather than receiving a request to agree to the disposal of an item. Furthermore, it was confirmed that there have been very few notifications received. The Task Group also learnt that the council does not keep a separate record of disposed items.
83. In recognising that the disposal of unwanted/duplicate/ damaged items was crucial to free up space within YMT's storage facilities - thereby allowing documentation work to be progressed more quickly and the collections to be further developed, the Task Group wanted to gauge whether YMT are pro-actively disposing of items. They therefore requested information on any items that had been through the de-accessioning process outlined in paragraph 81 above and learnt that 279 items had been disposed of since 2003 (see Annex E attached). Some of the items disposed of from Darnbrough Street had been sold to White

House Antiques, others to L Clancey and Sons. The remaining objects went either to other museums or for Local Authority disposal -effectively skipped.

84. In addition, the Task Group learnt of a number of items currently in the process of being de-accessioned i.e. approved for disposal but which at end of July 2012 were still partway through the process and had not yet left their possession– see Annex F. The Task Group noted the time taken for each item to go through the de-accession process and queried why it took so long.
85. YMT acknowledged it is a lengthy process. Once approval has been obtained from the Trustees and the Council YMT have to advertise for a couple of months (in the Museums Journal). There may need to be a process of negotiation e.g. visits from other museums and it takes time to arrange suitable transportation of items. There is always a need to evaluate from an academic point of view, and to have the right checks and balances in place. There is also a level of risk associated with disposing of items too quickly. For example, a decision was taken to dispose of some bird bones – the significance of which was not originally recognised. It transpired that the bones were the only known set of bones for a now distinct bird. Fortunately this was discovered before the bones were disposed of. Museum developments or new exhibitions can also be a factor e.g. the recent development of Kirkgate meant that some items that were to be disposed of, were put back into use (see paragraph 75).
86. The Task Group identified another discrepancy when they compared the dates of the disposals shown in Annex C (which included two items disposed of during 2010), against the Draft Statement of Accounts presented to the Audit & Governance Committee in July 2012, (which stated there had been no disposals of heritage assets in 2010/11 or 2011/12). The Task Group expressed concern as to the accuracy of the information being provided in the Statement of Accounts, and attributed the error in reporting to the Council not keeping a separate record of disposals.
87. Bearing in mind that the Museum Collections are considered as part of the Council’s heritage assets, the Task Group concluded that the Council’s role in the de-accessioning process should be clarified, and should include giving final sign off to the disposal of an item and keeping a separate record of items signed off, for audit purposes. In addition, YMT should provide a list of all disposals as part of their bi-annual performance reporting to Overview & Scrutiny.

88. The Task Group also noted that the current Acquisition and Disposal policy drafted by YMT in 2005 was only created for use on a temporary basis until such time as a more considered policy could be produced (as referred to in paragraph 12 above). In acknowledging that this piece of work is long overdue, YMT indicated they would not be able to resource undertaking this policy review work until autumn 2012.
89. Taking all the above issues into account, the Task Group agreed that the ability to develop the collections was not only about sourcing suitable items, but was subject to a number of other key factors i.e. having sufficient (and suitable) storage facilities and exhibition space, having the right staffing structure in place and sufficient volunteers to allow the public full access to the collections.
90. The Task Group were please to conclude that YMT had made improvements in all these areas to enable this to happen, even taking into account the issues identified by this review.

Accreditation

91. Accreditation is a national scheme now administered by the Arts Council which looks at the way museums and galleries are run and the standard of the activities they do (how they look after their collections, the learning provision and the services they offer visitors).
92. The Task Group considered the Accreditation standard which sets out what is expected of an accredited museum in all categories considered, together with Guidance on Accreditation in regard to collections, which YMT will follow for their next round of applications in spring 2014 – see Annexes G & H.
93. The Task Group looked at the submission findings from the two times YMT had sought Accreditation since the Trust was formed, and noted that the only feedback received in response to YMT's first application made in summer 2005, was a letter dated 20 Sept 2005 commending them on the quality of their application, and a note to keep MLA (who were administering the scheme at the time) informed of progress towards:
 - a new 35 year lease from the City of York Council;
 - developing a programme to recruit volunteers and;
 - progress on retrospective documentation
94. In noting that the new lease had subsequently been received, The Task Group agreed the other issues had only been partly achieved.

95. In regard to YMT's second return made in summer 2009 which provided an update on the information in the original 2005 application, YMT confirmed that at the time it was submitted, a new accreditation standard was in preparation which was subsequently delayed as a result of the demise of MLA and the switch of roles to ACE. YMT also confirmed they received no feedback on their 2009 update and believe their submission was simply logged by MLA due to the fact that MLA were effectively preparing to be wound up.
96. In September 2012 when the Task Group met with YMT representatives, they queried YMT's applications for accreditation. They learnt that there are 5000 museums in the country - 1800 of those are accredited (some museums chose not to go for accreditation as it's a very high standard to attain). The accreditation application is a very rigorous process. The form is very long and each application has to have a lot of supporting documents. They also learnt that accreditation is needed for many funding streams. Arts Council funding is match funded, and funding will not be granted if it is not a viable business.
97. At the time YMT took over, neither of the Museums or the Art Gallery were operating at the standard required for Accreditation so there was considerable work to be done during 2002-2005 to put the standards and procedures in place before the first application for Accreditation was made in summer 2005. YMT worked with a regional officer (someone who had worked in museums for 20 years). He acted as a mentor and he interrogated YMT against the required standards. He also represented YMT at the accreditation panel and was questioned on their behalf. The Arts Council look at the quality of the visitor experience and the facilities, whether the staff were well-trained, if they were used to dealing with people with particular needs and if the operation was running safely. Specifically in terms of collections management, Accreditation means YMT had to have certain policies and procedures in place and their curators needed to be working to the same standards as all accredited museums across the country.
98. YMT was assessed as a major partner. They were assessed as outstanding in 3 of the 5 categories and designated as good in the other two. YMT have remained fully accredited since that time and have continued to meet those standards in the two reviews held since the Trust was formed. They have to submit bi-annual returns, and if they apply for a loan or make changes to the buildings they are inspected by a major partner regional officer. In addition, every other year they have to provide an update on any significant developments e.g. exhibitions, disasters or funding issues.

99. Responding to the Remit for the Review

Finally, in order to consider whether YMT have achieved appropriate collections management standards in line with the Collections Loan Agreement and Collections Management Protocol agreed in 2002 (in line with the remit for the review), and bearing in mind that it has been 10 years since the Agreement and Protocol was agreed, the Task Group felt it would be useful to know what (if any) factors YMT believed had during that time limited their progress in achieving the collections management standards detailed in the Agreement and Protocol, and/or achieving their priorities listed at paragraph 20 above. YMT named two issues in response - a) Storage and b) Retrospective Documentation.

Review Conclusions

100. As a result of their review, the Task Group concluded that:

- The Veritau audit was insufficiently rigorous to evidence YMT's appropriate documentation of the collections (see paragraphs 56-61)
- The disposal of unsuitable/damaged items was just as important as the retaining of items and the development of the collections.
- The knock on effect of not disposing of unwanted/ duplicate and damaged items and the lack of available storage space had contributed to delaying the progression of work on the collections and to the implementation of YMT's plans for the future.
- The Council's role in the de-accessioning process needs to be clarified, and should include giving final sign off to the disposal of an item and keeping a separate record of items signed off, for audit purposes.
- The Acquisition and Disposal policy needs updating as a matter of urgency (see paragraph 88 above).
- YMT should provide a list of all disposals as part of their bi-annual performance reporting to Overview & Scrutiny. The format and content of those reports should also be amended to provide an update specifically focussed on YMT's progress against the Collections Loan Agreement and Collections Management Protocol agreed in 2002.
- Councillors could help to facilitate the recruitment of volunteers for YMT.

- Achieving Accreditation as a major partner was a considerable achievement by YMT, bearing in mind the Trust took over three very different institutions whose practises in collections management varied considerably. The Task Group agreed this was a good indication that YMT are achieving appropriate collections management standards.

Recommendations

101. In order to achieve the appropriate collections management standards (in line with the Collections Loan Agreement and Collections Management Protocol agreed in 2002), the Task Group suggests that the Learning & Culture Overview & Scrutiny Committee recommend to Cabinet that:

- i) YMT be requested to provide as a matter of urgency, a presentation to this Overview & Scrutiny Committee on the key principles that their Acquisition and Disposal policy review will be based on - In order to help frame and support YMT's work on those revisions
- ii) YMT provide a revised version of the Acquisition and Disposal policy for this Overview & Scrutiny Committee's consideration in early 2013.
- iii) the Cabinet Member for Leisure & Culture encourages all Councillors to invite YMT's Volunteers Manager to attend a future ward meeting and/or other community events to help facilitate the recruitment of additional volunteers
- iv) They support appropriate revisions to the YMT Service Level Agreement to ensure YMT prioritise their work on de-accessioning unwanted/ damaged/duplicate collection items, in order to allow the progression of work on the collections and the implementation of YMT's plans for the future.
- v) The request that YMT revise their future bi-annual update reports to Overview & Scrutiny, to ensure they:
 - a) identify their progress against the Collections Loan Agreement and Collections Management Protocol agreed in 2002;
 - b) include information on any items disposed of since the last update report.

102. The success of the Yorkshire Museum Trust and its business plan contributes to the council's priority to create jobs and grow the economy, through its investment in the tourism infrastructure. It also provides opportunities for learning, for young people across the city.

Risk Management

103. The recommendations arising from the review will help to reduce the risk of the cataloguing of the collections not being completed in line with the Partnership Delivery Plan, and will assist YMT in achieving the appropriate collections management standards (in line with the Collections Loan Agreement and Collections Management Protocol agreed in 2002).

Implications Associated with Above Recommendations

104. *Information will be added to this section of the report once the Task Group have agreed the recommendations they wish to propose to the Learning & Culture Overview & Scrutiny Committee.*

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Report Approved



Date 31 May 2012

Wards Affected:

All



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Background Papers:

Topic Assessment Report dated 7 December 2011
Executive Report July 2002

Annexes:

Annex A – Current Partnership Delivery Plan 2008-13

Annex B – Acquisition and Disposal Policy 2005

Annex C – Information on the level of documentation carried out across all the Castle Museum's Collections

Annex D – Veritau Report Dated March 2012

Annex E – Record of Disposals Made by YMT Since 2003

Annex F – List of Items Currently in the process of being De-accessioned

Annex G – Accreditation Standard

Annex H – Arts Council Guidance on Accreditation

Annex I – Key for Locations of External Sites (Private & Confidential)

CITY OF YORK COUNCIL
AND
YORK MUSEUMS TRUST
PARTNERSHIP
DELIVERY PLAN
2008 -2013



Introduction

- 1 This Partnership Delivery Plan is a joint agreement between the Council and the York Museums Trust and is an annex to the 'Funding Agreement'. It sets out:
 - the aims and objectives of the partnership
 - the key development areas to be pursued
 - core services to be provided
 - performance targets to be met by the Trust and Council
 - performance information to be provided
 - review and reporting procedures
 - partnership arrangements between the Council and the Trust
- 2 The Trust is an independent organisation working in partnership with the Council with the aim of delivering a Museums and Gallery service that will become recognised as one of the very best in the country. The Select Committee report on Museums and Galleries in 2007 said:

The Trust strongly recommend that any large local authority museum service motivated to seek improvement should look at the successful models operating in Sheffield and York.
- 3 This plan covers years five to ten of the Trust (2008 – 2013). It may, however, be updated by the Council and the Trust during that period in the light of changing circumstances. The Funding Agreement provides a process whereby the Plan will formally be reviewed by the Council and the Trust towards the end of the 5 years in order to create a new plan for the next 5 years.

Core Aims

- 4 The core aims of the partnership are drawn from 3 sources.
 - a) The Council's core objectives, particularly:
 - *Improve the way the council and its partners work together to deliver better services for the people who live in York*
 - b) York's Local Area Agreement, particularly:
 - Modernise the city's economy and increase its competitiveness:

- Increase the average length of visitor stay by 1% per annum
- Achieve a target of a 5% increase per annum in tourism earnings
- Increase the vitality of the city centre – as measured by footfall
- Widen participation and raise attainment and skills levels throughout the working age population:
 - Increase the number of York residents of working age achieving a first Full Level 2 qualification
 - Increase in the number of Skills for Life qualifications achieved by adults in York
- Develop the contribution of cultural activities, events and festivals to York's economy:
 - % of respondents who see York as “cosmopolitan” and “vibrant”.
 - Number of high quality events in the city
 - Number of visits to / usages of local authority funded museums / galleries
- Conserve and enhance the existing environment and special character of the city.
- Enhance the capacity of the voluntary and community sector to make high quality provision through support and development of volunteers
- Improve the quality of and access to local cultural facilities
 - % of residents satisfied with local authority museums and galleries
- Create a diverse programme of cultural and environmental activities, accessible to all, and increase participation in communities with low participation rates
- Help communities become increasingly able to develop and direct their own cultural opportunities
- Raise standards of achievement for children and young people
- Improve enrichment opportunities for children and young people.

c) The Trust's principal objectives:

Vision:

Our Vision is for York Museums Trust to play a major part in positioning York as a world class cultural centre.

Mission:

To cherish the collections, buildings and gardens entrusted to us, presenting and interpreting them as a stimulus for learning, a provocation to curiosity and a source of inspiration and enjoyment for all.

Strategic Objectives:

- To protect and conserve the collections, gardens and building
- To promote access to the collections, gardens and buildings appropriate to the 21st Century
- To create learning opportunities for all and develop innovative programmes springing from the collections, gardens and buildings
- To network and collaborate with partners and contribute to the development of the economic and cultural life of the city and the region
- To raise substantial funds to realise these aims

Context

- 5 York Museums Trust is now over five years old. The Trust has established itself as a successful independent charitable organisation both within the city and in the museum sector. The Trust has achieved the core objective of halting the long-term decline in the visitor numbers; indeed numbers have increased by 27% from 394,000 in 2002/03 to 502,000 in 2006/07.
- 6 Significant investments and improvements have been made in both the building fabric and care of the collections. A programme of renewals of the display and interpretation of the collections has also begun. An additional £3.5 million has been raised to date and there is now a long term plan to invest to improve the visitor's experience.
- 7 The Trust's role as the carers of the city's heritage enables it to take an interest in the cultural heritage of the city as a whole for both

residents and visitors. There is a will to support and work with the city in its plans to improve the quality of the urban environment and the learning potential for a wide and diverse range of people.

- 8 Increasingly the Trust's work is being carried in partnership with other cultural and educational agencies. This has proved a highly successful way of increasing the Trust's impact in the city. These partners include local, regional national and international bodies.
- 9 The Trust now sees itself as an important agent for change outside of the boundaries that the City's museums have traditionally operated. The vision of York Museums Trust - to play a major part in positioning York as a world class cultural centre – reflects the level of that ambition.
- 10 Over the last five years the context within which the Trust has operated has changed considerably. The Renaissance in the Regions initiative has significantly improved the resourcing of the regional museums. Through this scheme central Government now directly funds a number of the larger museum services in the country. The recent comprehensive spending review has confirmed ongoing support of this national project and the Trust await the final decisions as to the funding of each of the nine regions.
- 11 Certainly the Renaissance project gave a great and necessary boost to YMT in its early years enabling investment in learning, collection management and documentation and the redisplay of the collections. The Trust is in the process of developing a three year plan for Renaissance's further investment in York's museums. The investment is currently around £500k per annum. An important principle of the agreement with government is that Renaissance funding must be truly additional to and not replace local authority funding for museums.
- 12 As YMT has gathered momentum the Trust has been able to operate as a support to the other museums in the region. There have been successful partnership projects with Wakefield and Scarborough with Celebrating Ceramics and a Community Archaeology project with North Yorkshire Archives and again Wakefield and Scarborough which the Trust wishes to continue. The Trust also takes part in the Regional Knowledge Bank and offer support to other museums in a variety of different ways including loans of objects, advice and CPD.

- 13 One of YMT's most important partnerships is the British Museum UK Partnership, of which York is the lead partner for Yorkshire, involving loans of objects, the Portable Antiquities project, exhibitions and joint acquisitions.
- 14 YMT is committed to:
- Working in partnership with National Museums especially the British Museum to bring benefit to York through loans, exhibitions and acquisitions where relevant
 - Developing long standing partnerships with regional museums to share our expertise and collections with as wide an audience as possible
 - Working with the partners in Yorkshire Renaissance (Hull, Bradford, Leeds and Sheffield) to maximise the impact of the investment
- 15 With the Olympics coming to London in 2012 there has been a change in the landscape for all cultural and heritage organisations with the transfer of some of the lottery funding to the event. This is already beginning to have an impact on the sources for capital projects. This is a most significant change for YMT as all of our buildings require substantial investment over the next two decades. However the Trust has a plan for incremental investment across all the sites based on the support from the City of York Council, trusts and foundations, raising our own funding through commercial activity and increased ticket sales.

Key Development Areas

- 16 In order to achieve our objectives, the Trust is constantly reviewing its organisational structure to make sure that it has the right skills. For example, the Trust has recently renewed membership of the Enterprises Board which now has an impressive range of successful experts from the commercial sector helping us to be more effective in making money. One of our greatest assets is the Board of Trustees who have guided us over the last five years. Many Trustees are now coming to the end of their terms and so the Trust has selected new Trustees for their skills and experience. In 2008 the Trust intends to start a process of selection by open advertisement and interview.

- 17 With a view to progressing the St Mary's Abbey project the Trust will be appointing a Head Gardener to lead the development of the gardens. In furtherance of the objective to involve a diverse range of people in the Trust's work it will be expanding the Volunteers Manager role from part time to full time. Both of these positions will be funded through Renaissance in the Regions.
- 18 YMT will continue to work in partnership with individuals who are passionate about York and organisations whose business it is to celebrate and understand the city through the History of York project. Our aim is to deepen everyone's understanding of the importance of the city and its history through the new website and other manifestations such as a book, audio visual, trails etc.
- 19 YMT also have worked with other city partners on festivals such as Illuminating York which again the Trust is committed to continuing. The Trust therefore see our remit covering not only the care and interpretation of the buildings and collections in our care but also the wider cultural life of the city itself.
- 20 The key development areas within the Trust's portfolio are:
 - **St Mary's Abbey**, which includes Yorkshire Museum, the Gardens, York Art Gallery and the Hospitium. The long term plan to open up the whole of the precinct making it accessible through new pathways and interpretation so that people can understand the significance of this unique area involves the following.
 - **York Castle Museum** through an incremental year-on-year investment in innovative public displays and facilities.

Principal Partnership Objectives

- 21 The Partnership will pursue the following objectives:
 - a) York's Cultural Quarter
 - Work in partnership with other funders and cultural and educational institutions to programme events and activities in the Cultural Quarter
 - St Mary's Abbey - create identity; promote Cultural Quarter concept
 - Yorkshire Museum - redevelop & redisplay
 - Abbey Gardens - increase use and public understanding; create new gardens interpret built heritage

- Hospitium - create vibrant & profitable conference centre
 - York Art Gallery - provide varied high-quality exhibition programme; create a masterplan to transform the building, solving the DDA issues and creating new public space following relocation of the Archives
- b) Castlegate
- Maximise the existing potential of the Eye of York, Castle Museum, Fairfax House, the river and Clifford's Tower in partnership with English Heritage, the city and other partners
 - Castle Museum - invest substantial sums in new public facilities year-on-year to encourage repeat visits; solve DDA issues
 - York St Mary's - develop long term strategic uses
 - History of York - grow number of brand applications; grow users to 500,000 per annum by 2013
- c) Develop new audiences
- Audience Development - increase knowledge of audiences; formalise audience contribution to product development; grow to 850,000 visitors per annum by 2013
 - Maintain high user satisfaction
 - Continue to create new programmes of events and activities across all sites
 - Grow the number of visits by York residents:
 - Carry out market research specifically on the interests of York residents
 - Establish a Volunteer Scheme - 1000 members will have participated by 2013
 - Produce publicity directed specifically for York residents
 - Develop the informal learning public programme
 - Develop partnership working with organisations within the city
 - Schools & Learning more use by schools through access to collections, web based and outreach & research programme with Universities
- d) The Collections

- Develop a long term plan with the City to improve the long term storage of collections and their access, and the building maintenance with an agreed 20 year building plan, long term loans for capital projects:
 - Create new storage facilities for the Castle Museum Collections
 - Find an alternative storage facility for the material in James Street to improve our control and minimise external risks.
 - Increase storage for the Fine and Decorative Art Collections as part of the redevelopment of York Art Gallery.
 - Resolve the storage of archaeological material excavated from the City of York which is currently housed by York Archaeological Trust.
- Complete retrospective documentation plan.
- Develop and begin a programme of research and publication.

e) Education strategy

- Develop partnerships with other museums in the region
- Contribute to the regional offer of a comprehensive service to schools
- Continue to develop formal education programmes for 14 to 19 years, HE and FE students: Accessing new parts of the collection
- Build on the offer to less advantaged and hard to reach groups including ethnic minorities, people with disabilities, and special needs
- Develop new workshop programmes and activities to access new parts of the collections
- Develop adult life long learning offers in partnership with existing providers.
- Develop volunteering as, and to deliver, informal learning

f) The Business Plan

The Partnership will maintain a business plan predicated on the agreed funding to 2013 that has the following objectives:

- The business plan will recognise that the Trust's financial position continues to depend heavily on York Castle Museum. It will be developed to ensure that the public offer at that site is regularly refreshed, particularly whilst major developments take place St Mary's Abbey Precinct.
- The business plan will aim to generate funds which can be transferred to capital from 2008/9 onwards in order to generate match funds for major capital refurbishment projects and to address the back-log of major repairs required.
- The Trust will seek to retain a level of reserves commensurate with the level of financial risk it faces over the life of the business plan. The target is currently £400k, rising to £500k during the life of this plan.
- YMT will aim to deliver 3% efficiency savings per annum in line with the budget (expectations set for local authorities) which it will reinvest in the service.
- YMT will develop other income streams, in particular through its conference and hospitality business, York Venues, centred on the refurbished Hospitium building.
- Renaissance in the Regions – this national source of funding will continue to support YMT management posts. It also will grow over the next few years to support capital work and other revenue programmes. It is an important condition of this funding that it is additional to core funding and so would be threatened by any reduction in real-terms in the Council's funding of YMT.
- The business plan will be developed in such a way that creates a smooth transition into funding for the period 2013-18. This will be negotiated in the light of resources available to the Council and with the objective of maintaining access to Renaissance funding.
- The Council will continue to make available the existing capital pot (originally £1.8m). The Council will continue to seek ways of making further capital available to YMT through its capital programme, through prudential borrowing facilities and through the Council's Venture Fund

Services

- 22 The core services that YMT will provide at the Castle Museum, the Art Gallery, and St Mary's Castlegate will be as set out in the respective leases.
- 23 In the case of the Yorkshire Museum and Gardens the respective roles of the Council and YMT are defined by their status under the charitable scheme as Custodian Trustee and Managing Trustee respectively and the heads of terms agreed with the Yorkshire Philosophical Society.

In addition to undertaking the role of managing trustee YMT will undertake to:

- Provide at least 2,534 hours of public opening at the Yorkshire Museum
- Provide free admission to the permanent collections of the Yorkshire Museum for all citizens of the City of York (charges may be applied in the case of temporary or touring exhibitions)
- Use all reasonable endeavours to maintain the existing registration of the Museum Gardens on the Register of Parks and Gardens of Special Historic Interest maintained by English Heritage
- Use all reasonable endeavours to maintain the registration of the gardens as botanical gardens
- Give public access to the gardens daily (except Christmas Day) unless closure is necessary for reasons of public safety. Opening hours will be 7:30 am to 6:00 pm in Winter and 7:30 am to 8:00 pm in Summer
- Permit access to the Museum Gardens for all civic ceremonial and similar events promoted by the Council on up to 10 days in each year provided that the Council give as much notice as is practicable and provided that where the Council requires access at times outside the normal opening hours set out above YMT may restrict (but not prohibit) access for the purpose of maintaining security and/or good estate management
- Insure, with an insurer of repute, third party and property owner's liability risk with a limit of indemnity of at least £10 million in respect of any one occurrence
- Indemnify the Council against any claims, proceedings or demands, and all damages, losses, costs, and expenses

incurred arising out of any accident, loss or damage to persons or property occurring in or on the premises of the Yorkshire Museum and Gardens

- Use all reasonable endeavours to keep the premises in good repair, this responsibility to be construed in the light of the relevant clauses in the Transfer Agreement, the condition surveys and the provisions contained in paragraphs 39 – 41 of the Executive report of 26 July 2002 (see the Council's corresponding responsibility below)

In addition to carrying out the role of custodian trustee the Council will undertake to:

- Keep the premises insured with an insurer of repute against the insured risks (i.e. fire, lightning, earthquake, explosion, aircraft (other than hostile aircraft and other aerial devices or articles dropped therefrom, riot, civil commotion, malicious damage, storm or tempest, bursting or overflowing of water tanks, apparatus or pipes, flood, and impact by road vehicles, subsidence, heave, and such other risks as may from time to time be reasonably required by the Council or by YMT) in a sum which in the reasonable opinion of the Council represents the full replacement cost, subject to such uninsured excess as the insurer may properly apply. The Council will deduct the cost of the premium from the annual grant to YMT.

The Council will not be obliged to insure YMT's fixtures and fittings, boilers, lifts, escalators, or other plant and machinery in and exclusively serving the premises. The Council will not be obliged to insure fixtures and fittings that may become part of the premises until YMT has notified the Council in writing of their reinstatement value.

Following damage or destruction by any of the insured risks the Council shall apply the net proceeds of the insurance monies received to the rebuilding or reinstating of the premises.

- In the first instance the Council will retain liability for any major failures to roofs and external walls. Major failures will be defined as those where the cost of the repairs is greater than £25k and which prevent the tenant from reasonably carrying on their business at the premises. All other categories of repair and maintenance will be responsibility of the Trust (see above)

Review and monitoring

- 24 The procedure will involve:
- a) Twice yearly review of performance between the partners:
 - the Trust will provide performance information as set out above
 - senior managers from the Trust (i.e. the Chief Executive and/or the Director of Finance & Business Development) and the Council (i.e., the “Client Officer” and/or the Assistant Director for Lifelong Learning and Culture) will meet to review performance against the agreed indicators. Meetings will be set a year in advance and will normally be held in April and September
 - YMT will submit a performance report to the Council’s Executive Member in May and October each year. The YMT Chief Executive will attend the meeting to present YMT’s report and respond to any questions
 - b) YMT will provide performance information as requested by the Council to any ad hoc scrutiny reviews conducted by the Council from time to time and attend the relevant meetings to respond to members’ questions
- 25 Within this process information will be provided by the Trust to the Client Officer in the following areas as a minimum:
- 1) achievement of the principal partnership aims set out above
 - 2) visits to each of the Trust’s sites and temporary exhibitions including the number of uses by residents (actual and as a % of all users and segmented into demographic groups)
 - 3) number of hours the collections of the Trust are available to the public during the financial year at each of the sites
 - 4) implementation of agreed capital schemes
 - 5) development of new income streams
 - 6) development of new exhibitions and interpretative services
 - 7) development of collections storage
 - 8) delivery of the education service including the number of school groups using the Trust’s services: (a) actual numbers of all school users, and % as compared to all visits; (b) numbers of local school users and % of total city catchments, and number of

local people taking up life-long learning opportunities offered by the Trust

- 9) number of events/activities where learning forms a substantial component of the activity. Number of adults participating in those activities
- 10) use and involvement of local people including numbers volunteering
- 11) engagement with the ward committee process through attendance at committees and articles in ward newsletters
- 12) achievement of visitor satisfaction (aggregate over the year and by site)
- 13) level of external investment applied for and secured
- 14) number of residents consulted through focus groups, surveys and other means including a) young people, b) older people, c) target groups for inclusion
- 15) copies of management accounts
- 16) progress on cataloguing the collections and documentation
- 17) acquisitions and disposals from the collections
- 18) number of uses of the Yorkshire Museums Gardens for activities and events

Partnership Arrangements

- 26 The Council and the Trust will through this partnership ensure the delivery of Best Value and its principles in order to deliver continuous service improvement.
- 27 The Trust and the Council will continue to explore options for further partnerships:-
 - a) the Council being mindful of the potential of the museums and art gallery to provide a positive contribution to its cultural, educational, economic, social and environmental agenda
 - b) the Trust being mindful of the experience and specialist services that the Council can offer
- 28 The Trust will represent the Council on museums issues at international, national, regional and local level and continue to advise members of the Council on museums policy. The Trust will provide this service to the Council without charge provided that the

work is broadly in furtherance of the objectives of this partnership.
(Otherwise a fee can be negotiated).

- 29 The Trust and the Council together will make every effort to work closely with other museum and heritage providers in the city, ensuring that appropriate forms of liaison are used to encourage the development of strong, inclusive partnerships.
- 30 The Trust will maintain a role in the civic life of the city. It will provide facilities for hosting civic events (subject to operational availability) charging for them at cost. The Council will treat the Trust on same terms as an internal Council department with respect to the use of rooms at the Guildhall.
- 31 The Council and the Trust agree to the application of the 'Nolan principles' (The seven principles of public life) to their operations and the partnership working between the two organisations.
- 32 The following objectives will underpin the conduct of partnership business, to:
 - a) demonstrate responsible governance of the Trust to its principal beneficiaries, the citizens of York, having regard for the extent of funding by the Council
 - b) involve the community in key decisions affecting the objectives, policies and delivery of the services managed by the Trust, making the processes of decision-making as transparent as possible
 - c) work to published standards of collections accessibility and customer care, and to routinely make public the resulting performance attainment
 - d) encourage, and respond to, ideas and suggestions from the community in regard to the display and interpretation of the permanent collections, the subject matter of temporary exhibitions, and the scope of outreach activities
 - e) respond openly and constructively to complaints, demonstrating that they have been adequately investigated
 - f) take such steps as are necessary to be satisfied that the Trust is, as far as is reasonably practicable, meeting the expressed aspirations of the community in regard to museum services.

- 33 The partnership will support the governance arrangements set out in the founding legal documents as follows:-
- a) governance of the Trust is overseen by the Board of Trustees, meeting regularly
 - b) the composition of the Board attempts to reflect knowledge and experience of the major activities and responsibilities of the Trust
 - c) community interests are expressly represented by two City of York Councillors being Trustees
 - d) when vacancies occur on the Board, the Trust will seek community candidates for consideration by advertising in local media. The Council will assist in this by advertising for example in the Council newspaper and in Ward Committee newsletters
 - e) the Trust publishes details of trustees appointed, their professional qualifications and experience, and a register of their business and public interests
 - f) below the board, the management of the Trust is vested in the Chief Executive, working within delegated authorities from the Board
 - g) the Chief Executive is supported by a team of senior managers, each responsible for a designated area of activity.
- 34 The following principles will underpin the conduct of business:
- a) the minutes of the meetings are available for inspection on request at each of the three museum / gallery locations, and are made available by the Council using its normal mechanisms [and available on the YMGT the web site (when available)]
 - b) strategic plans of principal areas of activity of the Trust, once endorsed by the Board, are also placed on deposit at the Central Library
 - c) other Board papers, unless they are specifically deemed to be confidential, may be inspected by members of the public on request to the Chief Executive's office at St Mary's Lodge
 - d) Board meeting agendas will normally be available for inspection at the three museum / gallery locations and on the YMGT the Trust's website in advance of each meeting
 - e) a report of recent business is included in the quarterly CYC newspaper
 - f) the Trust publishes a public Annual Report, and a mid-year performance update

- g) the AGM is held in public, and details are promulgated in local media
- h) an annual 'Meet the Trustees' event is held, giving the public the opportunity to question the Board on performance and future plans

35 The Trust will also aim to:

- a) establish a number of advisory bodies to work with groups and individuals in specific / specialist areas of activity. Representation from appropriate local groups, etc. will be sought
- b) develop a consultation strategy which specifically includes seeking the views of young people on specific aspects of the trusts services and future plans
- c) attend the Council's ward committee meetings on a rolling programme basis

36 Public consultation will be carried out on any issue of major public impact. Mechanisms of effective consultation with the public appropriate to the issue in question will be discussed with the Council, who will assist the Trust in carrying out consultation.

Role of the Council

37 The Council will:

- Support YMT's vision of positioning York as a world class cultural centre
- Ensure that YMT's ambitions fit with and are part of the Council's economic development plans
- Enable YMT to become involved in relevant key strategic partnerships
- Involve YMT at an appropriate level in City projects of cultural importance
- Actively support YMT's work to raise investment funding from external sources

Principles

38 The Partnership will ensure that the service is operated in accordance with the Museums Association Code of Ethics and will take all necessary steps to maintain the Registered status of the

Museums and Gallery, and the Designated status of their collections.

This plan is agreed by:

Signed _____

Name in capitals _____

City of York Council

Date _____

and:

Signed _____

Name in capitals _____

York Museums Trust

Date _____

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YORK MUSEUMS TRUST
Acquisition & Disposal Policy

Date approved by YMT Trustees: _____

Date approved by City of York Council: _____

Due for review: **July 2006**

MISSION

To cherish the collections and buildings entrusted to us, presenting and interpreting them as a stimulus for learning, a provocation to curiosity and a source of inspiration and enjoyment for all.

1. Existing collections, including the subjects or themes for collecting

The whole of the Collection managed by York Museums Trust is Designated as an outstanding collection, recognising its national importance. The Trust manages the collection and makes new acquisitions on behalf of the City of York Council, in whom ownership of the collection is vested. The Collection consists of the following broad subject areas:

- Archaeology & Numismatics
- Arts
 - Fine Art
 - Ceramics & Glass
 - Costume & Textiles
- Natural Science
 - Biology
 - Geology
 - Astronomy & Scientific Instruments
- History
 - Social History
 - Military History

We are only seeking to collect actively within subject areas where there is curatorial skill to identify appropriate objects for acquisition and to make best use of those objects once they become part of the collection. New acquisitions will be considered in the context of how we can make the collections as a whole more widely accessible than previously, including their potential for use in learning programmes.

YMT Acquisition & Disposal Policy 2005 - 2006

2. Criteria governing future collecting policy, including the subjects or themes for collecting, by subject area

ARCHAEOLOGY & NUMISMATICS

The archaeology and numismatic collections are some of the most comprehensive and important such collections in the U.K. The archaeology collection numbers some 55,000 objects ranging from the Palaeolithic up to the 20th century. The excavation archive represents important sites from York and North Yorkshire. The most significant objects within the archaeology collection, in no particular order, are:

The Middleham Jewel, Coppergate Helmet, Ormside Bowl, Head of Constantine, 12th century statues from St. Mary's Abbey; infirmary mortar from St. Mary's Abbey, Castle Yard hanging bowl, Gilling West Sword, collection of Anglo-Saxon stycas.

York Museums Trust wishes to establish a streamlined, effectively exploited archaeological collection rigorously selected and managed and, in all its elements, of social benefit to a wide range of communities. We will concentrate collecting on objects and assemblages that are of high archaeological (primary context) and museological significance to build a collection that represents:

- the peculiar, particular, significant, and regional characteristics of the archaeological record of the city of York and the North Riding of Yorkshire.
- the history of the Yorkshire Museum and Gardens and its archaeological collections.
- the architectural and archaeological development of St Mary's Abbey and St. Mary's Castlegate, York.

To achieve this, we will collect archaeological material which tells the story of the people of York, North Yorkshire or the North of England from earliest times to the present day covering the prehistoric, Roman, Anglian, Anglo-Scandinavian and Medieval periods. Although the existing collection contains some material from outside Yorkshire and the UK, it is not our policy to collect from outside Yorkshire. There is a presumption that newly acquired material will be accompanied by reliable locality data (at least a 6 figure grid reference, contextual information and all accompanying documentary and digital archive).

We will acquire archaeological material through the planning process; donation; purchase and field collection. Sources of new acquisitions will include:

- Existing collections amassed by individual collectors.
- Excavation archives. Material found during excavation, survey or by other means.
- Individual objects which are often offered to the museum following an enquiry.
- Treasure – objects will continue to be purchased through the DCMS treasure process if they meet all other policy criteria.
- We will build links with relevant collectors to identify what individual objects or assemblages currently in private collections would enhance the collection.

July 2005

2

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SCIENCE**Geology**

York Museums Trust wishes to build upon the enormous strengths of the existing geology collection to create a scientific resource that reflects the geological wealth of the Yorkshire region and its wider geographical, temporal, historical and scientific context. Emphasis will be placed on acquiring specimens that demonstrate rigorous scientific methodology, site conservation and preservation as well as those of exceptional quality and scientific or historical significance. The aim to develop this designated collection into the primary UK resource for:

- The geological evolution of Yorkshire
- The mineralisation of the north of England
- The petrology of the north of England
- The history of the Yorkshire Museum and its geological collections with particular reference to the role of the museum and the YPS in the history of geology.
- Historical vulcanology

To achieve this, we will collect fossils and associated contextual material from Yorkshire and minerals and rocks from the north of England. Where it occurs within existing private collections, fossil material from other UK sites akin to those in Yorkshire will be considered if they are shown to enrich our understanding of Yorkshire geology. There is a presumption that newly acquired material will be accompanied by reliable locality data, contextual information and all accompanying documentation. In addition we insist that specimens are excavated responsibly, legally and scientifically and evidence to that end is available.

We will acquire geological specimens through; donation; purchase and field collection. Sources of new acquisitions may include:

- Existing collections amassed by individual collectors.
- Material from the region that has been described, cited or figured in the scientific literature.
- Individual objects which are often offered to the museum following an enquiry.

With few exceptions, much of the scientific value of geological specimens lies in their associated geographical and geological context. It will normally not be our policy to acquire specimens without adequate documentation, unless they have overwhelming display or historical interest.

Biology

York Museums Trust wishes to consolidate the biology collection as a record of the natural history of Yorkshire. This rationalised collection will be resource for a wide range of communities and will contribute to a multi-level understanding of ecology, biodiversity, the history of the natural sciences and also how the natural world is meshed with our own.

YMT Acquisition & Disposal Policy 2005 - 2006

We will focus on collecting specimens that demonstrate rigorous scientific methodology, site conservation and preservation as well as those of exceptional quality and scientific or historical significance. We aim to develop the collection to represent:

- The natural history of York and Yorkshire
- Biodiversity past and present with particular reference to disappearing habitats
- The history of the Yorkshire Museum and Gardens and its biological collections with particular reference to the role of the museum and the YPS in the history of science.

To achieve this, we will collect biological material from York and Yorkshire, chiefly through existing private collections and natural history organisations. Although the existing collection contains some material from outside Yorkshire and the UK, it is not our policy to collect from beyond Yorkshire. There is a presumption that newly acquired material will be accompanied by reliable locality data, contextual information and all accompanying documentation. In addition we insist that specimens are collected responsibly, legally and scientifically and evidence to that end is available.

We will acquire biological specimens through; donation, purchase and field collection. Sources of new acquisitions may include:

- Existing collections amassed by individual collectors or organisations
- Material from the region that has been described, cited or figured in the scientific literature.
- Individual specimens which are offered to the museum following an enquiry.

With few exceptions, much of the scientific value of biological specimens lies in their associated geographical and ecological context. We will not acquire specimens without adequate documentation, unless they have overwhelming display or historical interest.

Scientific Instruments

York Museums Trust wishes to modestly develop the scientific instrument collection to reflect the history of the physical sciences in York. This small and focused collection will contribute to a wider understanding of York's scientific heritage and legacy.

We will normally only acquire scientific instruments which have a significant association with the history of science and scientific instrument-making in York, or a relevance to other existing collections. Such acquisitions should normally be in good condition and be accompanied by adequate historical and technical documentation. Size and weight are important factors in the storage, conservation and health and safety issues, and in general there will therefore be a presumption against larger and heavier objects.

YMT Acquisition & Disposal Policy 2005 - 2006

Specifically we look to acquire:

- Telescopes and other instruments made by Thomas Cooke of York
- Timepieces manufactured in York
- Instruments made by other York instrument makers
- Material relevant to history of Science and Astronomy in York.

Although the existing collection contains some material from outside Yorkshire and the UK, it is not our policy to collect from beyond York. There is also a presumption against acquiring scientific instruments dating after 1945.

We will acquire scientific instruments through donation or purchase. Sources of new acquisitions may include:

- Existing collections amassed by individual collectors or organisations
- Auctions
- Individual objects which are offered to the museum following an enquiry.

ARTS

Fine Art

The Fine Art Collection aims to provide a survey of post-medieval painting in western Europe and a works on paper collection with appropriate local emphasis. Sculpture is collected to complement the 2 dimensional collections. Our aspiration is for high-quality targeted acquisition to complement our current holdings.

To provide this survey, we will concentrate on acquiring works by important artists who are not yet represented in the collection. We will seek to acquire :

- works from the 14th – 18th centuries, with the exception of landscapes. There is an aspiration to acquire works by Stubbs, Gainsborough, Devis, Romney, Wright of Derby and Raeburn.
- 19th century French paintings, particularly a good example of work by the Impressionists and the Post-Impressionists.
- 19th century British paintings including works by Turner, Constable, Wilkie, Bonington, Leighton, Alma-Tadema and Poynter, as well as examples of Pre-Raphaelitism.
- 20th and 21st century paintings, particularly from the period after 1960 which is not well represented. We will actively pursue the acquisition of works by the St Ives School.
- Sculpture of the 20th century, particularly Henry Moore and Barbara Hepworth.
- Watercolours, drawings and prints devoted to the topography of York and North Yorkshire where they provide new topographical information and are of aesthetic significance.
- British watercolours of aesthetic significance that complement the paintings collection.

YMT Acquisition & Disposal Policy 2005 - 2006

- We will work in partnership with the Contemporary Art Society to inform and enhance our approach to contemporary collecting.

We will acquire works through purchase, donation, bequest, commission and membership of the Contemporary Art Society.

Decorative Arts

The ceramics collections represent a survey of ceramics in Britain from its earliest appearance in prehistory through to the foremost collection of contemporary studio pottery in Britain in the Milner White and WA Ismay collections. This section of the acquisition policy deals with all non-archaeological ceramics.

The Glass collection consists of a small but important selection of painted glass by Henry Gyles and William Peckitt of York; English glass of the 18th and early 19th centuries and post-war studio glass. We have a small collection of York silver and other metalwork.

- WA Ismay stated that he wanted the collection to continue. We will continue to acquire studio pottery that is complementary to the WA Ismay collection.
- We would acquire examples of post-medieval painted glass with particular reference to Gyles or Peckitt, although such opportunities are likely to be rare.
- We would like to acquire an 18th century silver chocolate pot as this was a significant item for the period and there is not an example in the collection.

Costume and Textiles

The costume and textile collection is one of the largest and most comprehensive regional collections in the UK, representing English fashion from c1700 to the 21st century and includes women's dress, children's clothes, needlework tools, fans, quilts, jewellery, lace and fashion accessories.

The collection straddles both social history and decorative arts and provides a continuous survey of dress as actually worn by individuals. In the last thirty years collecting has focussed on material from York and Yorkshire. The collection embraces changes and developments in technology, living standards, taste, production and consumption, trade, domestic and working life, and design history. Through such links it can be used in many different ways with the other collections held by the trust.

Whilst the collection is generally strong, there are some gaps we wish to address to ensure historical continuity which is especially important in a fashion context where new styles develop out of what went before. We will seek to acquire:

- Objects from 1790 – 1810 and pre-1900 men's clothes. Both are areas where items rarely become available, so they are highly sought after when they do.

YMT Acquisition & Disposal Policy 2005 - 2006

- Late 20th and early 21st century items with a York or Yorkshire provenance. Over the next year we will develop a focussed and pro-active approach to building the more recent areas of the collection.
- Outfits and accessories associated with Ascot in York.

HISTORY

Most of the collection relates to York and Yorkshire, but some material is nationally based. The size and scope of these collections allow us to be focussed and selective in new acquisitions. In general, material acquired for this collection will have strong York or North Yorkshire provenance or association.

Social History

The Social History collection is made up of objects drawn from everyday life as well as rare and exceptional items. It can tell the story of how ordinary people lived in York and the surrounding area from c1700 to the present day in a way and a depth that no other museum in the region can.

We will seek to acquire items which reflect the changing life and aspirations of the people of York and its region, and which recognises their economic and cultural diversity. This will include contemporary as well as historical material. Items must have clear local provenance, and a recorded history and clear documentation of ownership. Future collecting will be predominantly project based and have strictly defined outcomes and limits.

Items we wish to acquire:

- Georgian Armchair for the Georgian Drawing Room
- Hornsea Pottery – a local pottery that is not represented in the collections which illustrates the good design available to the mass market through local department stores
- An example of mass market post-1950s table ware
- Examples of mass market post-1950s kitchenware.
- Items which reflect significant local events – e.g. Ascot 2005
- Items relating to significant local trades and industries not adequately represented in the existing collection, including archives from Terry's
- Items relating to the history of York Castle both as a prison and as a Museum

Military History

The Military History collection represents regional associations with all aspects of English military history. Much of the Military material we would wish to acquire is not often available – opportunities to acquire it are rare. We will review the list of desired objects in association with the Royal Armouries and other military collections in the region and continue to keep close and regular contact with regimental and corps museums in our region, and also with other relevant military collections nationally via the Army Museum Ogilby Trust and the specialist national museums.

YMT Acquisition & Disposal Policy 2005 - 2006

The list of desired acquisitions is long established for the Military collection, and is drawn up to secure items that are missing from the corpus of the collection, whose presence would complete series or bridge gaps and items which would enhance the collections beyond their individual value e.g. uniform and equipment to go with weapons and armour we already have. Particularly, we would seek to acquire:

- A piece of medieval armour, preferably a helmet
- a set of late 19th Century Infantry Equipment - Valise or Slade Wallace Equipment
- an 18th century 'other ranks' uniform or tunic of a relevant regiment
- a set of 18th century military infantry equipment - cartridge box, belt, knapsack etc.
- an 18th century soldier's hat of a relevant regiment
- 17th century military equipment - 'apostles' cartridge bandolier
- 17th century military long arms - a matchlock and a doglock, either muskets or carbines
- an example of 17th century uniform - tunic or coat
- Second World War portable infantry support weapons:
 - a Projector Anti-tank weapon - Used from 1942 until 1952 - many Yorkshiremen were awarded medals for effectively using one.
 - a 2" Mortar
 - a .50in Browning Machine Gun
 - an aircraft machine gun either a Browning or Vickers .303in or .50in calibre
 - a set of First World War pattern '08 Webbing

3. Period of time and/or geographical area to which collecting relates

The York Museum Trust collections generally cover the area of York and Yorkshire, and all time periods. Where there is more specific focus to collecting, it is discussed under the appropriate subject heading.

4. Limitations on collecting

The Trust recognises its responsibility, in acquiring additions to the City Council's collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Accreditation Standard. It will take into account limitations on collecting imposed by such factors as inadequate staffing, storage and care of collection arrangements.

5. Collecting policies of other museums

The Trust will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialisms, in order to avoid unnecessary duplication and waste of resources.

Specific reference is made to the following museums:

Due to the over-arching nature of York's collections, we will take account of all museums in North Yorkshire, and other subject-specialist museums, as appropriate to each collecting area.

YMT Acquisition & Disposal Policy 2005 - 2006

The overriding impetus for our approach to regional collecting is that important material should be held in public collections with appropriate standards of collection care and interpretation, whether we or another are the most appropriate museum. We will work with other museums and museum services to develop the collections regionally, to ensure that collections get the best care, and are in those places where they will best meet the needs of the users.

We have a defined first interest geographical collecting area for archaeological objects, including individual finds as reported through the Portable Antiquities Scheme and the Treasure Act that respects, and is respected by, other North Yorkshire and subject specialist museums. We also have an overriding collecting policy across North Yorkshire for archaeological and Geological material to ensure that no area lacks provision for the deposition of important material. However, we recognise the collecting areas and periods of other museums in the region, and consider that the more local museum, assuming it has appropriate staff and resources, has an abiding interest in collecting material from its locality.

In order to facilitate the open discussion required for the above statement to work, we will convene an archaeological curators group from across the Yorkshire region to discuss collecting policies. We actively participate in the Yorkshire & Humberside Natural Science Collections Research Unit.

6. Policy review procedure

The Acquisition and Disposal Policy will be published and reviewed from time to time, at least once every two years. The date when the policy is next due for review is noted above.

The Yorkshire Museums, Libraries and Archives Council will be notified of any changes to the Acquisition and Disposal Policy, and the implications of any such changes for the future of existing collections.

7. Acquisitions not covered by the policy

Acquisitions outside the current stated policy will only be made in very exceptional circumstances, and then only after proper consideration by the governing body of the Trust itself, having regard to the interests of other museums.

8. Acquisition procedures

- a. The Trust will exercise due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that the Trust can acquire for the City Council a valid title to the item in question.
- b. In particular, the Trust will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).

YMT Acquisition & Disposal Policy 2005 - 2006

- c. In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, the Trust will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by DCMS in 2005.
- d. So far as biological and geological material is concerned, the Trust will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, except with the express consent of an appropriate outside authority.
- e. The Trust will not acquire archaeological antiquities (including excavated ceramics) in any case where the governing body or responsible officer has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures, such as reporting finds to the landowner or occupier of the land and to the proper authorities in the case of possible treasure as defined by the Treasure Act 1996 (in England, Northern Ireland and Wales) or reporting finds through the Treasure Trove procedure (in Scotland).
- f. Any exceptions to the above clauses 8a, 8b, 8c, or 8e will only be because the Trust is either:
- acting as an externally approved repository of last resort for material of local (UK) origin;
 - or acquiring an item of minor importance that lacks secure ownership history but in the best judgement of experts in the field concerned has not been illicitly traded;
 - or acting with the permission of authorities with the requisite jurisdiction in the country of origin;
 - or in possession of reliable documentary evidence that the item was exported from its country of origin before 1970.
- In these cases the Trust will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority.

9. Spoilation

The Trust will use the statement of principles 'Spoilation of Works of Art during the Nazi, Holocaust and World War II period', issued for non-national museums in 1999 by the Museums and Galleries Commission.

YMT Acquisition & Disposal Policy 2005 - 2006

10. Repatriation and Restitution

The Trust's governing body, acting on the advice of its professional staff, may recommend a decision to be taken by the City Council to return human remains, objects or specimens to a country or people of origin. The Trust will take such decisions on a case by case basis, within its and the City Council's legal position and taking into account all ethical implications.

11. Management of archives

As the Trust holds archives on behalf of the City Council, including photographs and printed ephemera, its governing body and that of the City Council will be guided by the Code of Practice on Archives for Museums and Galleries in the United Kingdom (3rd ed., 2002).

12. Disposal procedures

- a. By definition, a museum has a long-term purpose and should possess (or intend to acquire) permanent collections in relation to its stated objectives. The Trust accepts the principle that, except for sound curatorial reasons, there is a strong presumption against the disposal of any items in the museum's collection.
- b. The Trust will establish that it is legally free to dispose of an item. Any decision to dispose of material from the collections will be taken only after due consideration.
- c. When disposal of a museum object is being considered, the Trust will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant.
- d. Decisions to dispose of items will not be made with the principal aim of generating funds.
- e. Any monies received by the Trust from the disposal of items will be applied for the benefit of the collections. This normally means the purchase of further acquisitions but in exceptional cases improvements relating to the care of collections may be justifiable. Advice on these cases will be sought from MLA.
- f. A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections), will be the responsibility of the City of York Council acting on the recommendation of the Trust's Board of Trustees, having taken advice from professional curatorial staff. It is not the responsibility of the curator of the collection acting alone.
- g. Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain, unless it is to be destroyed. It will therefore be offered in the first instance, by gift, exchange or sale, directly to other Accredited Museums likely to be interested in its acquisition.

YMT Acquisition & Disposal Policy 2005 - 2006

- h. If the material is not acquired by any Accredited Museums to which it was offered directly, then the museum community at large will be advised of the intention to dispose of the material, normally through an announcement in the Museums Association's Museums Journal, and in other professional journals where appropriate.
- i. The announcement will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other interested individuals and organisations.
- j. Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with SPECTRUM Procedure on deaccession and disposal.

Documentation of the Castle Museum Collections as at August 2012

Period Rooms (not including Costume & Textiles) - 100% on Adlib

Display Cases in Period room area - 100% on Adlib

Spotless Exhibition (not including Costume & Textiles) - 100% on Adlib

Cradle to Grave - Paper records 100%
(Not much on Adlib except Medical instruments and Wedding presents)

Chinese Reflections Exhibition - 100% on Adlib
(Plus all items removed from Founders Gallery also 100% on Adlib)

Hearth Gallery and Kitchens - 100% on Adlib
(Plus all items removed 100% on Adlib)

Dales Kitchen and Dairy - 100% on Adlib

Barn Gallery - 100% on Adlib

Kirkgate - 90% on Adlib
(Plus all items removed from shops in re-display - 100% on Adlib)

Model Store, Firemarks - 100% on Adlib
(Remaining store approx.20%)

Princess Mary Court - documented in 1990s so has temporary TS numbers allocated then

Medical Instruments Store - 100%

Long Store – 100%

Spinning and Weaving Store – 10%

Toy Gallery - 100% (except new purchases and much is on Loan)
(Plus all items removed from previous exhibition - 100% on Adlib)

Costume Gallery - Furniture not done.

1960s gallery - 100% on Adlib

(Plus all items removed from Half Moon Court - contents of shops, 100% on Adlib)

Cradle Store - 100% on Adlib

Cells - 100% on Adlib

(Plus contents of all the workshops removed for new exhibition - 100% on Adlib)

Storage in cupboards on top corridor – 20% on Adlib

Pot Store – 50% on Adlib

(Plus a lot of paper records)

Seeing it Through – some paper records, some on Adlib

Military stores – Box Store 1 25% on Adlib; Box Store 2 – 100% on Adlib, Armoury, sword store and uniform store – parts on Adlib, parts paper records

External Stores

Riccall - 100% on Adlib

Fulford – 100% on Adlib

James Street – 50% on Adlib approx.

(Also many paper records – cards, registers etc.)

The original plan from 2005 was to spend year 1 recording the objects going into or coming out of Kirkgate as this was refurbished; in year 2 tackle James Street; in year 3 do Half Moon Court and the craft workshops – this was related to the 1960s and cells projects; in year 4 record Fulford store and storage locations within the Castle Museum and spend year 5 rounding off and doing reconciliations.

Most of this was achieved with the main gap being lack of progress on James Street.



Internal Audit Report

York Museums Trust

Collections Management 2011/2012

Responsible Officer: Commercial Director, Director of Knowledge & Learning

Date Issued: 6 March 2012

Status: Final

Reference No: 80007/001

1 Introduction

- 1.1 An Internal Audit review of collections management procedures has recently been completed, in accordance with the agreed audit plan. Work was undertaken between September and November 2011.
- 1.2 The main focus of the audit was systems used to record the Trust's collections, including the electronic inventory management system (Adlib) and related procedures.
- 1.3 It was found that there are adequate policies and procedures in place for recording the items in the Trust's collections; however weaknesses were identified which require addressing. Our overall opinion of the controls within the system was that they provided Substantial Assurance.
- 1.4 Section two of the report sets out the detailed findings from the review.

2 Detailed findings

Recording of Items on Adlib

- 2.1 Testing was undertaken to evaluate the extent to which items are correctly recorded on Adlib. The auditor met with curators from art, natural history archaeology and history, discussed the general issues related to the collection within their area and then tested a sample of items to check the accuracy of their records. Testing was partly limited by the storage and locations of some items, as not all objects and locations were accessible.
- 2.2 Overall it was felt that the standard of record keeping was acceptable. There were differences in the accuracy of recording across the four areas; however this was expected due to the nature of the collections. Some areas are much more straightforward to catalogue than others, for example art is more likely to be fully catalogued than history due to the art collection being made up of specific higher value items and history being made up of a much larger volume of a variety of items.
- 2.3 The testing highlighted some issues with the records. These included minor errors in reference numbers from item to Adlib and a small number of items that couldn't be located on the day of the audit. It was felt that this reflected record keeping errors rather than missing objects. It was also found that parts of the collection have previously been accessioned, often in bulk, from paper records without checking to actual objects. This has led to inconsistencies like accession numbers with no corresponding items and items in accessioned groups not having reference numbers.
- 2.4 The audit highlighted additional issues with the recording of the collections. These included some locations at the James Street History store not being listed on Adlib, and other systems of recording items in operation instead of entry onto Adlib for costumes and some archaeological items.
- 2.5 In some areas, there are long standing problems with recording items on Adlib caused by various factors including physical barriers

and ease of access to items. Examples of this are history where items are large and require handling by more than one person and archaeological stores of stone items where items need equipment to move or gain access to areas. Time constraints due to recent reductions in curatorial staff have exacerbated some of these issues.

- 2.6 The curators demonstrated awareness of the policies and procedures for managing the Trust's collections. The issues highlighted during testing were known to the curators; however there was not always a formal approach to address them. It is felt that a long term strategy should be devised to tackle the problems.

Collection Management Meetings

- 2.7 Monthly collection management meetings are held between the curators and the collections management team. The meetings are used to highlight problems with the documenting of items. During the audit, meetings were held with the collections management team and with the curators of art, natural history, archaeology and history. There was a general agreement that the improvements could be made to collections management meetings to increase their effectiveness.
- 2.8 From discussion and review of the list of issues and errors that are raised during the meetings it was clear that some of the actions are current and should be the focus of remedial action while others are long standing issues. The report should be separated by the age of the outstanding issues, so it is clear which actions should be prioritised, and the long standing issues moved to a separate sheet.
- 2.9 The focus of the Collection Management meetings should be reviewed so that the meetings can be effectively used to address any issues relating to the management of the collections, for example by highlighting recurring errors or additional training needs. Suggested improvements are that the purpose and content of the meetings be discussed by attendees and a revised agenda drawn following discussions. During the meetings realistic timescales for actions should be agreed.

Adlib User Guide

- 2.10 There is a comprehensive user guide for Adlib and staff demonstrated that they were aware of the requirements for the recording and moving of items. It was suggested that having a short guide for use by volunteers or temporary staff would prove useful. The curator of art has used a similar guide in the past which could be used as an example.
- 2.11 Section 3 sets out recommendations to address the weaknesses identified.

3 Management Action Plan

	Action to be Taken	Priority	Responsible Officer	Timescale
3.1	<ul style="list-style-type: none"> A long term strategy should be devised for addressing the known issues with the recording and management of the Trust's collections 	3		
3.2	<ul style="list-style-type: none"> The Collection Management meetings should be reviewed so that all members of staff can make best use of the meeting to address issues and improve the management of the collections. This should include review of the content of the meeting and format of the list of Adlib issues to be addressed 	3		
3.3	<ul style="list-style-type: none"> A short guide for recording items on Adlib should be produced for use by temporary staff 	3		

Annex 1

Audit Opinions and Priorities for Actions

Audit Opinions	
<p>Audit work is based on sampling transactions to test the operation of systems. It cannot guarantee the elimination of fraud or error. Our opinion is based on the risks we identify at the time of the audit.</p> <p>Our overall audit opinion is based on 5 grades of opinion, as set out below.</p>	
Opinion	Assessment of internal control
High Assurance	Overall, very good management of risk with no significant weaknesses identified. An effective control environment appears to be in operation.
Substantial Assurance	Overall, good management of risk with few significant weaknesses identified. An effective control environment is in operation but there is scope for further improvement in the areas identified.
Moderate assurance	Overall, satisfactory management of risk with a number of weaknesses identified. An acceptable control environment is in operation but there are a number of improvements that could be made.
Limited Assurance	Overall, poor management of risk with significant control weaknesses in key areas and major improvements required before an effective control environment will be in operation.
No Assurance	Overall, there is a fundamental failure in control and risks are not being effectively managed. A number of key areas require substantial improvement to protect the system from error and abuse.

Priorities for Actions	
Priority 1	A fundamental system weakness, which presents material risk to the system objectives and requires urgent attention by management.
Priority 2	A significant system weakness, whose impact or frequency presents an unacceptable risk to the system objectives, which needs to be addressed by management.
Priority 3	The system objectives are not exposed to significant risk, but the issue merits attention by management.

YMT Scrutiny Review

Record of Disposals Made by YMT Since 2003

The figures for disposals YMT have made are as follows:

- 238 items of social/industrial history from the Darnbrough street store. The table below shows the range of items, the date they were disposed of and how. Where possible YMT will look to transfer items to another museum which can offer a better home, in order that they remain accessible to the public, and possibly even more accessible/better integrated or interpreted.
- 16 mixed items including:
 - licensable pistols passed to the Police
 - Oryx and gazella skins passed to National Museums of Scotland in November 2004 (form attached)
 - items of uniform from the West Kent Yeomanry passed to Kent and Sharpshooters Yeomanry Museum in March 2011 (form attached)
- 1 painting returned to heirs of original owner.
- 4 pieces of beadwork
- A powder flask full of gunpowder passed to police in 2010 (form attached)
- A chunky Kitkat
- 18 works on paper – views of York (duplicates to others YMT hold) and one of Ilfracombe harbour – these pieces are currently pending final disposal having been offered to other museums

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York Museums Trust Disposals from Darnborough Street Store

Annex E

Object	Accession No. / Proof of Ownership	No.	Reason for disposal	Disposal method	Exit Form no.	Recipient	Panel date
Cardboard box containing chemist's bottles of medicine	YORCM : 19.72	1	Deterioration Duplicate	LA Disposal		To be sorted and disposal of according to COSH	25/03/2003
Fire screen - hand-held screen with no surround, Chinoiserie scenes, hand-held	YORCM : 21.74.1-2	2	Deterioration Duplicate	LA Disposal	YORCM : X00214	LA Disposal	25/03/2003
Labels - box of star stickers	YORCM : 22.73	1	Deterioration Duplicate	Architectural salvage	YMT : X00180	White House Antiques	25/03/2003
Pencil box - wooden with sliding compartments	YORCM : 45.69	1	Deterioration Duplicate	Architectural salvage	YMT : X00180	White House Antiques	25/03/2003
Screw tap	YORCM : 166.51.1-2	2	Deterioration Duplicate	LA Disposal	YORCM : X00212	LA Disposal	12/01/2004
Trunk - wood, skin covered, paper lined	YORCM : AA2592	1	Deterioration Duplicate	LA Disposal	YORCM : X00214	LA Disposal	25/03/2003
Trunk - wood, skin covered, paper lined	YORCM : AA2595	1	Deterioration Duplicate	LA Disposal	YORCM : X00214	LA Disposal	25/03/2003
Trunk - wood, skin covered, paper lined	YORCM : AA2597	1	Deterioration Duplicate	LA Disposal	YORCM : X00214	LA Disposal	25/03/2003
Trunk - wood, skin covered, paper lined	YORCM : AA2601	1	Deterioration Duplicate	LA Disposal	YORCM : X00214	LA Disposal	25/03/2003
Loom - adapted for use by curator in 1950'/60's (incomplete)	YORCM : AA5603	1	Deterioration Duplicate	LA Disposal	YORCM : X00214	LA Disposal	25/03/2003
Trunk	YORCM : AA5611	1	Deterioration Duplicate	LA Disposal	YORCM : X00214	LA Disposal	25/03/2003
Trunk - wood, skin covered, paper lined	YORCM : AA5633	1	Deterioration Duplicate	LA Disposal	YORCM : X00214	LA Disposal	25/03/2003
Trunk - wood, skin covered, paper lined	YORCM : AA5634	1	Deterioration Duplicate	LA Disposal	YORCM : X00214	LA Disposal	25/03/2003
Trunk - wood, skin covered, paper lined	YORCM : AA5635	1	Deterioration Duplicate	LA Disposal	YORCM : X00214	LA Disposal	25/03/2003
Gladstone bag	YORCM : AA5642 YORCM : 165.74	1	Deterioration Duplicate	LA Disposal	YORCM : X00214	LA Disposal	25/03/2003
Gladstone bag	YORCM : AA5644 YORCM : 64.72	1	Deterioration Duplicate	LA Disposal	YORCM : X00214	LA Disposal	25/03/2003

York Museums Trust Disposals from Darnborough Street Store

Annex E

Trunk - wood, cloth covered, curved lid	YORCM : AA5646	1	Deterioration Duplicate	LA Disposal	YORCM : X00214	LA Disposal	25/03/2003
Reaper sails - 4 bundles	YORCM : AA5658	4	Deterioration Duplicate	LA Disposal	YORCM : X00214	LA Disposal	25/03/2003
Grid cooker cooler, wire	YORCM : AA5675	1	Deterioration Duplicate	LA Disposal	YORCM : X00212	LA Disposal	12/01/2004
Measuring jug, tin plate	YORCM : AA5679	1	Deterioration Duplicate	LA Disposal	YORCM : X00212	LA Disposal	12/01/2004
Clogger or cobbler's tool bench	YORCM : AA5844	1	Deterioration Duplicate	LA Disposal	YORCM : X00212	LA Disposal	12/01/2004
Umbrella basket	YORCM : AA5855	1	Deterioration Duplicate	LA Disposal	YORCM : X00212	LA Disposal	12/01/2004
Awl, wood handle, metal spike	YORCM : AA5874	1	Deterioration Duplicate	LA Disposal	YORCM : X00212	LA Disposal	12/01/2004
Iron, mushroom-shaped for caps (base missing)	YORCM : AA5879	1	Deterioration Duplicate	Scrap	YMT : X00083	L. Clancey & Sons	12/01/2004
Heavy horse harness (two full sets)	YORCM : FP1/72/16	2	Deterioration Duplicate	LA Disposal	YORCM : X002	LA Disposal	12/02/2004
Metal plates for axle making	YORCM : 11.58.2	1	Deterioration	Scrap	YMT : X00083	L. Clancey & Sons	12/02/2004
Wooden object	YORCM : 32.60	1	Deterioration	LA Disposal	YORCM : X002	LA Disposal	12/02/2004
Box - wood, plain, lidded	YORCM : 174.72	1	Deterioration	LA Disposal	YORCM : X00224	LA Disposal	25/03/2003
Box - wood	YORCM : 174.72	1	Deterioration	LA Disposal	YORCM : X00224	LA Disposal	25/03/2003
Rubber tubing for gas	YORCM : 360.77	1	Deterioration	LA Disposal	YORCM : X00212	LA Disposal	12/01/2004
Chest of drawers, oak, two long, two short (top missing)	YORCM : AA2513	1	Deterioration	LA Disposal	YORCM : X00212	LA Disposal	12/01/2004
Axle, wood (incomplete)	YORCM : AA5087	1	Deterioration	LA Disposal	YORCM : X002	LA Disposal	12/02/2004
Shop fitting, set of 40 drawers (some missing)	YORCM : AA5622	1	Deterioration	LA Disposal	YORCM : X00214	LA Disposal	12/01/2004
Display cabinet, glass door (one missing), mirror backed	YORCM : AA5647	1	Deterioration	LA Disposal	YORCM : X00224	LA Disposal	12/01/2004
Paper clip, length 120mm, width 30mm	YORCM : AA5678	1	Deterioration	LA Disposal	YORCM : X00212	LA Disposal	12/01/2004

York Museums Trust Disposals from Darnborough Street Store

Annex E

Basket (contained bonnet)	YORCM : AA5853	1	Deterioration	LA Disposal	YORCM : X00212	LA Disposal	25/03/2003
Mirror - on mahogany stand	YORCM : DA304	1	Deterioration	LA Disposal	YORCM : X00224	LA Disposal	12/01/2004
Sign - Old George Hotel, metal, rusty	YORCM : TS006	1	Deterioration	LA Disposal	YORCM : X00224	LA Disposal	12/01/2004
Quilting frame - altered to rug making frame	YORCM : 45.68	1	Duplicate	LA Disposal	YORCM : X00212	LA Disposal	12/01/2004
Heavy horse shoe	YORCM : 70.68 or 69	1	Duplicate	Scrap	YMT : X00083	L. Clancey & Sons	12/02/2004
Nail cup	YORCM : 209.28	2	Duplicate	Architectural salvage	YMT : X00164	White House Antiques	12/02/2004
Chopping block - wood, ex- tinsmith/saddler	YORCM : AA5652	1	Duplicate	Offer LA Disposal	YORCM : X002	Beamish	12/01/2004
Chopping block - wood, ex- tinsmith/saddler	YORCM : AA5653	1	Duplicate	Offer LA Disposal	YORCM : X002	Beamish	12/01/2004
Stencil - metal, for 'W'	YORCM : AA5784	1	Duplicate	LA Disposal	YORCM : X00212	LA Disposal	12/01/2004
Container - metal, wider funnel-shaped top, closed at other end	YORCM : AA5786	1	Duplicate	LA Disposal	YORCM : X00212	LA Disposal	12/01/2004
Finial - for top of furniture	YORCM : AA5791.1-4	4	Duplicate	LA Disposal	YORCM : X00212	LA Disposal	12/01/2004
Smoke protector for lamp/candle lamp	YORCM : AA5837	1	Duplicate	LA Disposal	YORCM : X00212	LA Disposal	12/01/2004
Picnic basket - wicker	YORCM : AA5850	1	Duplicate	LA Disposal	YORCM : X00212	LA Disposal	12/01/2004
Axe head - splitting axe	YORCM : AA5868	1	Duplicate	Scrap	YMT : X00083	L. Clancey & Sons	12/01/2004
Axle (incomplete)	YORCM : AA5887	1	Duplicate	LA Disposal	YORCM : X00224	LA Disposal	12/01/2004
Letter rack/bill hoop	YORCM : AA5898	1	Duplicate	LA Disposal	YORCM : X00212	LA Disposal	12/01/2004
Spittoon - glazed ceramic	YORCM : AA5899	1	Duplicate	LA Disposal	YORCM : X00212	LA Disposal	12/01/2004
Sugar cutters - large	YORCM : AA5900	1	Duplicate	Scrap	YMT : X00083	L. Clancey & Sons	12/01/2004
Tripod - wood	YORCM : AA5902	1	Duplicate	LA Disposal	YORCM : X00212	LA Disposal	12/01/2004

York Museums Trust Disposals from Darnborough Street Store

Annex E

Plate warmer	YORCM : AA5914	1	Duplicate	Architectural salvage	YMT : X00172	White House Antiques	12/01/2004
Wire toaster	YORCM : AA5915	1	Duplicate	LA Disposal	YORCM : X00212	LA Disposal	12/01/2004
Shuttle - from loom	YORCM : AA5920	1	Duplicate	LA Disposal	YORCM : X00224	LA Disposal	12/01/2004
Sewing machine - treadle, Taylor's	YORCM : AA5605 YORCM : 62.70	1	Deterioration Duplicate	Architectural salvage	YMT : X00172	White House Antiques	25/03/2003
Suitcase - woven straw	YORCM : AA5628	1	Deterioration Duplicate	Offer LA Disposal	YORCM : X00224	LA Disposal	12/01/2004
Meat cage	YORCM : AA5821 YORCM : 5.56.1	1	Deterioration Duplicate	Offer LA Disposal	YORCM : X00224	LA Disposal	12/01/2004
Linoleum - roll	YORCM : AA5889	1	Deterioration	Offer LA Disposal	YORCM : X00224	LA Disposal	12/01/2004
Grinder	YORCM : AA5787 YORCM : 150.68	1	Duplicate	Offer LA Disposal	YMT : X00083	L. Clancey & Sons	12/01/2004
Saddler's tools	YORCM : 164.73	88	Duplicate	Architectural salvage	YMT : X00172	White House Antiques	12/02/2004
Knee vice - cobbler or saddler's	YORCM : 164.73.31	1	Duplicate	Architectural salvage	YMT : X00180	White House Antiques	12/01/2004
Knee vice - cobbler or saddler's	YORCM : 164.73.32	1	Duplicate	Architectural salvage	YMT : X00180	White House Antiques	12/01/2004
Knee vice - cobbler or saddler's	YORCM : 164.73.33	1	Duplicate	Architectural salvage	YMT : X00180	White House Antiques	12/01/2004
Inkwell - glass with stopper, one marked NER Co.	YORCM : 183.74.1 - 2	2	Duplicate	Architectural salvage	YMT : X00172	White House Antiques	25/03/2003
Shop sign, hanging, double-sided, painted 'Moss Shoe Repair'	YORCM : 207.78	1	Duplicate	Architectural salvage	YMT : X00177	White House Antiques	12/02/2004
Metal rod (part of Moss shop sign)	YORCM : 207A.78	2	Duplicate	Architectural salvage	YMT : X00177	White House Antiques	12/02/2004
Shelving unit, slatted shelves, four castors (Moss Shoe Repair Shop)	YORCM : 208.78	1	Duplicate	Architectural salvage	YMT : X00177	White House Antiques	12/02/2004
Cobbler's tools - lasts, shoe size measures, eyelet holes	YORCM : 280.78-290.78	11	Duplicate	Offer LA Disposal	YORCM : X002	LA Disposal	12/02/2004
Singer sewing machine for shoes	YORCM : 286.78	1	Duplicate	Offer LA Disposal	YORCM : X002	LA Disposal	

York Museums Trust Disposals from Darnborough Street Store

Annex E

Display cabinet - glass, no shelves	YORCM : AA2443	1	Duplicate	Offer LA Disposal	YORCM : X00224	LA Disposal	12/01/2004
Display cabinet/bookshelf - 3 shelves, glazed front	YORCM : AA2576	1	Duplicate	Offer LA Disposal	YORCM : X00224	LA Disposal	12/01/2004
Over mantle - mirror, wood frame	YORCM : AA5608	1	Duplicate	Architectural salvage	YMT : X00177	White House Antiques	12/01/2004
Suitcase - fibre blue, 'Globe Trotter'	YORCM : AA5636	1	Duplicate	Offer LA Disposal	YORCM : X00224	LA Disposal	12/01/2004
Suitcase - leather, British	YORCM : AA6537	1	Duplicate	Offer LA Disposal	YORCM : X00224	LA Disposal	12/01/2004
Gladstone bag	YORCM : AA5639	1	Duplicate	Offer LA Disposal	YORCM : X002	Museum of Farnham	12/01/2004
Leather bag - pig skin, lined, 'Charles Withnel, Scarborough.'	YORCM : AA5640	1	Duplicate	Offer LA Disposal	YORCM : X00224	LA Disposal	12/01/2004
Leather bag - cloth lined	YORCM : AA5641 YORCM : 69.68	1	Duplicate	Offer LA Disposal	YORCM : X00224	LA Disposal	12/01/2004
Gladstone bag	YORCM : AA5643	1	Duplicate	Offer LA Disposal	YORCM : X00224	LA Disposal	12/01/2004
Gladstone bag - cloth lined with lock and key	YORCM : AA5645 YORCM : 227.65	1	Duplicate	Offer LA Disposal	YORCM : X00224	LA Disposal	12/01/2004
Barrel - part made	YORCM : AA5801	1	Duplicate	Architectural salvage	YMT : X00177	White House Antiques	12/01/2004
Harrow - iron, small	YORCM : AA5806	1	Duplicate	Scrap	YMT : X00083	L. Clancey & Sons	12/01/2004
Harrow - iron, small	YORCM : AA5807	1	Duplicate	Scrap	YMT : X00083	L. Clancey & Sons	12/01/2004
Weight - 52lb	YORCM : AA5808.1	1	Duplicate	Scrap	YMT : X00083	L. Clancey & Sons	12/01/2004
Weight - 52lb	YORCM : AA5808.2	1	Duplicate	Scrap	YMT : X00083	L. Clancey & Sons	12/01/2004
Bellows - forge, large	YORCM : AA5811	1	Duplicate	Offer LA Disposal	YORCM : X00224	LA Disposal	12/01/2004
Chain hoist, hooks and chains	YORCM : AA5814	1	Duplicate	Scrap	YMT : X00083	L. Clancey & Sons	12/01/2004
Stair rods, 24, brass	YORCM : AA5817	1	Duplicate	Offer LA Disposal	YORCM : X002	Beamish	12/01/2004

York Museums Trust Disposals from Darnborough Street Store

Annex E

Bellows - foot	YORCM : AA5819	1	Duplicate	Offer LA Disposal	YORCM : X00224	LA Disposal	12/01/2004
Jug - metal	YORCM : AA5820	1	Duplicate	Scrap	YMT : X00083	L. Clancey & Sons	12/01/2004
Treadle lathe (incomplete)	YORCM : AA5822 YORCM : 154.69	1	Duplicate	Scrap	YMT : X00083	L. Clancey & Sons	12/01/2004
Pulley block - large	YORCM : AA5829	1	Duplicate	Offer LA Disposal	YORCM : X00224	LA Disposal	12/01/2004
Pulley block - small	YORCM : AA5830	1	Duplicate	Offer LA Disposal	YORCM : X00224	LA Disposal	12/01/2004
Tongs - blacksmith's	YORCM : AA5831	1	Duplicate	Scrap	YMT : X00083	L. Clancey & Sons	12/01/2004
Plane - metal, large	YORCM : AA5835	1	Duplicate	Architectural salvage	YMT : X00177	White House Antiques	12/01/2004
Plumbing tools	YORCM : AA5838	10	Duplicate	Offer LA Disposal	YMT : X00083	L. Clancey & Sons	12/01/2004
Wrench or spanner	YORCM : AA5840 YORCM : 661.52	1	Duplicate	Offer LA Disposal	YMT : X00083	L. Clancey & Sons	12/01/2004
Knee vice - cobbler or saddler's	YORCM : AA5846	1	Duplicate	Offer LA Disposal	YORCM : X001	Loan to be transferred to Beamish	12/01/2004
Knee vice - cobbler or saddler's	YORCM : AA5847	1	Duplicate	Offer LA Disposal	YORCM : X001	Loan to be transferred to Beamish	12/01/2004
Vice - cobbler or saddler's	YORCM : AA5848 YORCM : 270/?	1	Duplicate	Architectural salvage	YMT : X00177	White House Antiques	12/01/2004
Knee vice - cobbler or saddler's	YORCM : AA5849	1	Duplicate	Architectural salvage	YMT : X00177	White House Antiques	12/01/2004
Slater/tiler's tool - wood handle, long pallet blade	YORCM : AA5869	1	Duplicate	Architectural salvage	YMT : X00177	White House Antiques	12/01/2004
Meat hook	YORCM : AA5882	1	Duplicate	Architectural salvage	YMT : X00177	White House Antiques	12/01/2004
Bellows - peddle missing	YORCM : AA5883	1	Duplicate	Architectural salvage	YMT : X00177	White House Antiques	12/01/2004
Bill hook	YORCM : AA5888	2	Duplicate	Architectural salvage	YMT : X00177	White House Antiques	12/01/2004
Axe - primitive fashioned stick	YORCM : AA5893	1	Duplicate	Offer LA Disposal			12/01/2004

York Museums Trust Disposals from Darnborough Street Store

Annex E

Barrel jack	YORCM : AA5895	1	Duplicate	Scrap	YMT : X00083	L. Clancey & Sons	12/01/2004
Skates - steel	YORCM : AA5905	1	Duplicate	Scrap	YMT : X00083	L. Clancey & Sons	12/01/2004
Skates - steel	YORCM : AA5906	1	Duplicate	Scrap	YMT : X00083	L. Clancey & Sons	12/01/2004
Gas meter	YORCM : AA5910	1	Duplicate	Architectural salvage	YMT : X00177	White House Antiques	12/01/2004
Artificial 'coal' - glass	YORCM : AA5918	1	Duplicate	Architectural salvage	YMT : X00177	White House Antiques	12/01/2004
Jack - adjustable	YORCM : AA5922	1	Duplicate	Offer LA Disposal	YORCM : X002	Beamish	12/01/2004
Pump or water closet valve - incomplete	YORCM : AA5927	1	Duplicate	Scrap	YMT : X00083	L. Clancey & Sons	12/01/2004
Name sign - enamel, 'Dr Milburn, Surgeon', from Hull	YORCM : 78.71	1	Outside Collecting Policy	Offer LA Disposal			12/01/2004
Spring clip - for gate	YORCM : AA5673	1	Outside Collecting Policy	Scrap	YMT : X00083	L. Clancey & Sons	12/01/2004
Side saddle	YORCM : 172.74	1		Transfer	YORCM : X002	Home Farm Temple Newsam	08/07/2004
Branding iron, No. 8	YORCM : AA5880	1	Deterioration	Scrap	YMT : X00083	L. Clancey & Sons	14/09/2006
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York Museums Trust Disposal Request Form

Please complete this form to request the disposal of objects from the collections. Provide as much supporting information as possible and forward to the Registrar at the Castle Museum. Forms should be updated ASAP with any outstanding information, e.g. Exit Form number.

Name of curator Pip Strang		Date 4th May 2007	
Object/s	Object number/s	Approximate value/s	Accessioned
a) Oryx leucoryx (Arabian oryx) skin – Juvenile male	a) YORYM:1994.1064	a) Due to this being a CITES 1 specimen, it has no legal commercial value.	a) (On AdLib) Yes
b) Oryx leucoryx (Arabian oryx) skin – Adult female	b) YORYM:1994.1067	b) Due to this being a CITES 1 specimen, it has no legal commercial value.	b) (On AdLib) Yes
c) Gazella doreas doreas (Sudeneze gazelle) skin – Juvenile female	c) YORYM:1994.1066	c) £50	c) (On AdLib) Yes
d) Gazella doreas doreas (Sudeneze gazelle) skin – Adult female	d) YORYM:1994.1070	d) £50	d) (On AdLib) Yes
e) Gazella saudi (Saudi gazelle) skin – Adult female	e) YORYM:1994.1068	e) £50	e) (On AdLib) Yes
f) Gazella subguttarosa (Sand gazelle) skin – Adult male	f) YORYM:1994.1065	f) £50	f) (On AdLib) Yes
g) Gazella gazelle cora (Arabian gazelle) skin – Adult male	g) YORYM:1994.1069	g) £50	g) (On AdLib) Yes
Acquisition method Gift		Acquisition date March 1993	
Acquisition source Al-Areen Wildlife Park, Bahrain			
Does written proof of legal title exist? (Delete as appropriate) yes / no. If no,			

<p>specify what attempts have been made to prove title</p> <p>AdLib gives the owner as Yorkshire Museum</p> <p>Entry No. YORYM:E00265</p>
<p>Current location of object/s</p> <p>St Mary's Lodge Ornithological store</p>
<p>Present condition of object/s</p> <p>Good</p>
<p>Justification for disposal</p> <p><input type="checkbox"/> Deterioration <input type="checkbox"/> Duplicate <input checked="" type="checkbox"/> Outside Collecting Policy <input type="checkbox"/> Unlocated</p> <p><input checked="" type="checkbox"/> Other (specify) The current value of the skins is far less than the cost of getting the skins prepared and mounted for display. If this were done then the issue of the storage of seven large mounted specimens would also be have to be considered.</p>
<p>Relevant paragraph number/s in <i>Collecting Policy</i> 12</p>
<p>Costs associated with disposal (please specify amounts)</p> <p>Postage to Royal Museum of Scotland, Edinburgh</p>
<p>Were objects acquired with grant aid? (Delete as appropriate) yes / no. If yes, who from? No</p>
<p>Conditions associated with disposal</p> <p>The Arabian Oryx is a CITES Appendix I species which requires a permit for import or export. Whilst, in this process, we would be doing neither, I felt it was necessary, considering the Trusts policy on responsible collecting, to try and prove that these specimens were collected legally in the first instance. Unfortunately I have been unable to locate the original paperwork; however, I have discovered that these skins were part of a larger consignment of animal material the remainder of which went to Andrew Kitchener at Edinburgh. The following is part of an email Andrew sent to me regarding this material:</p> <p><i>We know that these specimens were legally imported (at the same time as ours from the same trip), so I am not unduly concerned about the CITES paperwork, but obviously it would be nice to have it. The only paperwork we would have to consider is a transfer of title form and possibly a Commercial Document for Animal Byproducts, which I can generate easily.</i></p> <p>Without the original paperwork this is the only indication of the validity of this material. However, due to the fact that this material is part of a collection held jointly with The Royal Museum of Scotland I am happy for the disposals procedure to go ahead.</p>
<p>Disposal is recommended by: (tick any that are appropriate; they are applied in the order 1-7)</p> <p>1. <input type="checkbox"/> Advertise to Registered Museums</p> <p>2. <input checked="" type="checkbox"/> Offer to particular museum/s or appropriate public body (specify)</p> <p>Department of Natural Sciences, National Museums of Scotland</p>

3. <input type="checkbox"/> Internal non-collections (specify) Education / Exhibition dressing / Handling / Other	
4. <input type="checkbox"/> Return to donor	
5. <input type="checkbox"/> Other (specify)	
6. <input type="checkbox"/> Offer for sale	
7. <input type="checkbox"/> Local Authority disposal	
Name & address of recipient (if appropriate) Andrew Kitchener, Principal Curator of Birds and Mammals, Department of Natural Sciences, National Museums of Scotland, Chambers Street, Edinburgh EH1 1JF	
Proposed use of funds if disposal involves sale N/A	
Decision	
Proposal approved /rejected Liz Godbeer	
Note	
Signed (Registrar)	Date 2007-11-15
Outcome	
Disposal approved by Trustees	Date
Disposal approved by CYC	Date
Exit Form number YMT : X	Date
Actual method of disposal	Date
Signature of Curator confirming disposal	Date
Signature of Curator confirming paper records updated	Date
Signature of Registrar confirming computer records updated	Date

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York Museums Trust Disposal Request Form

Please complete this form to request the disposal of objects from the collections. Provide as much supporting information as possible and forward to the Registrar at the Castle Museum. Forms should be updated ASAP with any outstanding information, e.g. Exit Form number.

Name of curator Gwendolen Whitaker		Date 1-7-10	
Object/s	Object number/s	Approximate value/s	Accessioned Yes, all objects
West Kent Yeomanry uniform coat West Kent Yeomanry saddle roll West Kent Yeomanry trousers	YORCM : 1946.974.1 YORCM : 1946.974.3 YORCM : 1946.974.4		
Acquisition method Purchase		Acquisition date 1946	
Acquisition source Mr G. Adams Warbleton Sussex			
Does written proof of legal title exist? (Delete as appropriate) yes / no. If no, specify what attempts have been made to prove title As detailed in accession registers.			
Current location of object/s YORCM : 1946.974.1 Debtors' Prison, Uniform Store, Rack YORCM : 1946.974.3 Debtors' Prison, Uniform Store, Bay 4 YORCM : 1946.974.4 Debtors' Prison, Uniform Store, Rack			
Present condition of object/s Uniform coat: Water damage to the lower tails Uniform trousers: slight damage Saddle roll: Some moth holes in flap and body. Remains of what may have been a glued on label on the flap.			

Justification for disposal

- Deterioration Duplicate Outside Collecting Policy
 Unlocated
 Other (specify)

Transfer to the Kent & Sharpshooters Yeomanry Museum who have display spaces at Hever Castle and museum rooms in the headquarters of the serving squadrons at Croydon and Bexleyheath.

The Kent & Sharpshooters Yeomanry Museum has been awarded the status of full accreditation with effect from 9 Aug 2010. The museum is in regular contact with Sarah Corn, the Museum Development Officer for Kent and Medway and with their curatorial adviser, Rebecca Nash, curator of the Royal Engineers Museum at Chatham.

Museum documentation, which includes full information about items in the collection as required by Spectrum, is held on a MODES data base. A public version of this is available on the museum website (www.ksymuseum.org.uk).

Relevant paragraph number/s in *Collecting Policy*

3. Period of time and/or geographical area to which collecting relates The York Museum Trust collections generally cover the area of York and Yorkshire, and all time periods.

5. Collecting policies of other museums The Trust will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialisms, in order to avoid unnecessary duplication and waste of resources.

Due to the over-arching nature of York's collections, we will take account of all museums in North Yorkshire, and other subject-specialist museums, as appropriate to each collecting area. The overriding impetus for our approach to regional collecting is that important material should be held in public collections with appropriate standards of collection care and interpretation, whether we or another are the most appropriate museum. We will work with other museums and museum services to develop the collections regionally, to ensure that collections get the best care, and are in those places where they will best meet the needs of the users.

Costs associated with disposal (please specify amounts)

None. To be collected by Honorary Curator

Were objects acquired with grant aid? (Delete as appropriate) no.	
Conditions associated with disposal None	
Disposal is recommended by: (tick any that are appropriate; they are applied in the order 1-7)	
1. <input type="checkbox"/> Advertise to Registered Museums	
2. <input checked="" type="checkbox"/> Offer to particular museum/s or appropriate public body (specify)	
3. <input type="checkbox"/> Internal non-collections (specify) Education / Exhibition dressing / Handling / Other	
4. <input type="checkbox"/> Return to donor	
5. <input type="checkbox"/> Other (specify)	
6. <input type="checkbox"/> Offer for sale	
7. <input type="checkbox"/> Local Authority disposal	
Name & address of recipient (if appropriate)	
Major Boris Mollo Hever Castle Edenbridge Kent TN8 7NG	
Proposed use of funds if disposal involves sale N/A	
Decision	
Proposal approved / rejected	
Note	
Signed (Registrar)	Date
Outcome	
Disposal approved by Trustees	Date
Disposal approved by CYC	Date
Exit Form number YMT : X00579	Date 2011-03-07
Actual method of disposal Transfer	Date 2011-03-07
Signature of Curator confirming disposal	Date
Signature of Curator confirming paper records updated	Date
Signature of Registrar confirming computer records updated	Date 2011-04-07

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York Museums Trust Disposal Request Form

Please complete this form to request the disposal of objects from the collections. Provide as much supporting information as possible and forward to the Registrar at the Castle Museum. Forms should be updated ASAP with any outstanding information, e.g. Exit Form number.

Name of curator Gwendolen Whittaker 2010		Date 23 August	
Object/s Copper powder flask full of black powder	Object number/s YORCM : CA1888	Approximate value/s unknown	Accessioned yes
Acquisition method Untraced find		Acquisition date unknown	
Acquisition source Untraced find			
Does written proof of legal title exist? (Delete as appropriate) yes / no. If no, specify what attempts have been made to prove title No – it has been in the collections since at least 2000/2001 and presumably earlier			
Current location of object/s Firearms & Explosives Licensing Department Police Headquarters Newby Wiske Northallerton North Yorkshire DL7 9HA			
Present condition of object/s Fair – incomplete – spring catch to open it missing. Also full of explosive powder.			
Justification for disposal <input type="checkbox"/> Deterioration <input type="checkbox"/> Duplicate <input type="checkbox"/> Outside Collecting Policy <input type="checkbox"/> Unlocated X Other (specify) – item is dangerous as full of explosive powder and it is not possible to open it for emptying as the catch is broken			
Relevant paragraph number/s in <i>Collecting Policy</i> section 12 We were advised by the Firearms and Explosives licensing officer to check that all powder flasks had been emptied as all black powder should be stored in Home Office approved containers, which we comply with under the terms of our black powder licence. It is not possible to open this flask to empty it and it therefore poses a risk of exploding if there was a fire. It is therefore hazardous to retain it and we would be in breach of our licence.			
Costs associated with disposal (please specify amounts)			

None – Dave Coutts will pass it to the army and they will blow it up for nothing!	
Were objects acquired with grant aid? (Delete as appropriate) yes / no. If yes, who from? No	
Conditions associated with disposal	
Disposal is recommended by: (tick any that are appropriate; they are applied in the order 1-7)	
1. <input type="checkbox"/> Advertise to Registered Museums 2. <input type="checkbox"/> Offer to particular museum/s or appropriate public body (specify) 3. <input type="checkbox"/> Internal non-collections (specify) Education / Exhibition dressing / Handling / Other 4. <input type="checkbox"/> Return to donor 5. <input checked="" type="checkbox"/> Other (specify) destruction 6. <input type="checkbox"/> Offer for sale 7. <input type="checkbox"/> Local Authority disposal	
Name & address of recipient (if appropriate)	
Dave Coutts, Firearms and Explosives Licensing Officer, North Yorks Police HQ, Northallerton	
Proposed use of funds if disposal involves sale	
n/a	
Decision	
Proposal approved / rejected	
Note	
Signed (Registrar)	Date
Outcome	
Disposal approved by Trustees	Date
Disposal approved by CYC	Date
Exit Form number YMT : X	Date
Actual method of disposal	Date
Signature of Curator confirming disposal	Date
Signature of Curator confirming paper records updated	Date
Signature of Registrar confirming computer records updated	Date

York Museums Trust Items For Disposal - Approved but not yet Despatched

Annex F

ART					
Object	Accession no.	No	Disposal method	Adlib	Panel Date
x165 unaccessioned prints: x40 duplicates x80 duplicates & poor condition x26 poor condition x11 poor condition & outside	NN	##	Offer to Fairfax House (York Civic Trust) and The Merchant Adventurers Hall Offer for sale	X	2011-09-15
Henry Cave St. Marygate Tower	YORAG : R2308.1	1	Offer to another museum Advertise in Museums Journal Offer for sale	Y	2011-09-15 Approved by Trustees 2011-11-23 Approved by CYC
Henry Cave St. William's Chapel with part of Micklegate	161.55 - not real acc. no., not on Adlib ACTUALLY YORCM :	1	Offer to another museum Advertise in Museums Journal Offer for sale	N	2011-09-15 Approved by Trustees 2011-11-23 Approved by CYC
Henry Cave Inside of St. William's Chapel	YORAG : R2281	1	Offer to another museum Advertise in Museums Journal Offer for sale	Y	2011-09-15 Approved by Trustees 2011-11-23 Approved by CYC
Henry Cave The Gateway to St. William's College	YORAG : R2295	1	Offer to another museum Advertise in Museums Journal Offer for sale	Y	2011-09-15 Approved by Trustees 2011-11-23 Approved by CYC
Henry Cave North Street	YORAG : R2239	1	Offer to another museum Advertise in Museums Journal Offer for sale	Y	2011-09-15 Approved by Trustees 2011-11-23

Henry Cave A Doorway to Lady Irvin's into Minster Yard	YORAG : R2247 and YORAG : 946/59 on reverse	1	Offer to another museum Advertise in Museums Journal Offer for sale	Y	2011-09-15 Approved by Trustees 2011-11-23 Approved by CYC
Henry Cave Low Ousegate	YORAG : R2231.1	1	Offer to another museum Advertise in Museums Journal Offer for sale	Y	2011-09-15 Approved by Trustees 2011-11-23 Approved by CYC
Henry Cave Monk Bar	YORAG : R2257	1	Offer to another museum Advertise in Museums Journal Offer for sale	Y	2011-09-15 Approved by Trustees 2011-11-23 Approved by CYC
Henry Cave Entrance to Sir Arthur Ingram's Hospital, Bootham	YORAG : R2266	1	Offer to another museum Advertise in Museums Journal Offer for sale	Y	2011-09-15 Approved by Trustees 2011-11-23 Approved by CYC
Henry Cave North Street Postern	YORAG : R2303	1	Offer to another museum Advertise in Museums Journal Offer for sale	Y	2011-09-15 Approved by Trustees 2011-11-23 Approved by CYC
Henry Cave St. Marygate Tower	YORAG : R2309	1	Offer to another museum Advertise in Museums Journal Offer for sale	Y	2011-09-15 Approved by Trustees 2011-11-23 Approved by CYC
Henry Cave Castle Gate Postern	YORAG : R2318	1	Offer to another museum Advertise in Museums Journal Offer for sale	Y	2011-09-15 Approved by Trustees 2011-11-23 Approved by CYC

Henry Cave Part of St. Mary's Abbey	YORAG : R2320	1	Offer to another museum Advertise in Museums Journal Offer for sale	Y	2011-09-15 Approved by Trustees 2011-11-23 Approved by CYC
Henry Cave Fishergate Postern	YORAG : R2325	1	Offer to another museum Advertise in Museums Journal Offer for sale	Y	2011-09-15 Approved by Trustees 2011-11-23 Approved by CYC
Ilfracombe Town and Harbour	340/13/50 on reverse: not YORAG : 1913.340.50 or YORAG : 1950.340.13 as not	1	Offer to another museum Advertise in Museums Journal Offer for sale	N	2011-09-15 Approved by Trustees 2011-11-23 Approved by CYC 2011-12-05
HISTORY					
Object	Accession no.	No.	Disposal method & Update	Adlib	Panel Date
Long wooden desk with sloping top Early 20th century 87.2 x 186 x 50.6 cm (h x w x d) Fair condition	YORCM : AA2521	1	Transfer Architectural salvage Note: Advertised on MA website 2011-11-14 No interest 2012-01-16	P	2006-10-19 Approved by Trustees 2007-07-11 Approved by CYC 2011-01-28
Washstand Shaped marble top, splash back and mirror with red painted tiles	YORCM : AA2435	1	Transfer Architectural salvage Note: Note: Advertised on MA website 2011-11-14 No interest 2012-01-16	P	2006-10-19 Approved by Trustees 2007-07-11 Approved by CYC 2011-01-28

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Accreditation Scheme for Museums and Galleries in the United Kingdom: Accreditation Standard

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Introduction

Accreditation is the UK standard for museums and galleries. It defines good practice and identifies agreed standards, thereby encouraging development. It is a baseline quality standard that helps guide museums to be the best they can be, for current and future users.

This document sets out the requirements museums must meet to gain Accreditation. Although it is a national standard, it is not a 'one size fits all' standard. For each requirement, the expectations vary for museums of different types, sizes and scopes. This is made clear in the assessment guidance document, which you should read alongside this document.

Aims of the Accreditation Scheme

1. To encourage all museums and galleries to achieve agreed standards in:
 - how they are run
 - how they manage their collections; and
 - the experiences of users
2. To encourage confidence in museums as organisations that manage collections for the benefit of society and manage public funds appropriately.
3. To reinforce a shared ethical and professional basis for all museums.

Benefits of taking part in the Accreditation Scheme

Performance

A quality standard that serves as an authoritative benchmark for assessing performance, rewarding achievement and driving improvement.

Profile

It raises awareness and understanding of museums, so building confidence and credibility both within the governing body and among the public.

People

It helps museums to improve their focus on meeting users' needs and interests and developing their workforce.

Partnerships

It helps museums to examine their services and to encourage joint working within and between organisations.

Planning

It helps with forward planning by formalising procedures and policies.

Patronage

It demonstrates that the museum has met a national standard, which strengthens applications for public and private funding and gives investors confidence in the organisation.

These benefits were put forward in a report commissioned in 2011 by the Museums Libraries and Archives Council (MLA) and The National Archives (TNA). The report was written by Janice Tullock and Katrina Thomson, consultants, to develop thinking about an Accreditation Scheme for archives.

Eligibility

To be Accredited, museums must:

- meet the Museums Association's 1998 definition of a museum ('Museums enable people to explore collections for inspiration, learning and enjoyment. They are institutions that collect, safeguard and make accessible artefacts and specimens, which they hold in trust for society')
- hold a long-term collection of artefacts
- have a formal constitution
- provide two years of relevant accounts
- make sure that they meet all relevant legal, ethical, safety, equality, environmental and planning requirements
- be committed to forward planning to improve the service for users

Requirements for Accreditation

1 Organisational health

'Accredited museums are responsible, responsive and resilient.'

1.1 Clear statement of purpose

The museum must be guided by a statement of purpose that defines why the museum exists and who it is for.

1.2 Acceptable constitution for the governing body

The museum must be a long-term organisation that exists to benefit the public and protect collections. It must have an appropriate and acceptable constitution for the governing body.

1.3 Appropriate management arrangements

The museum must be an effective organisation that is well managed and able to provide evidence of the following:

- 1.3.1 that it has a satisfactory management structure, from the governing body to the user
- 1.3.2 that it has formally approved any authorities or responsibilities the governing body has delegated to sub-committees, members of staff or volunteers
- 1.3.3 that the management structure makes sure there is appropriate professional input into decision making and policy development
- 1.3.4 that succession procedures are sufficient to ensure business continuity and accountability
- 1.3.5 the person or organisation that has powers to approve documents such as the forward plan and policies on managing collections
- 1.3.6 any approved agreement under which a separate organisation runs the museum

1.4 Effective forward planning

The museum must plan effectively for long-term success and to make sure it can adapt in a changing environment in order to survive. Its approved forward plans must include or cover the following:

- 1.4.1** the museum's statement of purpose
- 1.4.2** a review of the previous forward plan
- 1.4.3** an analysis of the environment in which it exists
- 1.4.4** consultation and an analysis of views
- 1.4.5** its key aims
- 1.4.6** the specific objectives beneath each key aim
- 1.4.7** how it will achieve its objectives
- 1.4.8** a resource plan showing the people and money available to meet its objectives
- 1.4.9** the date the plan will be reviewed

1.5 Secure occupancy of all premises containing collections

The terms under which the museum occupies the buildings or sites must be long-term (usually at least 12 months) and be sufficient to keep the collections secure and allow effective forward planning.

1.6 Demonstration of financial basis

The museum must be able to show that it is financially stable and that it meets the relevant financial regulations or standards and the requirements of its constitution.

The museum must have enough funds available, and collections must not be used as security for a loan.

1.7 Appropriate workforce, in numbers and experience, for the museum's responsibilities and plans

The museum must have an appropriate workforce to run it effectively. It must have effective employment procedures and roles in place to meet its responsibilities. The museum must have:

- 1.7.1** an appropriate workforce
- 1.7.2** clear agreements for each member of the workforce, setting out their roles and responsibilities
- 1.7.3** formal induction procedures for new recruits to ensure that all members of the workforce have basic information about the museum and understand their role in it
- 1.7.4** appropriate development opportunities for its workforce

1.8 Access to professional advice and input to policy development and decision making

The museum's governing body must have access to advice and guidance from a museum professional. If the museum does not employ a museum professional, it must have a written agreement between itself and a museum mentor.

1.9 Clear, workable emergency plan

The museum must be able to respond effectively to emergency or disaster situations. It must have an emergency plan, relating to all buildings that house collections and services, which includes or refers to:

- 1.9.1** arrangements for the workforce, visitors and collections
- 1.9.2** risk assessments of threats
- 1.9.3** information about how emergency plans are authorised, maintained, communicated, tested and made available to the workforce and emergency services
- 1.9.4** evidence of how the museum works with the emergency services, and of any other relevant emergency plans
- 1.9.5** an effective procedure for reviewing the emergency plan

1.10 Organisational approach to environmental sustainability

The museum must be environmentally conscious. Its approach to minimising waste and reducing its effect on the environment is a matter for the governing body.

The museum must be guided by a policy statement about its approach to environmental sustainability, and that policy statement must be appropriate to its statement of purpose.

2 Collections

‘Accredited museums manage collections effectively and make them and the information they hold about them available to everyone.’

Collections within a museum must be managed in line with the museum’s statement of purpose, policies and strategic vision.

2.1 Satisfactory arrangements for the ownership of collections

The museum must take responsibility for all the collections it manages.

The museum must be able to provide information on the size of the collections and the proportion of the collections owned by and on loan to it. Any risks relating to collections on loan to the museum should be dealt with through forward planning.

Collections management policies

2.2 Development policy

The museum must have an approved policy for developing collections (also known as an acquisition and disposal policy). The policy must include:

- 2.2.1 the statement of purpose
- 2.2.2 an overview of current collections
- 2.2.3 themes and priorities for future collecting
- 2.2.4 themes and priorities for rationalisation and disposal
- 2.2.5 information about the legal and ethical framework for acquisition and disposal of items

2.3 Documentation policy

The museum must be guided by a documentation policy statement. This may be part of a wider collections information policy.

2.4 Care and conservation policy

The museum must have an approved policy statement to guide its approach to collections care and conservation.

Collections management plans

2.5 Documentation plan

The museum must have plans to improve its collections documentation and documentation systems.

2.6 Care and conservation plan

The museum must have plans to help deliver improvements to collections care and conservation in line with the collections care and conservation policy.

Collections management procedures

2.7 Documentation procedures

The primary SPECTRUM procedures must be in place in the form of a documentation procedural manual that is available for inspection on request.

2.8 Expert assessment of security arrangements

The museum must obtain expert security advice for stored and exhibited collections at least every five years, and earlier if needed. It must plan to act on the advice over time.

3 Users and their experiences

'Accredited museums are welcoming and accessible. They exhibit collections and have a planned approach to identifying and providing a good-quality service for a broad range of users.'

3.1 Good-quality services and development

The museum must offer and develop good-quality, stimulating services for users and potential users, in order to get the best out of its collections, resources and local area.

The museum must do the following:

- 3.1.1** understand who its users and non-users are
- 3.1.2** evaluate and analyse information to assess users' needs
- 3.1.3** devise plans to broaden its range of users
- 3.1.4** have a culture of customer care with arrangements in place to make sure all users are treated with courtesy and care
- 3.1.5** take account of users' needs, guided by a policy statement setting out a commitment to give everyone access to collections and associated information
- 3.1.6** respond to tourism and local priorities where appropriate

3.2 User-focused experience

The museum must provide a welcoming, accessible environment, and appropriate services and facilities.

The museum must:

- 3.2.1** have adequate and accessible facilities to meet the needs of the expected number and range of users or provide information about nearby facilities
- 3.2.2** have appropriate signs and directions inside and outside the building
- 3.2.3** communicate effectively with users and potential users through a range of accessible marketing and promotional activities

3.3 Effective learning experiences

Learning is a core purpose for museums. They use collections and associated information for exhibitions and learning opportunities.

The museum must:

- 3.3.1** exhibit the collections using a variety of interpretative methods
- 3.3.2** provide access to the collections and associated information for research purposes and other forms of engagement
- 3.3.3** provide effective and stimulating learning and discovery experiences focused on the collections

Further information

The Accreditation Committee

The Accreditation Scheme is overseen by the Accreditation Committee, whose members are senior museum and gallery professionals. The members bring a broad spread of knowledge and expertise relating to museums of all types throughout the UK. Accreditation Panels, which are sub-groups of the committee, meet approximately six times a year to consider applications and returns. These decisions are reviewed at annual Accreditation Committee meetings.

The assessing organisations

The organisations that assess museums for Accreditation are:

- **England, Isle of Man and Channel Islands** Arts Council England, www.artscouncil.org.uk
- **Wales** CyMAL: Museums Archives and Libraries Wales (a division of the Welsh Government), www.wales.gov.uk/topics/cultureandsport/museumsarchiveslibraries
- **Scotland** Museums Galleries Scotland, www.museumsgalleriesscotland.org.uk
- **Northern Ireland** Northern Ireland Museums Council, www.nimc.co.uk
- **National museums** Arts Council England, www.artscouncil.org.uk

These organisations assess each museum's application or return. The assessments are passed to the Accreditation Secretariat at Arts Council England, where they are processed, quality assured and scheduled to be presented to an Accreditation Panel.

Additional information about Accreditation is available on the website of each assessing organisation.

Keeping Accredited status

Once a museum has been awarded Accredited status, it must prove that it continues to meet the requirements of the scheme by sending an Accreditation return to the assessing organisation every two to three years, as required.

Changes to the Accreditation standard

Over time, the requirements for the Accreditation standard may change to make sure they remain up to date with developments in the sector and in line with current practice. When changes are made, all Accredited museums will be given reasonable notice of the changes before they are expected to meet the revised requirements.

Changes to Accredited status

If a museum stops meeting the Accreditation requirements, the museum's status may be reduced to 'provisional' or it may lose its Accreditation status altogether. This decision would be taken by an Accreditation Panel after discussing the matter with the museum and the relevant assessing organisation.

If a museum fails to provide their Accreditation returns within the timescale allowed it may lose its Accreditation status.

A museum can ask to be removed from the Accreditation scheme.

Glossary

Access – usually seen in terms of identifying barriers that prevent participation and developing strategies to dismantle them. Barriers come in many forms and may be physical, sensory, intellectual, attitudinal, social, cultural or financial.

Accessible – includes all forms of access – being open to visitors, by appointment, to specific user groups, virtual access, etc.

Acquisition – the process of legally acquiring an item for the long-term collection.

Approval – means that the governing body or delegated authority has made a policy decision to support a proposal and this has been ratified and recorded.

Collection – a body of cultural and heritage material. Collections may be physical, non-tangible or digital.

Collections management – the organisational approach to balancing collections development, care, access and information.

Conservation – methods of care or intervention applied to an item with the aim of slowing the process of degradation and extending the item's life.

Constitution – a legal set of fundamental principles according to which an organisation is governed.

Consultation – formal or informal methods of finding out what users and non-users think, want or need.

Disposal – the process of removing an item from the museum's long-term accessioned collection.

Documentation – the information records about collection items.

Environmental sustainability – how a museum uses its resources responsibly to minimise its detrimental impact on the natural world.

Forward plan – a forward-looking document that sets out the detailed aims and objectives of an organisation, to be achieved within a defined planning cycle. It is sometimes called a business plan.

Forward planning – a considered way of setting strategic direction and overarching ambition by taking stock and prioritising work in line with the organisation's statement of purpose and in consultation with its stakeholders, aligning resources with objectives.

Induction procedures – the formalised process of informing everyone with a role in the museum all about the museum, its purpose and priorities.

Interpretative methods – the way in which ideas and information about the collections are communicated to users.

Key aims – these are the overarching priorities for the museum to deliver the statement of purpose.

Learning – includes both formal and informal learning. It may involve the development or deepening of skills, knowledge, understanding, awareness, values, ideas and feelings, or an increase in the capacity to reflect.

Museum mentors – museum professionals supporting the achievement of Accreditation by smaller, volunteer-run museums.

Non-users – people who do not currently make use of the museum.

Objectives – the tasks that ensure key aims are achieved. They should be SMART – that is, specific, measurable, achievable, relevant and time bound.

Occupancy – the formal terms under which an organisation is based in a building or on a site.

Policies – approved documents or statements that provide strategic direction for the organisation.

Procedures – define standardised processes. They are a practical operational guide and may also be called manuals, handbooks, instructions, etc.

Professional – with a suitable qualification supported by recent relevant experience.

Rationalisation – the process of refining a collection in line with the museum's statement of purpose.

Resilience – the long-term viability of an organisation to survive and adapt in a changing environment.

Resource plan – identifies and quantifies the people and money available to realise objectives within the current forward plan. The resource plan should cover the same years as the forward plan even if figures for years other than the current one are only indicative.

Risk – combination of threat and likelihood of it occurring. Risk is the potential for a chosen action or activity (including the choice of inaction) to lead to a loss.

Sustainable – capacity of the museum for long-term survival as an organisation.

SPECTRUM – the industry standard for collections management, defining agreed procedures for: object entry; acquisition; location and movement control; cataloguing; object exit; loans out and loans in.

Statement of purpose – defines why the museum exists and who it is for. The statement of purpose may be found within the museum's governance document.

Succession procedures – an agreed set of processes to ensure the business continuity and accountability through changes of leadership or of key members of the workforce.

Users – individuals and groups who make use of the museum’s resources or facilities in some way.

Workforce – the people, both paid and unpaid, who work at the museum.

Supporting partners:





Accreditation Scheme for Museums and Galleries in the United Kingdom: Guidance for section two – collections

December 2011

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Introduction

This document is part of a set of guidance documents aimed to support museums that are preparing an application or return for Accreditation, to help them understand how their application or return will be assessed.

This document provides guidance on meeting the second section of the Accreditation Standard – collections – and should be read alongside the Accreditation Standard, the guidance introduction document, and the guidance documents for the two other sections of the standard – organisational health, and users and their experiences. All of these documents are available to download from the Arts Council's website at www.artscouncil.org.uk/about-us/museums-and-libraries/museums/accreditation-scheme/

The Accreditation Standard states collections as one of three sections that a museum must meet to gain Accreditation. This section is broken down into eight requirements, and each of these is listed here, along with:

- 1. General guidance on this requirement, relevant to all museums**
- 2. Scaled guidance on this requirement, relevant to specific museum types (where appropriate)**

The scales are explained fully in the main introduction to the guidance (see 'Scalability indicators', page 13). Scales will not apply to each requirement, and are intended as a guide only.
- 3. Documentation and information needed for this requirement and where that information may be found**
- 4. Questions about this requirement that should be considered as part of the assessment**

These questions are not the ones that will be asked on your application form and are not additional requirements. However, your assessor will be using them when considering the information you provide through an application or return form, so ensure each is addressed clearly and appropriately to your organisation, and be sure the assessor can identify your answers.

Some of the questions are marked QIS. This refers to the MGS Quality Improvement System¹, a simple self-assessment tool for Accredited museums and galleries which helps them continuously monitor the quality of their services. Where it is relevant, questions from the MGS Quality Improvement System have been included to provide additional value.

Collections within a museum must be managed in line with the museum's statement of purpose, policies and strategic vision. Accredited museums are encouraged to work towards an integrated approach to collections management which is in proportion to their size, and closely aligned with their overall purpose.

¹ <http://www.museumsgalleriesscotland.org.uk/the-programmes/quality-improvement-system/>

Requirement 2.1

Satisfactory arrangements for the ownership of collections

‘The museum must take responsibility for all the collections it manages. It must be able to provide information on the size of the collections and the proportion of the collections owned by and on loan to it. Any risks relating to collections on loan to the museum should be dealt with through forward planning.’

General guidance on this requirement, relevant to all museums

- a) Accredited museums hold collections with known ownership. Organisations holding purely digital collections without a physical presence are not eligible for Accreditation (see eligibility on p.6 of Accreditation Standard).
- b) Often the governing body will own the majority of collections, although it may be the case that all, or a significant proportion of the collections are owned by a separate organisation or individual/s, for example a local authority or a separate collections trust. Museum policy documents, such as the collections development policy (requirement 2.2) should be clear regarding ownership arrangements of the current collections, and who will own new acquisitions to the collection.
- c) Where museums hold collections on loan, the periods must be appropriate and include regular review between the museum and the owner. The term permanent loan has no legal status and should be avoided. All loans must be subject to fixed term loan agreements meeting SPECTRUM standards (see requirement 2.4).
- d) Robust ownership and loan and/or management agreements are critical for the long-term sustainability of the museum. Museums must be aware of the risks associated with collections ownership, for example, the significance and quantity of the items owned or loaned/managed. The museum must demonstrate its awareness and management of associated risks (see requirement 1.4).

Scaled guidance on this requirement, relevant to all museum types

There is no scaled assessment in this area.

Documentation and information needed for this requirement and where that information may be found

Documentation and information needed	Where it may be found
Information on application/return form	Accession registers
Percentage of collection owned and on loan	Entry forms
Collections development policy (see requirement 2.2)	Object files Indexed collection catalogue Loan agreement Management agreements Constitutions Service Level Agreements Purchase confirmations

Questions about this requirement that will be considered as part of the assessment

Is the museum aware of the ownership of its entire collection? If there are items on loan, are there up-to-date loan agreements in place? If not, how is the ownership of legacy loans being managed?

If the majority of the collection is on loan, has the museum provided an explanation for why this is? Is the loan secure?

Is the museum aware of associated risks, are they being managed appropriately?

Do collections with unclear ownership feature within the backlog plan (see requirement 2.5)?

Collections management policies

Collections are central to the function of a museum. The management of the collections within an Accredited museum is consistent with the statement of purpose, policies and strategic vision for the organisation. To do this effectively, and to allow for regular review and improvement, a coherent set of policy statements, plans and procedures should be put in place – a collections management framework. This will address collections development, information, access, care and conservation.

Clear policy statements are an important part of an effective collections management framework and efficient working practice. Policies set out the intention and direction of an organisation as expressed formally by the governing body and should relate clearly to the mission or purpose of the organisation. A policy statement does not have to be a long document; the policy must fit the needs of the organisation.

A number of collections' management policies may be presented in one integrated document. Alternatively, they may be presented as individual documents with cross-references to each other, where relevant.

A museum may have developed the required policies prior to applying for Accreditation, using different terms from those used here, this is acceptable to Accreditation. However, if policies do not follow the titles or subject divisions set out in the Accreditation Standard a museum must be able to demonstrate which document/s fulfil the requirement under each section of the standard. Your policies must clearly link to the overall purpose of the organisation.

Accreditation intends that museums should develop their collections management framework approach over a timescale appropriate to their own working cycles. This may mean that during the rollout of the Accreditation Standard (2011), returning participants do not have all policies fully in place at the time of assessment. If policies specified in documentation (see requirement 2.3), care and conservation (see requirement 2.4) and access (see requirement 3.2) are not in place at the time of assessment, the museum must submit a statement guiding the assessor to the page in its forward plan where the development of these policies is set out with a timeframe for completion, or a clear statement of intent with dates. Additional guidance has been provided on Collections Link².

New applicants for Accreditation must have all elements in place to achieve Accreditation.

² www.collectionslink.org.uk

Requirement 2.2

Development policy

'The museum must have an approved policy for developing collections (also known as an acquisition and disposal policy). The policy must include:

- 2.2.1 Statement of purpose
- 2.2.2 Overview of current collections
- 2.2.3 Future themes and collecting
- 2.2.4 Themes and priorities for rationalisation and disposal
- 2.2.5 Information on the legal framework for acquisition and disposal'

General guidance on this requirement, relevant to all museums

a) Policy

This policy is of vital importance to help shape the museum's collections. The policy must reflect the nature of the museum and provide a clear statement of the governing body's intentions in the area of developing (acquiring and disposing), of collections. It should be publicly accessible. The policy will include:

Statement of purpose – refer to Accreditation requirement 1.1

Overview of current collections – describes the history of the collection outlining the entire collection; identify areas of strength and significance, as well as the unique nature of the museum. Depending on the size or diversity of the collection, the description may be divided into several or multiple collection descriptions. This section should clearly identify, and describe the makeup, scope and scale of the core collection.

Future themes and collecting – this is a chance to think about and set down clearly how the museum wishes its collection to grow – if at all. Where relevant, the policy should include reference to the need for collections information (documentation), collections care, and access issues to be taken into consideration when acquiring new items for the collection. This will best be done by cross-referencing to the policies or policy statements on documentation, collections care and collections access rather than repeating the relevant information.

Themes and priorities for rationalisation and disposal – the museum should set out its approach to rationalisation and disposal with reference to its entire current collections, and the MA Code of Ethics and MA Disposal Toolkit. This section may also confirm those parts of the collection which are closed, for example, where it will no longer seek to acquire items.

Information on the legal framework for acquisition and disposal – the policy should clearly state the legal constraints the museum is working under. This will vary and it is the responsibility of the museum to ensure that all relevant legislation and ethical codes are taken into consideration. The primary legal and ethical requirements are provided within the template (see below).

b) Proportion

The policy should be in proportion to resources available and the wider aims of the forward plan.

c) Template policy

All museums must provide an approved and in date collections development policy (or acquisition and disposal policy), based on the template policy, including all relevant clauses, or appropriate or legally required equivalents, for example, as directed by an Act of Parliament. Any changes to the template clauses must not reduce the requirement. The template is available from assessing organisations and Collections Link.

d) Policies based on the April 2008 (2010 revision) template acquisition and disposal policy

Where an acquisition and disposal policy compliant with the April 2008 (2010 revision) template policy is provided by an existing participant as part of an Accreditation return, and this policy remains in date at the point of return, then this policy will be compliant for that return assessment. An 'area for improvement' will be applied to ensure that at next review the policy is revised to comply with the Accreditation Standard (ed.2011).

e) Identification of the required clauses

If the policy or the required clauses are spread throughout a larger document or more than one document then identification of the required clauses must be clear and straightforward, and the internal policy references must have been altered to relate to that document. This may occur where a museum has separate policies for individual elements covered by the template, such as a spoliation policy, and due diligence policy etc, or where a policy covers the majority of clauses but additional site specific clauses are located elsewhere.

f) When collections are owned by a separate organisation

Where a loan or management agreement specifies that the collections owner needs to approve or ratify this policy, evidence of approval/ ratification from both parties will be required for Accreditation.

g) Library, archive and handling collections

All museums hold accessioned museum collections, while some also include archival, library, handling or other types of collections. The collections development policy should include all collections held by the museum with clear identification of which standards apply, for example, Accreditation and SPECTRUM for museum collections, BS5454/PD5454 or SCAM Code of Practice or equivalent for archival collections.

Handling collections may include objects which are part of the long-term accessioned collection and those which are not. Both may be managed differently to other parts of the long-term accessioned collections, and these differences in use and management should be clear within the policy.

h) Museums unable to acquire or dispose on legal groups

If the museum is legally unable to acquire or dispose, or the governing body has taken this decision, the policy must explain the situation. In these cases it is acceptable for the policy not to include some or all of the required disposal clauses. However, museums should recognise that a policy never to dispose may be unsustainable in the longer term. Policy clauses detailing disposal due to deterioration or destruction should be retained.

Where museums have discrete collections, such as an historic 'closed' collection, and a subsidiary, but equally long-term supporting collection where collecting is permitted, the policy should reflect this situation.

Scaled guidance on this requirement, relevant to specific museum types

National museums:

Disposal process and requirements for many national museums will be directed by their governing constitution. This should guide the collections development policy. Accreditation clauses should not contradict the governing constitution. National museums may publish the elements of the collections development policy separately, such as a spoliation statement, a due diligence policy, an acquisition strategy or policy, a disposal policy etc.

Nationally styled museums:

Must have a substantial collection in relation to its stated objectives. 'Substantial collection' means that the collection is a significant and fully representative collection of national importance and international interest. It should directly reflect the existing status of the museum and provide substantial evidence to support its use of the word 'national' or equivalent. The policy and practice of the museum must be to collect a range of objects of national scope and importance and associated information in its particular fields.

Documentation and information needed for this requirement and where that information may be found

Documentation and information needed	Where it may be found
<p>Information on application/return form</p> <p>Collections development policy</p> <p>Governance document (see requirement 1.2)</p> <p>Evidence of approval</p>	<p>Collections development policy with any appendices</p>

Questions about this requirement that will be considered as part of the assessment

Has the policy been approved by the correct body, committee or individual with evidenced powers of approval?

Does the policy fit with the statement of purpose for the museum?

Is the policy compliant with the required clauses stated within the template? Do any additional (non-required) elements alter or reduce the meaning of the required clauses?

If constitutional make up does not permit the inclusion of all required clauses, are sufficient safeguards in place to ensure the long-term preservation and use of the collection, and responsibility for acquisition and disposal procedures as outlined within the template?

Does the description of collections provide a clear overview to guide future acquisitions and/or disposal as appropriate? It is rigorous? How well does the museum develop its collections?

How have collecting remits of other museums, local record offices, archives been defined?

Is the approach to collecting sustainable?

Is the policy publicly available? If so, how?

Requirement 2.3

Documentation policy

'The museum must be guided by a documentation policy statement. This may be part of a wider collections information policy.'

General guidance on this requirement, relevant to all museums

- a) The aim of a documentation policy is to ensure that the museum fulfils its responsibilities in relation to security, management and access of collections. The policy should aim to:
 - improve accountability for collections
 - maintain at least minimum professional standards in documentation procedures and collection information
 - extend access to collection information
 - strengthen the security of the collections
- b) The policy should be in proportion to resources available and the wider forward plan.
- c) Where the operation of a museum has been outsourced to a third party, there should be a clear relationship between the management agreement and the collections documentation policy. Mechanisms for audit of collections documentation and condition (see requirement 2.4) against the required standards set by the management agreement should be explicit in the management agreement.
- d) The policy statement will include a commitment to record sufficient information about the objects in the care of the museum so that each object that it is legally responsible for (including loans as well as long-term collections), can be identified and located. A commitment to back up records and to store them securely should also be included.
- e) Measures should be in place to ensure the physical security and long-term preservation of all documentation records, whether paper or computerised. Computerised records should be backed up regularly.
- f) The policy should consider the potential obsolescence of electronic systems to ensure long term accessibility of the information held. For example, will the system currently used remain accessible in 10 years time?

Scaled guidance on this requirement, relevant to specific museum types

There is no scaled assessment in this area.

Documentation and information needed for this requirement and where that information may be found

Documentation and information needed	Where it may be found
Information on application/return form Documentation or information policy Approval of policy	Collections management framework Documentation or information policy

Questions about this requirement that will be considered as part of the assessment

<p>Is it appropriate?</p> <p>Is it SPECTRUM compliant?</p> <p>Does the policy reflect the requirements of a management agreement (where museum operations are outsourced)?</p>
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Requirement 2.4

Care and conservation policy

'The museum must have an approved policy statement to guide its approach to collections care and conservation.'

General guidance on this requirement, relevant to all museums

- a) Caring for the collections is a fundamental duty for all museums. Policies for the care of the collection should be based on a combination of preventative and remedial conservation, both designed to ensure long-term preservation. Preventative conservation covers the measures necessary to slow down or minimise deterioration of museum objects and specimens and structures. Remedial conservation involves a treatment to an object or specimen to bring it to a more acceptable condition or state in order to stabilise it or enhance some aspects of its cultural or scientific value.
- b) The policy should be in proportion to resources available and the wider forward plan.
- c) Where the operation of a museum has been outsourced to a third party, there should be a clear relationship between the management agreement and the collections care and conservation policy. Mechanisms for audit of collections condition against the required standards set by the agreement should be explicit in the agreement.
- d) The policy should make reference to plans and policies that impact on care and conservation, for example, forward planning, emergency planning etc.
- e) Areas of the collection that require separate policies, for example, working historic machinery, should be identified and policies written.
- f) Policies should take into consideration other relevant standards and frameworks, for example BS5454/PD5454 'Recommendations for storage and exhibition of archival documents', [Benchmarks in Collection Care](#), [SPECTRUM](#) procedures
- g) The museum should receive regular advice from a conservator or collection care adviser, or other appropriately qualified/experienced person on the museum's approach to collection care activities. Remedial conservation work should be carried out by or under the supervision of a conservator.

- h) The policy should state the criteria it will adopt in selecting private/freelance conservators. Where a museum employs a professional conservator, the policy should make reference to how their skills are utilised. Any conservator or conservation practice that is contracted to provide advice or services should be included on the Conservation Register operated by the Institute of Conservation (ICON) and, where available, a professionally accredited conservator should be used.
- i) All workforce members and freelance staff working to support the care and conservation of the collection must be aware and follow all policies and procedures.

Scaled guidance on this requirement, relevant to specific museum types

There is no scaled assessment in this area.

Documentation and information needed for this requirement and where that information may be found

Documentation and information needed	Where it may be found
Information on application/return form	Collections management framework
Collections care and conservation policy	Care and conservation policy
Approval of policy	

Questions about this requirement that will be considered as part of the assessment

Does the policy fit with the statement of purpose and key aims of the museum?
Does the policy reflect the requirements of a management agreement (where museum operations are outsourced)?
Is the policy consistent with its occupancy of premises?
Does the policy link effectively with the museum's approach to environmental sustainability (see guidance – section one: 1.10)?

Requirement 2.5

Collections management plans

Documentation plan

‘The museum must have plans to improve its collections documentation and documentation systems.’

General guidance on this requirement, relevant to all museums

- a) Accreditation requirements relating to documentation planning are applicable only where the museum has a retrospective documentation backlog.
- b) The plan for backlogs must be appropriate to the museum, the scale of the backlogs, and the resources available. The documentation plan should clearly support the collections development policy (see requirement 2.2), to support effective growth and/or rationalisation of the collection.
- c) A retrospective documentation backlog refers to that group of items without secure ownership or information records, and that may not be recorded within the museum’s accession register. Retrospective documentation plans for Accreditation should be split into four sections based on SPECTRUM:

2.5A (stage one):

Ensuring all documentation procedures are in place and used (see requirement 2.7). Development and implementation of effective documentation procedures must have been completed at point of application or return for museums to achieve full Accreditation.

2.5B (stage two):

Producing an inventory of appropriate detail of the material identified as a potential backlog; this could be to item or group level. Completion of an inventory of those items that may form a backlog should be undertaken within a reasonable period, which normally means a maximum of two years.

2.5C (stage three):

A discrepancy checking stage, using the stage two inventory, to check whether any items identified as part of the backlog have previously been accessioned and subsequently lost/misplaced/mis-assigned. Completion of this stage will permit the actual backlog volume to be clarified.

2.5D (stage four):

Undertaking SPECTRUM procedures for those items within the backlog selected for long-term retention within the primary collection. Once the inventory and discrepancy stages have been completed robustly and effectively, items within the backlog which are not appropriate for accessioning and long-term retention may be considered for disposal. Records for those items within the backlog selected for accessioning should be noted as 'found within the museum' or similar if research into ownership is not completed, or not possible. Museums should resolve the backlog within five years following the completion of stage two.

Where backlogs exist, museums will receive 'areas for improvement' based on this section. Museums should aim to resolve their identified backlogs within the timescales given, which will be based on the museums own documentation plan. Where timescales are not met, museums must be able to demonstrate through a forward planning process why this is the case, and how the backlog will be addressed.

Scaled guidance on this requirement, relevant to specific museum types

There is no scalability in this section.

Documentation and information needed for this requirement and where that information may be found

Documentation and information needed	Where it may be found
Information on application/return form	Documentation plan
Documentation plan (where appropriate)	Collections management framework

Questions about this requirement that will be considered as part of the assessment

Is the plan coherent?

Are the timescales appropriate?

Does the plan include general collections audit and/or documentation enrichment activity? If so, these elements should be separate to the primary documentation backlog plan.

Requirement 2.6

Care and conservation plan

‘The museum must have plans to help deliver improvements to collections care and conservation in line with the collections care and conservation policy.’

General guidance on this requirement, relevant to all museums

- a) The collections care and conservation plan may be part of a wider document within the collections management framework adopted by the museum.
- b) Museums will have a planned programme to institute improvements in collection care, ensuring that necessary improvements are made over time, on the basis of priority. Periodic reviews are held to evaluate the condition of the collection and summarise priorities for improvements. Recommendations for action are produced and an action plan is formulated for carrying out the priorities identified as necessary within a specified time period.
- c) The plan should include planned action relating to the following elements:

1. **Collections condition overview:** to ensure that awareness of the condition and needs of all items in the collection is maintained.

An appropriate programme is in place to ensure that a visual inspection of all the collections is carried out. Sensitive or vulnerable items are identified, and appropriate action planned.

2. **Environmental monitoring:** to alert staff to potentially damaging environmental conditions; an appropriate programme is in place to measure relative humidity, temperature and light levels (visible and ultraviolet), in galleries and stores.

Any environmental data collected, such as spot measures of temperature and humidity or light levels, is recorded, evaluated and retained. Monitoring can be carried out using simple as well as sophisticated instruments. Any monitoring equipment is stored and calibrated as recommended by the manufacturer.

3. **Environmental control:** to ensure that collections are not at risk of damage from unsuitable environmental conditions.

The collection is housed such that it is protected from potentially harmful environmental conditions. The museum has determined the level of control of the environment (temperature, relative humidity, light and pollutants), which it wishes to achieve, and measures are taken to control the environment to these levels. Control can be achieved using simple as well as sophisticated measures; simple measures to be taken are closing doors, moving lights, providing entrance mats and controlling temperature and light levels.

Material is displayed and stored away from sources of heating, air conditioning vents and windows, or otherwise protected from their damaging effects.

The overall exposure of all light-sensitive material to light is reduced as much as possible. Blinds, shutters, curtains and/or ultraviolet filters are used to reduce visible and ultraviolet light in all areas housing such collections. Sunlight does not fall directly on any light-sensitive material while on display.

Vulnerable items in the collection are protected from excessive dust by being housed in appropriate enclosures such as cupboards or cases.

Windows and doors can be closed so that the building provides some protection from airborne pollutants, both gaseous and particulate.

4. **Provision of suitable building:** to ensure that the building contributes towards providing appropriate environmental conditions for the different elements of the collection.

Buildings used to house collections are sufficiently robust and well constructed to be fit for the purpose of housing the collections. They therefore provide sufficient protection from the elements and are of appropriate strength and quality of construction. Floors, particularly in storage areas are capable of safely supporting the load. Buildings used to house collections are regularly inspected; potential threats to collections from, for example, leaky roofs, poor wiring, internal pipe work, blocked gutters and ill-fitting windows or doors, are identified and assessed during these inspections, and a programme is put in place to remedy identified faults. Plant and equipment is inspected periodically. Buildings that are unoccupied for parts of the year are visited and inspected regularly.

Accreditation recognises that for open air, industrial, transport and social history museums, where an historic or replica building is used as an exhibit or housing for exhibits, not all the requirements above may be achievable, however, the care and long-term preservation of any collections located within the buildings must be appropriately considered.

5. **Housekeeping:** to reduce the incidence of pest infestation and damage to material from mould or from abrasive or acidic particles, by careful cleaning of collections and the areas in which they are housed.

All display and storage areas and storage furniture are cleaned and inspected regularly. Advice has been sought as to the appropriate techniques, materials and equipment used for display and storage and for cleaning storage areas, for example, in avoiding the potential damage to photographic images from chlorine or peroxides released by some commercial cleaning products, or ozone from photocopiers and printers.

All incoming material and acquisitions are examined for signs of infestation, dampness or mould. Advice is sought on appropriate remedial action and action is taken to deal with any problems identified. All items which show signs of pest infestation are kept isolated from the rest of the collection until treated. Advice is sought and action is taken on appropriate treatments.

Display and storage areas are monitored for the presence of insects and rodents, and traps are regularly checked. Trapped insects are identified.

Scaled guidance on this requirement, relevant to specific museum types

Independent museums, types one and two

a basic conservation plan should explain the arrangements for: frequency of monitoring, resources, review periods, accessing professional conservation advice, maintaining the building, housekeeping, monitoring the environment and maintaining the equipment.

Independent museums, type three, local authority and university museums:

the conservation plan should explain the arrangements for: frequency of monitoring, resources, review periods, accessing professional conservation advice, maintaining the building, housekeeping, monitoring the environment and maintaining the equipment, surveying the collections and establishing a planned programme of remedial and preventive conservation work (for example, regular condition surveys).

National museums:

the conservation plan should outline the procedures that are followed by professional conservators within the staff complement in the following areas: frequency of monitoring, resources, review periods, accessing professional conservation advice, maintaining the building, housekeeping, monitoring the environment, maintaining the equipment, surveying the collections and establishing a planned programme of remedial and preventive conservation work (for example, regular condition surveys). It should also indicate the arrangements for engaging freelance/contract conservators; it should also reference the arrangements for maintaining the building(s).

Nationally styled museums:

refer to local authority and university museums

Documentation needed for this requirement and where that information may be found

Documentation and information needed	Where it may be found
<p>Information on application/return form</p> <p>Collections care and conservation plan or plans</p>	<p>Collections management framework documents (see requirement 2.1)</p> <p>Collections care and conservation policy (see requirement 2.4)</p> <p>Collections care and conservation plan or plans (see requirement 2.6)</p> <p>Forward plan (see requirement 1.4)</p>

Questions about this requirement that will be considered as part of the assessment

<p>Is the plan appropriate to the organisations size?</p> <p>Does the plan include an overview of current collections care and conservation?</p> <p>Does the plan include timescales?</p> <p>Is the plan realistic?</p> <p>What is the plan based on? Has a Benchmarks or similar survey been undertaken to guide its development?</p> <p>Are resources in place to support this approach?</p> <p>What maintenance and cleaning schedules are in place at the museum both internally and externally?</p> <p>Do staff have mechanisms in place to deal with 'on the spot' issues regarding maintenance and cleaning? Does the museum's cleaning schedule link to collection care and conservation policy and plan? What maintenance schedules for displays, interactive and other interpretative tools are in place at the museum?</p> <p>Are all workforce members and freelance staff involved in the care and conservation of the collection aware and trained to adhere to the plan?</p>

Requirement 2.7

Collections management procedures

Documentation procedures

The primary SPECTRUM procedures must be in place in the form of a documentation procedural manual that is available for inspection on request.

General guidance on this requirement, relevant to all museums

The primary SPECTRUM procedures are:

- object entry
- acquisition
- location and movement control
- marking and/or labelling
- cataloguing
- object exit
- loans out
- loans in

As part of acquisition, the museum must have a security copy of the accession register. This is crucial for the following reasons:

- emergency situations: should the museum suffer a catastrophic incident, such as flood or fire, a security copy will allow the museum to identify what has been lost, or what needs to be searched for, replaced or restored.
- theft and fraud: a security copy will ensure that the governing body has a secure record of its collection and associated information should any items go missing; the security copy will be static and non-changeable other than through extraordinary means.

Museums with an electronic security copy of the accession register must evidence appropriate digital security with auditable change logs. A regular but non-auditable back up of your collections database will not be accepted; further information available through SPECTRUM.

Scaled guidance on this requirement, relevant to specific museum types

There is no scalability in this section.

Documentation needed for this requirement and where that information may be found

Documentation and information needed	Where it may be found
Information on application/return form	Documentation procedural manual

Questions about this requirement that will be considered as part of the assessment

Is the manual up to date? Does it set out the museum's documentation practices and procedures?

Does the manual include:

- object entry
- acquisition (a) an accession register
- acquisition (b) security copy of the accession register
- acquisition (c) marking and/or labelling
- location and movement control
- cataloguing (a) provision of appropriate indexing
- object exit
- loans in
- loans out

Are the procedures being implemented?

How is the manual communicated to the workforce?

Requirement 2.8

Expert assessment of security arrangements

'The museum must obtain expert security advice for stored and exhibited collections at least every five years, and earlier if needed. It must plan to act on the advice over time.'

General guidance on this requirement, relevant to all museums

- a) The appropriate source of advice will vary according to the size of the organisation and composition of its collection.
- b) Security advice must be sought for all premises containing collections.
- c) Security advice must consider arrangements for the workforce and visitors, as well as collections.
- d) Advice from the National Security Adviser at Arts Council England in respect of the Government Indemnity Scheme is accepted as evidence of external experts; however, museums must be clear for what building or section of a building the advice has been provided. Those areas not considered by the national security team should receive security reviews through alternate means.

Scaled guidance on this requirement, relevant to specific museum types

Independent museums:

requests for a visit from your local police liaison or community officer, and any ensuing recommendations will be sufficient evidence. Where police officers are not able to write a formal report, the museum should take notes of verbal recommendations during the visit, taking appropriate action.

Local authority museums:

may utilise the support of local police liaison or community officers, and may also benefit from council-appointed security teams. Regular expert advice and security reviews should be evidenced.

National museums, nationally styled museums:

will likely hold significant or valuable collections in greater numbers and concentrations than smaller museums. It is therefore expected that they will employ expert security advice, either as a member of the workforce, or through regular external consultant advice.

University museums:

may benefit from the support of university security teams, in addition to police liaison officers. Security reviews should be evidenced.

Documentation needed for this requirement and where that information may be found

Required documentation	Where evidence may be found
Information on application or return form	Security report
Evidence of a security review within the previous five years	Notes from security report

Questions about this requirement that will be considered as part of the assessment

Does the review consider all premises containing collections?

Did the review look at security of workforce and visitors, as well as collections on display and in store?

How are any recommendations being implemented?

Is the timescale for implementing recommendations appropriate?

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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