

ANGUS ALIVE

MEETING OF THE BOARD OF DIRECTORS

THURSDAY 15 SEPTEMBER 2016

ACCREDITATION SCHEME FOR MUSEUMS AND GALLERIES

IN THE UNITED KINGDOM

REPORT BY SENIOR MANAGER LIBRARIES, CUSTOMER & CULTURE

FIONA DAKERS

This report seeks the approval of the Board of Directors for three (3) documents required to secure ANGUSalive's membership of the Accreditation Scheme for Museums and Galleries administered in Scotland by Museums & Galleries Scotland.

1 RECOMMENDATION

It is recommended that the Board:

- i. Approves the content of
 - a. ANGUSalive Museums & Galleries Collections Development Policy
 - b. ANGUSalive Museums & Galleries Care and Conservation Policy
 - c. ANGUSalive Museums & Galleries Forward Plan

2 BACKGROUND INFORMATION

ANGUSalive Report No 36_16 outlined the purpose of the Accreditation Scheme for UK museums and galleries, and the process for obtaining and retaining accreditation status.

This process involves the development and review of three documents with content required to be approved by ANGUSalive, as the museum service provider, and Angus Council, as the collections owner.

3 CURRENT POSITION

ANGUSalive manages six (6) Accredited museums & galleries:

Arbroath Signal Tower Museum
Brechin Town House Museum
Meffan Museum & Art Gallery
Kirriemuir Gateway to the Glens Museum

Montrose Museum
William Lamb Studio

The Inglis Memorial Hall Library Visitor Centre is not an Accredited museum

To secure continuing Accreditation, three (3) documents are presented for the approval of the ANGUSalve Board. Once approved by the ANGUSalve Board the three (3) documents will be presented to the Angus Council Communities Committee for approval.

4 **PROPOSAL**

The proposed ANGUSalve Museums & Galleries Collection Development Policy outlines the themes and priorities for collecting, rationalisation and disposal as well as acquisition processes. It was developed by the Collections Officer in consultation with curatorial staff and Senior Manager – Libraries, Customer & Culture. **(Appendix 1)**

The proposed ANGUSalve Museums & Galleries Care and Conservation Policy covers the care of the collections, and sets out summary statements on the ANGUSalve commitment and activity relating to preventive and remedial conservation. It was developed by the Collections Officer in consultation with curatorial staff and Senior Manager – Libraries, Customer & Culture. **(Appendix 2)**

The proposed ANGUSalve Museums & Galleries Forward Plan sets out the aims and objectives of the ANGUSalve Museum & Galleries Service for the period June 2016 – July 2021. It was developed by the Collections Officer in consultation with the entire Museums & Galleries employee team and Senior Manager – Libraries, Customer & Culture. Many priorities were identified at a workshop held in April 2016 to which all Museums & Galleries staff were invited. **(Appendix 3)**

5 **FINANCIAL IMPLICATIONS**

Membership of the Accreditation scheme does not place additional financial burden on ANGUSalve and provides opportunities to apply for external funding which would otherwise not be available to the Museums & Galleries.

Fiona Dakers
Senior Manager | Libraries, Customer & Culture

ANGUSalive Museums and Galleries

Collections Development Policy

2016 – 2021



ANGUSalive MUSEUMS and Galleries COLLECTIONS DEVELOPMENT POLICY

June 2016

Review Date: 31st July 2021

This policy principally encompasses Signal Tower Museum, Arbroath; Brechin Town House Museum; Meffan Museum and Art Gallery, Forfar; Montrose Museum and Art Gallery; the William Lamb Studio Montrose and the Gateway to the Glens Museum, Kirriemuir. It is noted that some artefacts are in addition normally held in other public buildings in Angus.

Name of Governing Body: ANGUSalive Culture Leisure and Sports Trust

Date on which this policy was approved by Governing Body:

Date at which this policy is due for review: 31st July 2021

1. Museum's Statement of Purpose

"Angus Museums Galleries and Archives will inspire understanding and appreciation of the Council's cultural values, heritage and environment, by operating the Council's museums, galleries and archives using the museum and archive collections. "

- *Principal Services Specification; ANGUSalive / Angus Council 2015*

2. An Overview of Current Collections

The Museums and Galleries have a wide-ranging collection, much of it acquired by the former Town Councils, all of which were founded during the first half of the 19th century. Most of the material acquired is of local significance, with Social History, Archaeology and Photography predominating. Less than 1% of the collections are out on loan at any time, mostly for short fixed terms to other Museums or Galleries for temporary exhibitions. All loans are adequately recorded.

From 1st December 2015 ANGUSalive has the responsibility for providing a Museum Service in Angus under a service level agreement with the Angus Council. The title and ownership of the collections is retained by Angus Council.

Fine Art

The Museums and Galleries presently hold over 4000 paintings, watercolours, drawings and sculptures. Significant collections by William Lamb of Montrose, David Waterson of Brechin and James Watterston Herald of Forfar and Arbroath make up a considerable part of the collection. Part of the collection comprises portraits of Provosts of the former Burghs.

The Meffan Winter Exhibition, held annually, adds to our contemporary collections of professional artists working in, or associated with, Angus by means of a purchase prize. The collections consist mainly of works by Angus born or domiciled artists, or works by other artists depicting local views or portraiture of local people.

Applied Art

The Museums and Galleries have a small but expanding collection of works by Angus craftsmen. Of particular interest are collections of Arbroath and Montrose silver, clocks and watches by clockmakers from the Angus Burghs and pistols and pottery made in Brechin and Montrose.

Archaeology

The Museums and Galleries presently hold over 5000 artefacts from Angus and have greatly expanded this area of the collection in recent years. Especially strong is a nationally significant collection of carved Pictish Stones. Aberdeenshire Council Archaeology Service maintains the archaeological sites and monuments record for Angus Council under a service level agreement.

Social History

This is the largest collection, including a wide variety of artefacts covering the history of Angus over the last three centuries. The collection already includes some 80,000 photographs, many industrial. Angus Archives within the ANGUS Alive Culture, Leisure and Sports Trust strives to ensure that printed local history material and manuscripts are conserved and made available for use. Within the museums, the maritime collections, especially fishing, are of national significance.

The closure of Sunnyside Museum of Psychiatry at Montrose in 2001 meant that all locally significant material from this collection was transferred to Angus Council. This collection is strong in the origins and practice of psychiatry in Montrose and in the social life of staff and patients. Of particular note is a collection of stone carvings by an Adam Christie (the Gentle Shetlander). This collection is important as an early recognition of "Outsider Art".

Natural History

This is a very large collection with some 10,000 dried plants in the Herbarium and a greater number of animal specimens, notably specimens of invertebrate Molluscs. A large proportion of these are of foreign origin, most having been collected last century. Information is collected relating to local wildlife and sites of importance in Angus.

Geology

There are over 10,000 specimens of Rocks, Minerals and Fossils in the collection, again mostly non-locally collected last century. There are nationally significant Devonian Fossils.

The Museum Service collects information on the Geology of Angus and on Sites of Geological importance in the area.

Numismatics

There is a strong collection of Scottish coinage, medals and tokens. There is a locally significant collection of communion tokens.

Ethnography

There are strong collections of material from the Indian sub-continent, Africa and the Pacific and Antipodes. Further research requires to be undertaken on the significance of the local collectors, where known, of this material. Some of the earliest parts of the museum collections are of this material.

3. Themes and Priorities for Future Collecting

This section covers subject or themes, defines periods of time and/or geographical areas and describes some collections which will not be subject to further acquisition.

Fine Art

Additions to the collections are actively sought by donation, bequest and purchase. Works by Angus born or domiciled artists, and works depicting Angus scenes and portraits of Angus people are the main areas of collecting. The Angus Art Commission and the winner of Meffan Winter Exhibition contribute to the growth of the contemporary fine art collection.

Applied Art

Additions to the collections are actively sought, mainly through purchase. In this way the collections of Angus pistols, Montrose Silver and to a lesser extent Arbroath Silver have been strengthened over the last two decades, Additional items which are not already represented are given careful consideration as possible additions to the collections.

Archaeology

Strengthening the Archaeology collection has been a major priority for some years and remains so. The addition of Excavation Assemblages and stray finds through the Finds Disposal Panel and the Treasure Trove Advisory Panel will continue to be the main way of achieving this objective. Angus is particularly rich in Early Christian and Pictish Carvings and special efforts will be maintained to expand this collection.

Social History

Due to the lack of space, acquired artefacts relating to Agricultural and Industrial history must be restricted in size, but the Museums and Galleries actively collects representative material and records items extensively by photography and other information gathering.

Particular efforts will be made to increase our maritime collection, especially fishing and Lighthouse-related material.

The Museums and Galleries actively add to the Social History collections by donation and bequest and in appropriate circumstances by fieldwork or purchase.

Regarding the Sunnyside Psychiatric Collection (above), many Adam Christie sculptures are in private collections and if offered to the museums would be considered for addition to the collection.

Natural History

The Museums and Galleries continue to accept donations or bequests of well provenanced and legally collected Angus material and, in appropriate circumstances, will purchase specimens for collection.

Geology

The Museums and Galleries continue to accept donations or bequests of well-provenanced and legally collected Angus material and, in appropriate circumstances, will purchase specimens or collections.

Numismatics

We would seek to continue to strengthen this collection by donation and stray finds through Treasure Trove and the Finds Disposal Panel.

Ethnography

It is not our policy now to collect ethnographic material unless there are outstanding reasons: e.g. Forfar's Lord Ritchie Calder's items, which are representative of his life's work. Some items have been repatriated and other material may be more appropriate to other public institutions.

4. Themes and Priorities for Rationalisation And Disposal

Responsible, curatorially-motivated disposal takes place as part of a museum's long-term collections policy, in order to increase public benefit derived from museum collections¹. This section sets out the museum's approach to rationalisation and disposal referring to template clause 13 (e) and 13 (f).

¹ See Museums Association 'Disposals Toolkit' p 5.

General Principle

By definition, the museums and galleries have a long-term purpose and should possess (or intend to acquire) permanent collections in relation to their stated objectives. Angus Council accepts the principle that collections of the Angus Museums and Galleries are held in trust for future generations and that, except for sound curatorial reasons and in very specific circumstances, there is a strong presumption against the disposal of any items in the museum's collection. This Policy Statement covers the circumstances in which disposals may take place, and the procedures to be followed.

Reasons for Disposal

- To remove from the collections any item which is too badly damaged or deteriorated to be of any further use for the purposes of the museums and galleries.
- To improve the curatorial care of the collections by the disposal of duplicate or unprovenanced material of low intrinsic relevance to the Acquisition Policy of the Museum Service.

Authority for Disposal

No museum item will be disposed of without the specific authority of Angus Council, through the approval of its Communities Committee. Such a decision may be the responsibility of Angus Council, acting on the advice of the Senior Manager, Libraries, Customer and Culture and not of the Manager or any other person acting alone.

The museum 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. Decisions to dispose of items will not be made with the principal aim of generating funds.

If the disposal of a quantity of similar material is proposed, Angus Council may, however, give the Senior Manager, Libraries, Customer and Culture delegated authority to act in the specific, once a general principle has been approved.

Where recommendations concerning the disposal of museum items are to be made, it is understood that there will need to be certain preliminary investigations before a report can usefully be brought before Angus Council. This may include such matters as obtaining valuations, seeking the views of donors, and contacts with other Accredited museums which may be interested in accepting transfers. Within the terms of this policy, it is understood that the Senior Manager, Libraries, Customer and Culture has authority to act in this way, without prejudice to Angus Council's eventual decision.

Disposal of Purchases, Gifts and Bequests

When disposal of a museum object is being considered, the museum 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 or a proportion of it.

Items given or bequeathed will not normally be disposed of without prior consultation with the original donors or their families within the first generation, and wherever possible their approval should be obtained to the course of action proposed. This is, however, a matter of courtesy rather than a legal requirement. The Senior Manager, Libraries, Customer and Culture shall be entitled to waive this requirement where all reasonable efforts to trace a donor have failed, and additionally where no details of the donor exist.

In appropriate circumstances, having taken account of the aforementioned procedures, the Senior Manager, Libraries, Customer and Culture may recommend the return of an item to its original donor.

Disposal Procedure

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 (or Registered) Museums likely to be interested in its acquisition.

If the material is not acquired by any Accredited (or Registered) 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. 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 museums may consider disposing of the material to other interested individuals and organisations.

Where it is intended that an item should be sold, an independent valuation should be sought. Angus Council will accept this as the maximum price for the sale of a museum item to an Accredited museum, for a period of six months. It will, however, be open to Angus Council to authorise a sale to an Accredited (or registered) museum at a reduced or nominal price in order to keep an item in public ownership. If sale to an individual, or an organisation other than a museum, does become necessary, the item would then normally be offered at a price no less than valuation.

If, as a result of such an announcement, more than one museum responds, care will be taken to avoid a situation where museums are competing with each other in ignorance. In such cases, and particularly if the transfer is to be by sale, it will usually be appropriate for the parties concerned to be informed of each other's interest, and time allowed for open discussion before a transfer is finalised.

If, after two months, no registered museum has declared an interest in acquiring the museum item on the basis offered by Angus Council, it may then be offered for sale to other interested organisations, to private individuals, or by auction. This may also be done if an Accredited (or registered) museum which has previously expressed an intention to purchase is unable to complete such a purchase within a reasonable period, normally six months.

Where a museum item is to be disposed of by gift, if after six months no Accredited (or registered) museum can be found which is willing to accept responsibility for the item, it may be given to any appropriate organisation or individual willing to receive it. First priority should be given to organisations in the public domain.

If the disposal of a museum item by all other means has proved to be impossible and disposal is regarded as absolutely essential, in exceptional cases Angus Council may be asked to authorise its destruction.

Disposal by Destruction

The destruction of a museum item will only be acceptable if it has been seriously damaged, or has deteriorated beyond the point of further usefulness to the collection. The decision to de-accession in this way must be authorised by Angus Council acting on the advice of the Senior Manager, Libraries, Customer and

Culture. The item will need to be formally de-accessioned and the destruction must be carried out in a discreet, confidential and permanent fashion.

Procedure Following Disposal

Full records and photographs will be kept of all disposals from Museums and Galleries. Where items have been disposed of, this shall be recorded in the appropriate register.

Where a museum item is transferred to another Accredited museum, all the associated documentation must accompany the item or follow within a period of one month. Where appropriate, this will include any photographic records. Museums and Galleries will retain on file copies of key sections of the documentation for future reference in accordance with the SPECTRUM Procedure on deaccession and disposal.

Any money received by Angus Council as the result of the sale of a museum item must be used for the benefit of the collection. Normally this will mean it is placed in the Purchase Fund and used for the acquisition of further items but in exceptional cases improvements relating to the care of collections may be justifiable. Advice on these cases will be sought from MGS/ACE.

5. Limitations on Collecting

ANGUSalive recognises its responsibility, in making new acquisitions to ensure that care, documentation and use of the collections will meet the accreditation standard. Accordingly, it will consider limitations on collecting imposed by factors such as inadequate staffing, storage and care of collection arrangements.

The Museums and Galleries will exercise due diligence and will make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the Senior Manager, Libraries, Customer and Culture, acting on Angus Council's behalf is satisfied that valid title to the item in question can be acquired.

In particular, the museums will not acquire any object or specimen unless they are 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.

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 museum will reject any items that have been illicitly traded. The Governing body will be guided by the UK national guidance on the responsible acquisition of cultural property issued by DCMS in 2005.

So far as biological and geological material is concerned, the Museums and Galleries 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 (eg a Scottish court in the case of a specimen seized from a third party under the Nature Conservation Act).

Under the legal principles of Treasure Trove and *bona vacantia*, the discovery of antiquities in Scotland is a matter for report to the Crown. Scottish archaeological material will therefore not be acquired by any means other than allocation to Angus Museums and Galleries by the Crown, normally on the advice of the Scottish Archaeological Finds Allocation Panel (SAFAP), unless the Senior Manager, Libraries, Customer and Culture, acting on Angus Council's behalf, is satisfied that valid title to the item in question can be acquired, such as by certificate of 'No Claim' from the Scottish Archaeological Finds Allocation Panel Secretariat.

The only exceptions to the above General Rules will be in specific circumstances where Angus Museums and Galleries are either:

- acting as an externally approved repository of last resort for material from the UK; or
- acquiring an item of minor importance that lacks secure ownership history but in the best judgment 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 Angus Museums and Galleries will be open and transparent in the way decisions are made and will act only with the permission of an appropriate outside authority.

The museum will use the statement of principles 'Spoliation 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

6. Collecting Policies of Other Museums

ANGUSalive 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.

ANGUSalive acknowledges that with collections of agricultural material at Glenesk Folk Museum Trust and Angus Folk Museum (National Trust for Scotland), railway material at Brechin Railway Preservation Society, and aviation material at Montrose Air Station Heritage Centre, close liaison will be maintained to avoid duplication or loss. All those organisations are members of *Angus Museums and Heritage Forum* and take part in regular meetings to discuss common issues.

ANGUSalive and the Museum Service will work with the above mentioned organisations to ensure that material is allocated to the place most appropriate, given the nature of the items and their provenance.

7. Policy Review Procedure

The collections development policy will be published and reviewed from time to time, at least once every five years. The date when the policy is next due for review is noted above.

Museums Galleries Scotland will be notified of any changes to the collections development policy, and the implications of any such changes for the future of existing collections.

8. 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 museum itself, having regard to the interests of other museums.

9. Acquisition Procedures

- a. The museum 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 museum can acquire a valid title to the item in question.
- b. In particular, the museum 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).
- 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, the museum 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 the Department for Culture, Media and Sport in 2005.
- d. So far as biological and geological material is concerned, the museum 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. In Scotland, under the laws of *bona vacantia* including Treasure Trove, the Crown has title to all ownerless objects including antiquities. Scottish archaeological material cannot therefore be legally acquired by means other than by allocation to Angus Museums and Galleries by the Crown. Where the Crown chooses to forego its title to a portable antiquity, a Curator or other responsible person acting on behalf of Angus Council can establish that valid title to the item in question has been acquired by ensuring that a certificate of 'No Claim' has been issued on behalf of the Crown.

Any Exceptions to the Above will only be because the Museum is:

- Acting as an externally approved repository of last resort for material of local (UK) origin.
 - 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.
 - Acting with the permission of authorities with the requisite jurisdiction in the country of origin.
 - In possession of reliable documentary evidence that the item was exported from its country of origin before 1970.
- f. In these cases the museum will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority.
 - g. As the museum holds or intends to acquire human remains from any period, it will follow the guidelines in the '*Guidance for the Care of Human Remains in Scottish Museums*' issued by Museums Galleries Scotland in 2008.

10. Spoliation

The museum will use the statement of principles 'Spoliation 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.

11. The Repatriation and Restitution of Objects and Human Remains

The museum's governing body, acting on the advice of the museum's professional staff, if any, may take a decision to return human remains (unless covered by the '*Guidance for the care of human remains in museums*' issued by DCMS in 2005) , objects or specimens to a country or people of origin. The museum will take such decisions on a case by case basis; within its legal position and taking into account all ethical implications and available guidance. This will mean that the procedures described in 13a-13d, 13g and 13o/s below will be followed but the remaining procedures are not appropriate.

12. Management of Archives

As the museum holds and/or intends to acquire archives, including photographs and printed ephemera, its governing body will be guided by the Code of Practice on Archives for Museums and Galleries in the United Kingdom (third edition, 2002).

13. Disposal Procedures

Disposal preliminaries

- a. The governing body will ensure that the disposal process is carried out openly and with transparency.
- b. By definition, the museum has a long-term purpose and holds collections in trust for society in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons for disposal must be established before consideration is given to the disposal of any items in the museum's collection.
- c. The museum will confirm that it is legally free to dispose of an item and agreements on disposal made with donors will be taken into account.
- d. When disposal of a museum object is being considered, the museum 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 and a proportion of the proceeds if the item is disposed of by sale.

Motivation for disposal and method of disposal

- e. When disposal is motivated by curatorial reasons the procedures outlined in paragraphs 13g-13s will be followed and the method of disposal may be by gift, sale or exchange.
- f. In exceptional cases, the disposal may be motivated principally by financial reasons. The method of disposal will therefore be by sale and the procedures outlined below in paragraphs 13g-13m and 13o/s will be followed. In cases where disposal is motivated by financial reasons, the governing body will not undertake disposal unless it can be demonstrated that all the following exceptional circumstances are met in full:
 - The disposal will significantly improve the long-term public benefit derived from the remaining collection.
 - The disposal will not be undertaken to generate short-term revenue (for example to meet a budget deficit).
 - The disposal will be undertaken as a last resort after other sources of funding have been thoroughly explored.

The disposal decision-making process

- g. Whether the disposal is motivated either by curatorial or financial reasons, the decision to dispose of material from the collections will be taken by the governing body only after full consideration of the reasons for disposal. Other factors including the public benefit, the implications for the museum's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. External expert advice will be obtained and the views of stakeholders such as donors, researchers, local and source communities and others served by the museum will also be sought.

Responsibility for disposal decision-making

- h. 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 or for reasons of health and safety), will be the responsibility of the governing body acting on the advice of professional curatorial staff, if any, and not of the curator of the collection acting alone.

Use of proceeds of sale

- i. Any monies received by the museum governing body from the disposal of items will be applied for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be Museums Galleries Scotland
- j. The proceeds of a sale will be ring-fenced so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard.

Disposal by gift or sale

- k. 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 or sale, directly to other Accredited Museums likely to be interested in its acquisition.
- l. If the material is not acquired by any Accredited Museums to which it was offered directly as a gift or for sale, 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 specialist journals where appropriate.
- m. The announcement relating to gift or sale 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 giving priority to organisations in the public domain.

Disposal by exchange

- n. The nature of disposal by exchange means that the museum will not necessarily be in a position to exchange the material with another Accredited museum. The governing body will therefore ensure that issues relating to accountability and impartiality are carefully considered to avoid undue influence on its decision-making process.
- o. In cases where the governing body wishes for sound curatorial reasons to exchange material directly with Accredited or unaccredited museums, with other organisations or with individuals, the procedures in paragraphs 13a-13d and 13g-13h will be followed as will the procedures in paragraphs 13p-13s.
- p. If the exchange is proposed to be made with a specific Accredited museum, other Accredited museums which collect in the same or related areas will be directly notified of the proposal and their comments will be requested.
- q. If the exchange is proposed with a non-accredited museum, with another type of organisation or with an individual, the museum will make an announcement in the *Museums Journal* and in other specialist journals where appropriate.
- r. Both the notification and announcement must provide information on the number and nature of the specimens or objects involved both in the museum's collection and those intended to be acquired in exchange. A period of at least two months must be allowed for comments to be received. At the end of this period, the governing body must consider the comments before a final decision on the exchange is made.

Documenting disposal

- s. 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.

ANGUSalive Museums and Galleries

Care and Conservation Policy

2016 – 2021



ANGUSalive MUSEUMS and Galleries

CARE AND CONSERVATION POLICY

June 2016

Review Date: 31st July 2021

1. Introduction

This policy covers the care of the collections, and sets out summary statements on ANGUSalive Museums and Galleries' commitment and activity relating to preventive and remedial conservation, covering:

- Buildings
- Collections Storage & Display
- Housekeeping
- Handling and Use of Collections
- Pest Control and Monitoring
- Environmental Control and Monitoring
- Remedial Conservation
- Emergency Planning & Risk Management

2. Definition of Conservation

The definition of Preventive Conservation is:

"Guarding against and mitigating the effects of threats to the collections".

The definition of Remedial Conservation

"The treatment of an object or collections to stabilise or enhance them".

It should be noted that collections care decisions will also be taken in the context of ANGUSalive Museums and Galleries' circumstances and aspirations.

3. Overview

Our Approach

Collections care and conservation is a core Collections Management activity.

Underpinning this area of work is the management and documenting of collections with the aim of safeguarding and conserving the collections and increasing accessibility.

We aim to continue to raise standards in collections care and professional practice and to identify key areas for increasing staff skills.

We will continue to develop a strategic risk management approach, through for example carrying out regular risk assessments and by using the outcomes to inform decisions about collections care and conservation.

Monitoring, performance and improvements in collections care and conservation are guided by the Benchmarks in Collections Care for Museums, Archives and Libraries and other Collections Management guidance such as the Code of Practice for Cultural Collections Management: (PAS 197:2009).

(Collections Link, [Collections Trust](#)).

During the lifetime of this policy, this self-assessment checklist will be used as a starting point to identify areas of need, and to draw up relevant Action Plans to strategically address them.

These will be reviewed regularly to measure progress and target improvements.

In addition to adhere to legal requirements and ethical codes that govern collections care and conservation, we will be guided by Sources of Help and Advice: (SPECTRUM 4.0).

External conservators may be also consulted on issues of particular concern relating to collections care.

We recognise the limitations of resources, so will categorise collections care activity into discrete sections, and identify priorities and measure performance within each area. We will also continue to seek opportunities that maximise current resources, such as internal and external partnerships, funding and grant aid.

4. Collections Care

4.1 Buildings

Secure and well maintained buildings are fundamental to the protection of the collection. As part of emergency planning we will ensure necessary assessment of risks to the collections is undertaken and regular inspections and checks to ensure that mitigation and maintenance are carried out to a regular timescale.

We will work with Angus Council Property Services and other landlords to ensure that the buildings used to house collections have adequate inspections and maintenance, and all potential threats, for example, poor wiring/roof leaks, are identified, assessed and dealt with as part of a rolling programme of improvements.

Security inspections will also be carried out by the Arts Council England National Security Advisor in line with Accreditation and the resulting report acted upon as necessary.

4.2 Collections Storage and Display

The majority of the collections administered by ANGUSalive Museums and Galleries are located within *ad hoc* museum stores located within each of the burgh museums. These areas are largely inadequate in terms of layout, environmental control and security. This storage has reached capacity. Any new acquisitions of a substantial size for the collections will pose a storage problem.

A new, purpose-built, resourced Museum store remains a priority for ANGUSalive Museums and Galleries.

4.3 Housekeeping

Careful and appropriate cleaning of collections, and the areas in which they are stored and displayed is the most effective way of reducing pest infestation and damage to collections from mould and dust.

Storage and display areas will be cleaned by curatorial and visitor service staff on a monthly basis. Good practice will be observed regarding the management of the collections stores with appropriate guidance and staff training provided as necessary.

4.4 Pest Control and Monitoring

We will undertake a programme of integrated pest management in order to monitor and manage pest and environmental information with pest control methods to prevent pest damage to collections.

4.5 Handling and Use of Collections

We recognise that collections are most at risk of physical damage when being handled, for example when for display or being packed or transported for loan purposes.

Moving and handling collections will always be carried out under the supervision of curatorial staff who will exercise due care, make decisions, and take action, based on sound professional knowledge and experience. Where appropriate this will be in consultation with other suitably qualified curators, conservators or relevant specialists. We will ensure condition of objects are assessed.

- At the point of acquisition.
- During selection for display.
- Before and after loan.
- During surveys by qualified conservators/restorers.

We will make sure that appropriate equipment is available for moving heavy, bulky and less accessible items, and that staff are suitably trained in the use of the equipment, with safe working practices and risk assessments in place where necessary.

All items on loan will be handled, transported and housed in conditions of as high a standard as practicable. The curatorial staff will use their knowledge and expertise to carry out condition checks of objects going out/returning from loan, producing a Condition Report.

Staff will also identify and monitor objects at risk within the collections, and consult with suitably qualified conservators as appropriate.

Where objects are handled by researchers/volunteers, good practice will be maintained through the supervision by a curatorial member of staff, with suitable equipment available such as gloves for handling. Any photocopying or scanning of original material that is available to users will only be carried out by the ANGUSalve Museums and Galleries staff or trained volunteers.

Where appropriate we will endeavor to provide copies of material to reduce handling and thus reduce the risk of physical damage. The selection of items or

collections for digitisation will include an assessment of the level of current and potential use.

4.6 Environmental Control and Monitoring

ANGUSalive Museums and Galleries will use PAS 198:2012: Specification for managing environmental conditions for cultural collections published in 2012 as the basis for making informed decisions on the control and monitoring of environmental conditions within its venues.

We will control and monitor the relative humidity, temperature, lux and UV levels, in the display and storage areas within each of the museums and in external venues where appropriate to inform loans-out decisions.

A document will be maintained detailing the museum storage areas, with collection type(s), type of monitoring, significant influences, and control measures in place. This document will also form a record of relevant suppliers and maintenance contracts.

In addition to the digital records generated by the monitoring system in use, a summary report will be produced and circulated within ANGUSalive Museums and Galleries on an annual basis.

4.7 Remedial Conservation

Remedial conservation makes an essential contribution to the continuing survival and accessibility of collections. Recognising the resource constraints in this area of collections care, ANGUSalive Museums and Galleries staff will prioritise items for remedial conservation according to:

- Their uniqueness.
- Their importance.
- Their requirement for display or loan.
- The conservation budget.

Only conservators having the necessary qualification and experience will be commissioned to undertake work on the collections. In addition they will need to be able to provide adequate security and insurance and meet Health & Safety regulations.

A full conservation report will be required for all work, which will be contracted out in accordance with the current financial regulations of ANGUSalive.

ANGUSalive Museums and Galleries will comply with any guidelines, requests or conditions agreed with any funding body prior to the commencement of the work.

4.8 Emergency Planning and Risk Management

We will comply with all current legislation (such as Fire Policy, No Smoking Regulations etc.) and demonstrate best practice with regard to the management of risk and procedures for dealing with emergencies such as fire, flood, vandalism, fraud or accidental damage.

Sound planning will underpin our emergency preparedness and implementation of emergency procedures, through the preparation of risk assessments and the regular review of the ANGUSalive Museums and Galleries Plans, including Emergency

Planning. Emergency Plans will be updated at least every five years as is required for Museum Accreditation.

ANGUSalve Museums and Galleries staff will be involved in the development and review of these documents, ensuring they have a good awareness of the potential risks to the premises, collection, visitors and staff from hazards, an understanding of their roles and responsibilities and firm knowledge of procedures in place to respond should a disaster or emergency occur. They will be suitably trained and kept up-to-date with legislation and practice in relation to Health and Safety and security.

To assess and mitigate the principal security areas of vandalism and theft. The report of the National Security Advisor following site visits to ANGUSalve museums will have been taken into account and acted upon.

ANGUSalive Museums and Galleries

Forward Plan

2016 – 2021



ANGUSalive MUSEUMS and Galleries FORWARD PLAN 2016-21

June 2016

Review Date: 31st July 2021

This Forward Plan sets out the aims and objectives of the ANGUSalive Museums and Galleries for the period June 2016 – July 2021. It will be reviewed in June each year.

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1. Statement of Purpose

“Angus Museums Galleries and Archives will inspire understanding and appreciation of the Council's cultural values, heritage and environment, by operating the Council's museums, galleries and archives using the museum and archive collections. “.

- Principal Services Specification; ANGUSalive / Angus Council 2015

ANGUSalive Museums and Galleries are committed by agreement with Angus Council to the following service provisions:

- Know and understand the museum, art and archive collections, their context and significance.
- Continually improve access to the collections by providing access to members of the public by making collections available online or taking collections to the Angus community outwith museums.
- Develop the collections and ensure their long term preservation and care.
- Widen the clientele and increase visitor numbers.
- Recognise and respond to development and change in professional best practice.
- Participate fully in national, regional and local museum, gallery, archive and cultural initiatives.
- Maintain relevance and respond to meet the challenges of changing demographics.
- Form links and partnerships with other providers of museum and other cultural services.
- Attract additional external funding.
- Continuously improve the knowledge and skills of staff.
- Deliver a range of high quality local history and heritage services for residents of Angus and visitor.

2. Review of the Previous Forward Plan.

The previous forward plan, recorded that Angus Council Cultural Services managed five Museums, two with significant art gallery spaces. In addition, the William Lamb Studio at Montrose and the Arbroath Art Gallery was managed by Angus Council Cultural Services.

- Arbroath Signal Tower Museum
- Brechin Town House Museum
- Kirriemuir Gateway to the Glens Museum

- Meffan Museum and Art Gallery, Forfar
- Montrose Museum
- The William Lamb Studio, Montrose
- Arbroath Art Gallery (within Arbroath Public Library)

Summary of Achievements

The previous Forward Plan identified a number of key strengths, weaknesses threats and opportunities for the Museum Service and identified a plan for progress.

The following is a summary of key achievements of the Museum Service within the framework of the last Forward Plan.

- Full Museum Accreditation status continued for all five burgh Museums.
- The Museum Service worked within nationally recognised Visitor Quality Standards and Museum Service Awards within the VisitScotland Award scheme. Brechin Town House Museum achieved an excellent four star award status, with the other museums achieving three star awards.
- The Museum Service established a regular Facebook page.
- The Museum Service continued to participate in meetings of the Tayside Museums Forum and the Angus Museums and Heritage Forum.
- The Museum Service provided design and fitted displays for the Tayside Police Museum (2013) and the Inglis Memorial Hall Library Visitor Centre (2013).
- The Museum Service participated in local events eg. Doors Open Day, Tartan Day & the Arbroath Seafest.
- The Museum Service provided formal curatorial advice to the Glenesk Trust and to the Montrose Air Station Heritage Centre.

3. Analysis of the environment in which the ANGUSalve Museums and Galleries exists.

From 1st December 2015, Angus Council transferred all its culture and leisure services, and staff, to a charitable trust called ANGUSalve.

Libraries, museums, galleries, archives, sport and leisure facilities, country parks, the Webster Memorial Theatre and community halls are managed by the trust.

It is a company limited by guarantee incorporated under the Companies Acts and the sole member is Angus Council. It has a trading subsidiary called Angus CLT (Trading) Limited which is wholly owned by ANGUSalve. Both companies are run by boards who are a combination of independent directors and councillors of Angus Council.

This Forward Plan has been framed within the context of initiatives that are taking place within the Museums Sector in Scotland following the publication of "*Going Further*" The National Strategy for Scotland's Museums and Galleries developed by Museums Galleries Scotland in 2012, along with subsequent delivery plans for the strategy published in 2013 and 2015.

Full addresses and details of the ANGUSalve museums and galleries are available on the ANGUSalve web site.

See: [ANGUSalve Museums](http://www.angusalive.scot) (http://www.angusalive.scot)

4. Consultation and an Analysis of Views.

Customers use traditional visitor books in each Museum to offer feedback on their visitor experience. Social media and website reviews, e.g. Facebook and tripadvisor, now provide an additional avenue for customer interaction and response.

Staff consultation has been taken forward in 2016 through a number of avenues, including a full day staff workshop in April with full discussions of possible direction of future museum and gallery development, along with discussion of the aims and objectives of ANGUSalve. As part of this process a number of significant developments and requirements in the key area of staff training have been identified.

5. Key Aims of the ANGUSalve Museums and Galleries Service

The ANGUSalve Museums and Galleries Service will provide object and document based cultural historical and heritage services using the Angus Council collections and items from other sources. It will collect, research, document, conserve interpret, display, promote and make accessible the collections in its care.

ANGUSalve will:

- Know and understand the museum, art and archive collections, their context and significance.
- Continually improve access to the collections by providing access to members of the public by making collections available online or taking collections to the Angus community out with museums.
- Develop the collections and ensure their long term preservation and care.
- Widen the clientele and increase visitor numbers.
- Recognise and respond to development and change in professional best practice.
- Participate fully in national, regional and local museum, gallery, archive and cultural initiatives.
- Maintain relevance and respond to meet the challenges of changing demographics.
- Form links and partnerships with other providers of museum and other cultural services.
- Attract additional external funding.
- Continuously improve the knowledge and skills of staff.
- Deliver a range of high quality local history and heritage services for residents of Angus and visitors.

For the period of this Forward Plan the Museums and Galleries will focus on developing the following Key Aims:

Key Aim

Exhibition Management	To continually improve access to the collections.
Collection Management	To know and understand the collections, their context and significance. To continually improve access to the collections. To develop the collections and ensure their long term preservation and care.
Audience Engagement	To widen our clientele and increase visitor numbers. To recognize and respond to development and change in professional best practice. To maintain relevance and respond to meet the challenges of changing demographics.
Online Accessibility	To continually improve access to the collections.
Museum Estate	To continually improve access to the collections and community access to museum buildings.
Income Generation	To win additional external funding.
Museum Operations	To recognize and respond to development and change in professional best practice. To participate fully in national, regional, local museum and cultural initiatives. To form links and partnerships with other providers of museum and other cultural services. To continuously improve the knowledge and skills of staff

6. How ANGUSalve Museums and Galleries will achieve its Specific Objectives

Key Aim	Specific Objective	Project Leads	Time-Frame
Exhibition Management	<p>Develop a framework around which exhibitions, events and activities are planned to include:</p> <p>Exhibition requirement templates (objects, interpretation, touring logistics, associated events & activities, potential partner, potential sponsorship or funding sources, marketing, legacy), house style for labels, national initiatives, quality standards & training</p> <p>Priorities are: fewer things better, long-term planning, improved sharing of resource & expertise</p>	PDC	Framework in place for use from January 2017 onwards
Collection Management	<p>Develop an outline business case and review plans for a Museum & Galleries Collection store, seek suitable premises and secure funding</p> <p>Regularly timetable a Museum Assistant to assist CO with collections cataloguing, labelling, storage and management</p>	GC, PDC, OC, CO, SM, CE CO + Museum Officers	Immediate & on-going Plan developed October 2016
Audience Engagement	Develop a research policy to include guidelines on how research is carried out, who carries it out, timescales and charges	PDC & OC	September 2016
	Develop an education visit pack for each Museum tailored specifically for their collection strengths and that may include use of former Education Resource Service boxes if appropriate	PDC, Invited Museum Officers and identified Education Contact	Former ERS boxes launched September 2016 Education visit pack launched Autumn Term 2016/2017
	Develop a plan for contacting schools for continued marketing and engagement	PDC	Autumn Term 2016/2017
	Introduce a Museum Detectives weekend club for each museum: identify	Museum Officer	January 2017

	resources, shared programmes	by expression of interest	
	Produce a leaflet for all Museums for promotion with a design brief that can include a suite of items e.g. banner, posters	SM, PDC, OC	July 2016
	Produce a museum guide leaflet for each museum	PDO, OC, GD & Museum Officer by expression of interest	Prototype by December 2016
	Develop a full marketing plan to include consideration of: External museum panels at historic sites, 360 virtual visit videos, bird's eye view videos, social media plan & guidelines, use of e-resources e.g. display boxes, mailing lists, local history columns in newspapers	AAMO	to be determined
	Develop requirements for an events marketing pack and museum taster pack for use at community settings and events and identify potential funding sources	PDC, CO & GC + AAMO	plan in place by Oct 2016
	Develop requirements for a "pop-up" museum displays for use or deposit in community settings and events and identify potential funding sources	PDO, CO & GC	October 2016
	Develop a proposal for "Using the Town as a Gallery" & "Talking Statues"	GC, GO + GD	October 2016
Online Accessibility	Review the ANGUSalve photo collections to develop a single system for storage, cataloguing, online access & sale	GC, CO, Senior Archivist	Plan delivered by March 2017
	Investigate best practice and develop a plan for making the museum object catalogue (or subsets of same) available online	CO	Plan in place by October 2016
Museum Estate	Audit each site to determine upgrade needs to include: Property, exhibitions re-display, re-labelling, signage	GC, CO, OC	Audit complete by December 2016
	Prepare a report on potential uses for external spaces	OC	Report completed

			by August 2016
	Develop a plan for the use of museums for private functions to include hirer packages, risk assessments, staffing, marketing	OC + PO	August 2016
Income Generation	Develop a sales and business plan for retail in Museums to include: Products, ordering processes, display, evaluation	PO	During 2016
	Be open to opportunities presented by Crowd Funding (the new "by public subscription")	GC, POC, OC, CO, SM, CE & Museum Officers	Immediate & on-going
Museum Operations	Develop a volunteer pack for staff and volunteers (young people, community volunteers & student/professional volunteers) to include: Application process, list of potential tasks, time commitments, expectations & responsibilities,	OC + Museum Officer by expression of interest + Library Offices	December 2016
	Provide all Museum Assistants with individual email addresses	OC	Completed [snagging phase]
	Develop a calendar for the days each museum will open for special burgh events, e.g. Sundays or public holidays	OC + MOs	January 2017
	Develop a method by which Museums can find out more about our visitors	OC	March 2017
	Develop a mechanism to collect customer feedback visits	OC	March 2017
<p>Lead Responsibility Abbreviations: - CE – Chief Executive ANGUSalve; PO – Principal Officer Libraries Customer & Culture; SM – Senior Manager Libraries Customer & Culture; CO – Collections Officer; PDC – Programme & Development Curator; OC – Operations Curator; GC – Galleries Unit Curator GO – Galleries Unit Officer; GD – Galleries Unit Designer; MOs – Museum Officers; AAMO – Marketing Officer ANGUSalve .</p>			

Resource Plan

The management fee in receipt from Angus Council makes up 47% of the Trust's income. This management fee is paid to ANGUSalive quarterly.

The remaining 53% consists of income generated by the Trust itself, primarily through its Sport and Leisure services.

2016/17	Totals
Draft Budget	£,000
Income	4,937
Management / Access Fee	4,396
Total Income	9,333

Budget is allocated to each business unit with ANGUSalive according to projected expenditure and income to build zero net expenditure across the Trust.

Additional funding streams available to ANGUSalive Museums and Galleries include external sources such as Heritage Lottery Funding and Museums Galleries Scotland's Investment Programme plus other individual grant making organisations.

In June 2016, we secured financial support from the Northern Lighthouse Heritage Trust to re-display a historic Bell Rock lens array and mechanism at the Signal Tower Museum in Arbroath.

We will seek external funding to develop a number of other specific projects within our forward plan.

ANGUSalive seeks such funding on a project basis and this income is not built in to the budget for delivery of core museum services.

Employee Structure

As a result of staff restructuring from December 2015 the employee structure for the ANGUSalive Museums and Galleries is:

- One Senior Manager, Libraries, Customer & Culture.
- One Museum Programme & Development Curator, 4 day/week.
- One Museum Operations Curator, 4 day/week.
- One Collections Officer, full time.
- Five Museum Officers, full time based at Burgh Museums.
- Museum Assistants, 12 part time, 1 part time seasonal.
- Galleries Unit comprising 2 full time, 3 part time.

We bid into the Angus Council Repair and Renewal (R&R) Fund for replacement of equipment and other capital items.

Maintenance and improvement of our buildings is managed by Angus Council.

We participate in the Angus Council IT strategy programme for upgrading of existing IT equipment and sourcing of new developments.

8) Forward Plan Review Date

Review Date: 31st July 2021