

STAFFORDSHIRE ARTS AND MUSEUM SERVICE

EXHIBITIONS POLICY

2009 – 11

1. What policies and priorities underpin and influence the Exhibitions Policy?

Staffordshire County Council – Arts Policy and Strategy

Theme 1: Access to quality arts and museum provision

To ensure that high quality facilities and provision are available, providing opportunities for people to take part in and experience the arts.

Theme 2: Formal and informal learning

To provide and support formal and informal learning opportunities in, and through, the arts.

Theme 3: Inclusiveness

To promote the role of the arts in making a healthy and more caring, fairer and safer society.

Theme 4: Economy, regeneration and the environment

To promote the role of the arts in contributing to economic and social regeneration, the environment and sense of place.

Theme 5: Leadership and partnerships

To provide leadership for the arts and museums in Staffordshire, and to develop partnerships which promote creative practice and which make best use of resources.

Staffordshire County Council – Museum Policy and Strategy

Theme 1: Access to quality museums provision

To ensure that people have access to high quality museum provision.

Theme 2: Formal and informal learning

To encourage the use of the museums heritage to support formal and informal learning opportunities.

Theme 3: Inclusiveness

To promote the role of museums in making a healthy and more caring, fairer and safer society.

Theme 4: Economy, regeneration and the environment

To promote the role of museums in contributing to economic and social regeneration, the environment and sense of place.

Theme 5: Leadership and partnerships

To provide leadership for the museums sector in Staffordshire, and to develop partnerships which promote best practice and which make best use of resources.

SAMS Mission Statement

Working to create opportunities for people to get involved in and to benefit from the arts and from museums; supporting others involved in developing and promoting museums and the arts in Staffordshire.

SAMS Service Aims

In delivering its mission, the Arts and Museum Service aims to be a driving force in the development of accessible, user-focused, sustainable arts and museum provision in Staffordshire and to become a regional beacon of excellence and innovation.

- SAMS will ensure that people have access to quality Arts and Museum Provision
- SAMS will encourage the use of the arts / museums and heritage to support formal and informal learning opportunities
- SAMS will promote the role of the arts and museums in making a healthy and more caring, fairer and safer society
- SAMS will promote the role of arts and museums in contributing to economic and social regeneration and a sense of place.
- SAMS will provide leadership for the arts and museum sector in Staffordshire, and to develop partnerships that promote best practice and make best use of resources
- SAMS will maintain its own effective and efficient management systems

Key Service Delivery Priorities

The Exhibitions Policy where appropriate link to a variety of strategic plans and associated indicators including:

- The Staffordshire County Council Strategic Plan
- Local Area Agreement
- NI 6 Increase in regular volunteering
- NI 7 Encouraging an environment for a thriving third sector
- NI 10 Visits to Museums and Galleries
- NI 11 Engagement in the Arts
- NI 110 Young People's Participation in Positive Activities
- Children and Young Peoples Plan
- Shugborough Business Plan
- Narrowing the Gap Agenda
- Aim Higher
- 2012 Stoke and Staffordshire strategic plan
- SoT Strategic Service Plan
- Destination Staffordshire Strategic Plan
- DSD Strategic Plan
- Changing Lives Agenda
- Stafford Borough Council town forum

2. Exhibitions Policy aims and objectives

2.1 Theme 1:

- **SAMS will ensure that people have access to quality Arts and Museum Provision**

Exhibitions policy objectives

- To promote physical and intellectual access to the arts and to museums exhibitions through the development of an entertaining and varied programme of permanent, temporary and touring exhibitions for traditional and non-traditional venues.
- To consult, monitor and evaluate with our customers to help inform and improve the Service's exhibitions programme.
- To promote quality, innovation and best practice and attract exhibitions of the highest standard.
- To improve and develop the County Art and Museum collection through the purchase, acquisition and commissioning of collection items.

2.2 Theme 2:

- **SAMS will encourage the use of the arts / museums and heritage to support formal and informal learning opportunities**

Exhibitions policy objectives

- To develop a range of innovative forms of interpretation activities and support material which promote formal and informal learning opportunities, appropriate for the target audience.
- To promote and provide access to Staffordshire's material heritage of for all of Staffordshire's communities.
- To reflect Staffordshire's environmental heritage.

2.3 Theme 3:

- **SAMS will promote the role of the arts and museums in making a healthy and more caring, fairer and safer society**

Exhibitions policy objectives

- To target our existing audiences and groups which have been traditionally excluded from participation, or reflect the cultural diversity of Staffordshire.
- To maximise the role of the artist in the provision of learning opportunities through artist-led workshops, residencies and talks.

2.4 Theme 4:

- **SAMS will promote the role of arts and museums in contributing to economic and social regeneration and a sense of place.**

Exhibitions policy objectives

- To support the employment of local, regional and national artists through exhibitions, commissions, residencies and workshops that promote innovation, showcase contemporary practice and stimulate critical debate.
- To raise awareness of, and to stimulate debate surrounding, social and environmental issues of relevance to the County Council and to the wider community.

2.5 Theme 5:

- **SAMS will provide leadership for the arts and museum sector in Staffordshire, and to develop partnerships that promote best practice and make best use of resources.**

Exhibitions policy objectives

- To maximise financial resources through external funding and sponsorship that support the development and delivery of the exhibitions programmes.

- To invest in capital resources of Staffordshire Arts and Museums Service that supports the effective delivery of Service objectives.
- To generate income for the Service through the sale of high quality visual art and craft, and additional chargeable services.
- To maximise and encourage partnership working with arts organisations, agencies, museums, external partners and cross-departmental partners through the development of collaborative exhibition projects.

3. Exhibition Policy Procedures

3.1 How do we manage the exhibitions programming process?

Exhibitions Management Group

Selection of exhibitions will be made by the Exhibitions Management Group. The group is chaired by the Head of Arts and Museums. The Exhibitions Management Group will meet at the Exhibitions Planning Meeting held every 6 months. The selection of exhibitions will be made through this process and supported through the structure outlined:

Exhibitions Management Group Meeting

Purpose

- To create a strategic Exhibitions Programme for the Arts & Museum Service's Museum, the Shire Hall Gallery and touring exhibitions.
- To evaluate and feedback data through research and consultation relating to specific exhibitions. All exhibitions will be evaluated to ensure they have met their targets.
- To feedback and raise awareness of current examples of good practice.
- To exchange information and update on current trends.

Chair:

Gallery and Exhibitions Officer

Membership:

Head of Arts and Museums

County Arts Development Officer

Senior Museums Officer

Museums Development Officer

Gallery and Exhibitions Officer

Exhibitions Coordinator

Front of House Manager

3.2 How do we select exhibitions?

Proposals

- Written proposals may be submitted to the Exhibitions Management Group from members of staff, internal and external partners, artists and makers and members of the public (Appendix V).
- Selection is made by the Exhibitions Management Group on the basis of the compatibility of the proposal with aims and objectives of the Exhibitions Policy.

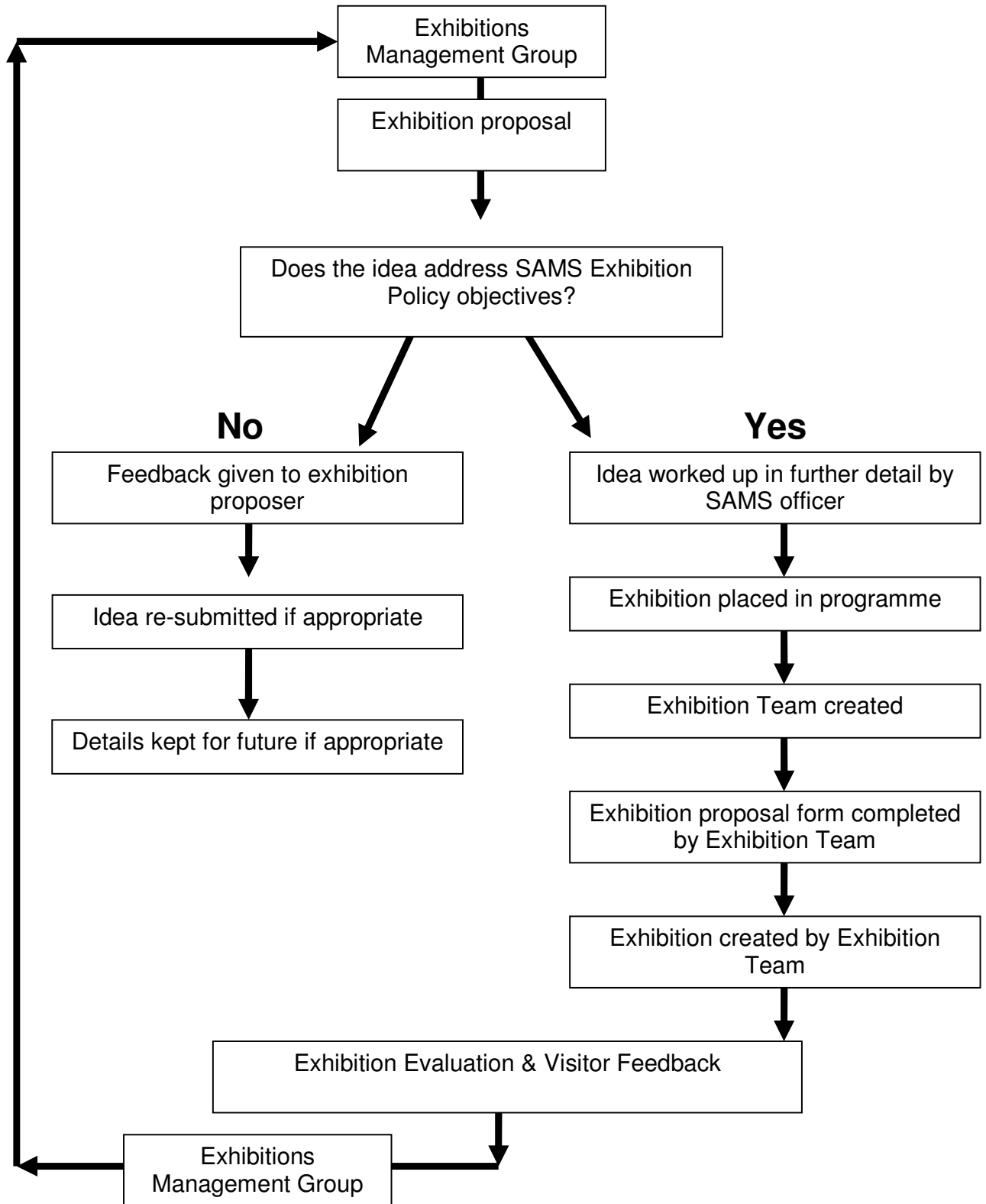
3.3 How do we deliver the exhibitions?

Exhibitions Teams

The Exhibitions Teams are designed to help structure and develop all aspects relating to the effective delivery of individual exhibitions for Staffordshire Arts and Museums Service Visual Arts and Museum venues, and touring exhibitions.

- **Key areas detailed in all Exhibitions Team action plans include:**
 - i. Updating Exhibitions Management Group re: development of exhibition
 - ii. Selection of Artists
 - iii. Partnership Opportunities
 - iv. External Funding and Sponsorship
 - v. Presentation & Interpretation
 - vi. Marketing and PR
 - vii. Opportunities for learning
 - viii. Access
 - ix. Timetable for delivery
 - x. Evaluation including completing Exhibition Evaluation form and presenting to Exhibitions Management Group

How does SAMS create exhibitions?



3.4 How do we deal with any issues once the exhibition is up?

- Any complaints will be dealt with according to the Staffordshire County Council Corporate complaints procedure.
- Any ordinary maintenance issues will be dealt with by Front of House Staff e.g. light bulbs, replenishing activities etc.
- Any other issues that arise should be directed to the lead Officer responsible for the exhibition.

Appendices

I. Resources

Venues

At present exhibitions are produced by the Arts and Museum Service at, and for, the following venues:

Servants' Quarters and Staffordshire County Museum (SCM), Shugborough

SCM is managed by the Shugborough Estate (part of Staffordshire County Council's Development Services Directorate) through a partnership agreement with the Arts & Museum Service.

The SCM has two aims:

- To interpret the Servants' Quarters buildings at Shugborough.
- To celebrate the local, social and agricultural history of Staffordshire.

Exhibition programming includes both temporary and permanent which aim to provide access to the County Museum Collections and to explore issues and themes of relevance to local and social history at Shugborough and within the County.

Space for temporary exhibitions:

- Ground floor room (37.85m²)
- First floor corridor costume exhibition space (32.92m²).
- Spaces have conservation-grade lighting and security.

Number of temporary exhibitions:

- Exhibitions are changed on an annual basis in each of the spaces.

Access:

- Only the ground floor space is accessible for wheelchair users or visitors with other mobility-impairments.

Permanent displays at the Shugborough Estate

As part of the Service Level Agreement with the Shugborough Estate, SAMS provide curatorial services at the County Museum and Shugborough Park Farm. In the County Museum, the permanent displays consist of restored Servants' Quarters interiors from the 1870s and galleries relating to Staffordshire's local and social history over the past 200 years. At the Park Farm the Farmhouse interiors have been restored to their 1805 state, whilst the farm yard buildings contain galleries relating to the County's rural and agricultural history.

There is an annual programme of gallery changes which is agreed with Shugborough Estate staff, via Shugborough's Museum or Site Development meeting. The current emphasis is on restoring original interiors (e.g. the Servants' Hall, Harness Room, Bedroom) and interpreting the Shugborough Estate. Within current resources, this usually means changing one or two galleries per annum.

Museum on the Move

Staffordshire Arts & Museum Service will be expected to contribute, and on occasion lead on exhibition content on the Mobile Museum. The exhibition on board the vehicle changes annually. This will be in partnership with the West Midland Metropolitan Boroughs, who share the vehicle, and the wider West Midlands partnership. Target audiences will in part be defined by Renaissance West Midlands and the Museums Keep Moving project partnership, but will target 'hard to reach' audiences in rural and remote urban settings.'

Shire Hall Gallery (SHG), Stafford

SHG is managed by the Arts and Museum Service

The SHG is the county's key contemporary visual arts and crafts exhibitions venue. The Gallery is housed in the Grade 2* listed Shire Hall building which, since August 1999, has also housed the District Library for Stafford. It also contains a coffee bar and the Stafford Borough Tourist Information Centre.

Space for permanent and temporary exhibitions:

The Gallery is located in the Great Hall of and consists of;

- Temporary exhibition space with fixed screens (100m²)
- Craft Shop
- Courtroom
- Café
- Access to the Holding cell underneath the Courtroom is via a corridor through the Library

i. Large exhibition space

Annual programme of between 6 and 8 self-generated and bought-in exhibitions featuring the work of local, regional and national artists and makers.

The exhibition programme also provides access to the County art and craft collection.

Exhibitions are planned 18 months – 2 years in advance and are targeted at different audiences whilst also fit in to different seasons and in line with external developments e.g. Christmas exhibitions focusing on sales, schools' National Curriculum-related exhibitions or summer holiday family exhibitions.

ii. Art Market

Art Market is an annual programme of approximately 12 exhibitions featuring the work of local, regional and national artists and makers. Exhibitions vary between solo shows and group shows. Exhibitions are primarily selling shows but also aim to introduce to

the gallery new local, regional and national designer makers producing the highest quality contemporary craft.

Income targets are set against each exhibition and these are achieved by offering a wide range of work with a broad price range. Themes are governed by objectives within the Service Plan and can compliment a developmental exhibition or be based on an unrelated subject matter. Selection of artists is by the Exhibitions Assistant with guidance from the Gallery & Exhibitions Development Officer.

iii. Coffee Bar Exhibitions

The purpose of exhibitions in the Balcony Coffee Bar is to provide another way of generating income to help achieve financial targets. They also act as another element to the exhibition programme by increasing the number of exhibitions we offer our visitors. The Gallery is providing more opportunities for artists to exhibit their work.

From 2006 the exhibitions will change on a monthly basis and will include solos shows by local, regional and national artists working in a wide range of mediums. Friends of the Gallery and SAMS Staff are entitled to 10% discount on work in these shows. There is to be a ceiling price of £200 to encourage sales. Selection of work is by the Exhibitions Assistant with guidance from the Gallery & Exhibitions Development Officer.

iv. Craft Shop

Contemporary craft shop selling work by regional and national makers, and sometimes complimenting the themes in the main exhibitions, stocking a variety of goods at different price levels.

v. Courtroom and holding cell

The Courtroom dates to the 19th Century and represents the original function of the Shire Hall building. Now operating as a Registered Museum, the courtroom seeks to provide information on the history of crime and punishment in Staffordshire, with a particular focus on the justice system and life in Stafford Gaol. The display consists of the original fixtures and fittings of the courtroom interpreted through the display of papier mache figures representing key roles within

the court, text panels relating to key exhibition themes, two permanent display cases and an audio presentation. Visitors may also visit the Holding Cell, where prisoners awaited trial.

Traditional and non-traditional venues

These are non-SAMS managed venues which have received touring exhibitions and activities generated by the Arts and Museum Service. The touring exhibitions programme provides access to the County art and museum collections and to the contemporary visual arts and crafts.

SAMS has compiled a list of suitable venues for Museum and visual arts touring opportunities that is regularly updated, e.g. libraries, prisons, community centres, churches, car showrooms, museums, heritage centres, village halls, hospitals, leisure centres, schools and country parks.

Access:

- Accessibility and suitability for differing access and exhibition needs is assessed on a venue-by-venue basis.

II. Funding and Income Targets

SHG

SHG exhibitions budget:	£10 550*
SHG for exhibition sales income target:	£15 950*

SCM

SCM Preservation / Display budget:	£10 000*
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(Plus contribution from the Shugborough QCO)

This budget is also used to support collections care and other outreach/educational initiatives.

Arts Development

Occasional touring and gallery exhibitions are supported through the arts development budget on a project by project basis.

Activities relating to exhibitions are supported by:

Audience Development Budget:	£15 300*
Audience Development has an income target:	£1 700*

Marketing and Promotions Budget:	£12 700*
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These budgets are Service-wide and also support other areas of SAMS activities.

*Figures quoted are correct as at 2005/2006

Other sources of funding

External funding and in-kind sponsorship/partnerships are crucial to the delivery of the SAMS exhibitions programme.

Current sources of assistance include:

- Museums Libraries and Archives Council
- Renaissance West Midlands
- Arts Council England - West Midlands

- Other County Council Departments/Services
- District and Borough Councils
- The HE and FE sector, regional
- Local agencies
- Local businesses
- Charitable trusts
- Staffordshire Arts Development Officers Group

III. Staffing

All of Staffordshire Arts and Museum Service Staff members have some responsibility for the development and delivery of exhibitions. Summary of key staff members and their respective roles in relation to exhibition development are detailed below.

Head of Arts & Museum Service: Line Management of Service Staff with responsibility for development and delivery of exhibitions.

Senior Museums Officer: Overall responsibility for the development, co-ordination and monitoring of exhibitions for the museum service.

Gallery and Exhibitions Officer: Chairing the Exhibitions Management group meetings on a six monthly basis. Leading the development of a programme of temporary exhibitions for the Shire Hall Gallery.

Audience Development Officer: Ensuring the provision of learning and access, in all their forms, in SAMS exhibitions.

Exhibitions Coordinator: To support the Gallery and Exhibitions Officer in the planning and delivery of the Shire Hall Gallery exhibition programme. To lead on the development of the 'Art Market' selling-exhibition programme.

County Arts Development Officer: Working with the Staffordshire Arts Development Officers Group to develop arts projects and contemporary craft touring initiatives.

Front of House Manager: Leading in the creation and delivery of a welcoming, accessible and attractive environment for visitors to the Shire Hall Gallery and to ensure the consistent quality, value, safety and enjoyment of each visit to the Gallery.

IV. Exhibition Target Audiences

Using information gathered about visitor's use of our exhibitions, corporate strategies and local demographic information SAMS has created a summary of key target audiences for our exhibitions. It is also vital however to maintain our existing audiences to our exhibitions.

The following tables show SAMS target audiences:

Shire Hall Gallery target audiences

- School groups
- Families (especially families with pre-school age children)
- Children aged 5 -12
- Young people in the 13-17 and 18-24 age ranges
- People within the 25-34 age range
- People with physical impairments
- People from Staffordshire's visible, and non-visible, black and ethnic minority communities
- Rural audiences or people for whom transport may be barrier to attendance/ participation
- Men
- First time visitors

Staffordshire County Museum target audiences

- Families (especially families with pre-school age children)
- School groups
- Children aged 5 -12
- Young people in the 13-17 and 18-24 age ranges
- People within the 25-34 age range
- Local audiences from within Staffordshire

- People with physical impairments
- People from Staffordshire's visible, and non-visible, black and ethnic minority communities
- Rural audiences or people for whom transport may be barrier to attendance/participation
- Men

Touring

- One of the key roles of touring exhibitions is the generation of audiences who fit the profile of non-users of the two main venues or who may not previously have participated in the arts or in museums. Therefore, the development of touring exhibitions will focus on themes, media and venues which may attract traditional non-users.

V. Guidelines for submitting an exhibition proposal to the Shire Hall Gallery

The Shire Hall Gallery is the county's key contemporary visual arts and crafts exhibition venue and is managed by Staffordshire County Councils Arts and Museum Service. It is situated in the centre of the county town of Stafford. The Shire Hall is Grade II* listed and is shared between the Gallery and the District Library for Stafford.

Shire Hall Gallery is located in the Great Hall and consists of a 100m² temporary exhibition space, a contemporary craft shop, historic courtroom and a café. The venue is fully accessible for people who use wheelchairs or visitors with mobility related needs. The Gallery benefits greatly from being in the shopping centre of Stafford and within easy reach of the railway station and the M6 motorway.

The Gallery stages on average 12 temporary exhibitions per year showcasing the best in Contemporary visual art and craft. Exhibitions are primarily self-generated and curated by the Gallery & Exhibitions Development Officer and the Exhibitions Co-ordinator.

Please read these guidelines before sending us your proposal

The Shire Hall Gallery is open to receive exhibition proposals from individual artists or groups working in any medium as part of its commitment to provide creative opportunities for artists. This is a free opportunity.

We welcome submissions from artists at any stage of their career to share their ideas with us. We are always interested to hear about artists work plans, however we are often unable to offer immediate opportunities, but we do keep artist information on file for future reference.

Also because we are part of larger networks of Curators and Galleries we are able to pass on information about the artists we meet as appropriate for other opportunities (with your permission).

The exhibition programme at the Shire Hall Gallery is planned up to 18 months in advance. We are unlikely to show work that has already been exhibited previously in and around Staffordshire or in a major exhibition in the region.

To find out more about the Gallery you can read our Exhibitions & Events leaflet which gives information about the exhibition programme and related activities every 6 months.

Our exhibition programme is influenced by our strategic plans and target audiences. To find out more about these visit our website: www.staffordshire.gov.uk/sams where you will also find an exhibition archive and the latest exhibition opportunities.

The best way to hear about the annual Staffordshire Open Art Exhibition is to join our mailing list to receive an entry form.

What type of information would we like to see?

- A clear written proposal about your work and/or ideas with relevant information.
- Description of your work (content, size, price etc), Artist Statement and CV.
- How it relates to the work of the Shire Hall Gallery, its programme and its objectives.
- Practical details about how you would like to show your work and why you think the presentation is relevant to the work and your ideas.
- What is your target audience and how your work can engage with them.
- Please make sure that your proposal is no more than two A4 sheets, as we have limited time for the review process.

What format would we like to receive information?

Visual materials to represent previous work or your proposal:

- Maximum of 10 images on a CD (jpeg files please) or
- A power point presentation or DVD
- Two links to material shown on websites
- Please include any relevant written reviews or catalogues – no more than 5 A4 sheets or 2 catalogues
- Please enclose an appropriate SAE if you would like your material returned
- Include your full contact details: telephone number, email, post address and website links
- Clearly label all the material you send to us with your name.

How does our planning process work?

- The Exhibition Management Team will review proposals on an ongoing basis (at least twice a year).
- There is no deadline for submissions, but please allow adequate time for the review process (at least 6 months).
- Only successful artists will be contacted with a request for further material and/or a discussion regarding their submission. *Such a request does not guarantee an offer of an exhibition.*
- Due to the volume of submissions we are unable to acknowledge receipt of each submission.

Please send your proposal to:

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Shire Hall Gallery
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ST16 2LD
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