

Staffordshire County Council**MUSEUMS POLICY AND STRATEGY REVIEW****Preface and Introduction:
A Museums Policy for Staffordshire County Council**

Staffordshire has a rich, varied and distinctive heritage. The County Council's Museum Service, and approximately 40 other museums¹ in the county, play a vital role in preserving and interpreting this unique heritage. These include museums managed by district/borough councils, independent trusts and volunteer-managed museums.

Museums provide lifelong learning experiences, making links across the generations and helping us understand our own and others' cultural identity. Growing interest in family and local history is demonstrated by the many individuals conducting research and by many organised and informal groups. Museums illustrate the distinctive identity of particular places and help us define 'sense of place'. Staffordshire's museums help to define and interpret the story of Staffordshire for its communities and visitors and contribute to the cultural offer of Staffordshire as a tourist destination.

The purpose of this policy paper

The museums policy and strategy provides a framework for the County Council to assist in achieving the Council's overall mission and corporate objectives. It is intended to guide future planning and allocation of resources and to assist in negotiations both internally and with external partners.

The policy provides guiding principles for some years to come, while the strategy summarised at Section 3 sets the framework for main areas of action during the next three years 2009-2012. The Action Plan at Appendix 1 provides some detail about proposed implementation, and more detailed allocations of staff and financial resources are in the internal Service Plans and individual Work Plans.

A more user-friendly summary of the policy and strategy will be prepared for a wider public including for use on the County Council's website and for other public information and advocacy purposes.

¹ The number of museums fluctuates due to the demise of some museums and the establishment of others on an ongoing basis.

The corporate policy context

Staffordshire County Council's museums policy and strategy sits within the corporate objectives set by the wider policy and planning framework, including:

- the Community Strategy
- the Local Area Agreement (LAA)
- the County Council Strategic Plan
- the aims of the Children & Lifelong Learning Directorate.

Through all of these there is a clear focus on:

- children and young people
- healthier communities and older people
- safer and stronger communities
- economic development and enterprise
- sustainable development
- corporate improvement.

The aims and objectives of the Culture & Libraries Division's service delivery plan are:

1. to build a well-managed, efficient and successful Culture and Libraries Division, which is innovative in its service delivery
2. to engage communities and individuals in accessible cultural activities which promote and encourage participation
3. to improve standards of enjoyment and achievement, with a particular focus on vulnerable children and young people
4. to develop opportunities for life-long learning through engagement with individuals, communities and learning providers
5. to provide a programme of activity which celebrates the richness and diversity of Staffordshire's cultural identity and promotes a sense of belonging and place.

Museums policy

The County Council's **aspiration** is that:

- the educational, social and economic value of museums and the unique work that they do will be recognised right across the work of the County Council
- the importance of museums in helping to understand and communicate the distinctive culture, heritage and 'sense of place' of Staffordshire will be recognised and represented in corporate strategies
- museums will be recognised as vital visitor attractions and as leisure time, educational, community and tourist destinations.

The museums **policy** of the County Council is to develop and support opportunities for everybody in Staffordshire:

- to be able to take part in and experience a wide range of quality museum services
- to have access to museums collections and resources which are cared for, managed and developed and interpreted to high standards
- to be able to share in the social, educational and economic benefits which museums provide.

This policy is delivered through **key services** provided by the County Museum Service:

- managing the County Council's museum collections to the highest professional standards
- presenting and interpreting the collections to the public, at the County Museum and at the Shire Hall, through touring and outreach programmes including the mobile museum, through community projects and through internet access to the digitised collections
- strategic leadership of the museums sector across the county, and providing specialist information, advice, small grants, other support and networking to the county's 40 museums which are managed by district/borough councils, independent trusts and volunteers
- partnerships with other services of the County Council, district/borough councils, other museums, community organisations with an interest in museums and heritage, regional and national bodies and other relevant organisations.

The Museum Service works closely with **other County Council services**, especially:

- the Shugborough Estate
- the Arts Service
- the Archives Service
- the Libraries & Information Service
- schools, and the work of the School Improvement Division.

Achievements to date

Since the previous full review in 2000 the County Museum Service has further strengthened the core themes of 'access, understanding, learning and enjoyment', with improved access to the museum collections through:

- taking the museum out to communities all around the county, through the mobile museum, touring exhibitions and loans and involving communities in outreach projects
- a vast increase in easy access to museum collections through digitisation and use of the internet
- developing the educational role of the Museum Service, working closely with schools, the School Improvement Division and with local universities
- developing a leadership role to represent the museums in Staffordshire, including the embedding of the Museum Development Officer role as a permanent member of staff and the facilitation and leadership of the Staffordshire museums network.

Vision, or 'direction of travel'

Given the current strengths of the Museum Service, and the considerable potential for further improvement and future developments, outlined in Section 2 of this review, it is important to be clear about the longer term vision of what the Service seeks to achieve.

A vision for the next five years is to achieve and sustain a position at which:

- **Collections:** The service can sustain a strong core collection and presentation, with intelligent rationalisation to ensure collections can be well managed, cared for and interpreted. There are long-term solutions to issues about storage.
- **Access:** The service continues to expand public accessibility and availability around the county both through digital access and through exhibitions, displays, outreach work, community projects and publications.
- **Learning:** The service has strong links with all levels of education: with schools, with universities and with adult and life-long learning/continuing education, and with sufficient staff resources to deliver a successful education and outreach service.
- **Leadership:** There is a strong museums and heritage sector across Staffordshire with the County Museum Service playing a leading role.
- **Support by the County Council:** The service is adequately funded, with stable budgets. The museum service will be further integrated with the archives service, with libraries (as venues and as access points) and with the arts service (through arts development, and using the arts as a way of animating collections and sites). Museums and heritage and its relevance are well understood and represented in County Council corporate planning and policies. There is strong and consistent advocacy within the County Council, by the Head of Service, the Directorate and the elected members.

This paper presents an updated strategy setting out a course to work towards this vision, following the findings and recommendations of an independent review carried out during 2008.

PART 1: CONTEXT FOR THE REVIEW

1.1 Introduction

This paper presents the findings and recommendations of a review of the County's museum policy and provision commissioned in 2008 by the County Arts & Museum Service.

The objectives of the review were:

- to identify and analyse the Museum Service's key strengths and identify areas of improvement in relation to the direct and indirect services it offers
- to provide a rationale for creating key partnerships that support cross-domain working and embed the work of the Museum Service
- to identify key issues around the care, storage and management of Staffordshire's museum collections
- to analyse the relationship the Museum Service has with key local, regional and National strategic bodies.

The previous policy has been in place since 2000 and a review has been needed to take account of:

- changes internally within the County Council
- changes in the local, regional and national policy-making and funding context
- the introduction of Local Area Agreements and changes in the performance framework for local government services.

The process has included:

- a review of the work of the County Museum Service
- a review of previous reports for the Museum Service ²
- a specialist study of issues relating to the collections and their care and management, by David Viner [this is available as a separate report ³]
- consultation with museums run by district/borough councils in Staffordshire and with a sample of the independent museums in the county
- consultation with the Museums Libraries and Archives Council (MLA) and the *Renaissance* programme in the region, and with some other regional museum authorities including Stoke-on-Trent, Wolverhampton, Warwickshire, Herefordshire and Shropshire
- internal discussions with County Council officers
- preparation of a revised policy and updated strategy and action plan.

An Appendix includes:

- Action Plan
- Acquisition and Disposal Policy
- List of consultations.

² Including *Celebrating Staffordshire's Heritage*. Rosalind Haigh, April 2006, for Staffordshire County Council.

³ David Viner, September 2008, for Staffordshire County Council.

1.2 What we mean by 'museums'

Within this document the term 'museum' refers to the **collections**, as well as the **buildings** in which they are stored or exhibited. In Staffordshire there are museum collections permanently housed in buildings (such as the County Museum at Shugborough), some collections which have no building (such as the collections held by Staffordshire Moorlands which are displayed in museum-style cases at the Nicholson Institute), some which are seen in temporary or travelling exhibitions, and a large amount of collections information available virtually on the web. The *Museum on the Move* (the mobile museum vehicle) is also included in the collective term 'museum'.

As well as the County Museum, Staffordshire has approximately forty ⁴ other museums including:

- local authority managed building-based museums, such as those of Cannock Chase and Newcastle-under-Lyme
- local authority managed collections, such as that of Tamworth displayed at Tamworth Castle which is a scheduled ancient monument in the care of the borough council, and that of Staffordshire Moorlands which contributes to temporary exhibitions at the Nicholson Institute and Leek Library
- museums associated with specific companies or organisations, such as the new Wedgwood Museum and the Staffordshire Regiment Museum
- operating museums related to the county's industrial heritage, such as mills at Leek and Cheddleton, preserved railways at Chasewater, the Churnet Valley and Foxfield, and steam pumping stations at Claymills, Mill Meece and Wombourne
- museums and heritage centres focusing on collections specific to a locality such as at Uttoxeter and at Tutbury
- museums or collections focused on individual figures associated with Staffordshire, such as Samuel Johnson, Izaak Walton, Erasmus Darwin and Robert Peel
- recently established museum collections, such as at the National Memorial Arboretum.

While the public sector museums and some of the other museums have professional staff and paid employees, most depend on volunteers for at least some of the work of collections care and welcoming visitors, and many of the voluntary sector museums are wholly run by volunteers.

⁴ As noted earlier, the number of museums fluctuates due to the demise of some museums and the establishment of others on an ongoing basis.

1.3 The role of museums

Museums have a unique role acting as **custodians for objects and knowledge** related to people, places, ideas and events. They provide a co-ordinated way of **recording and communicating ideas** and information both from long ago and from more recent periods. They use **unique objects** to form a bridge to different times, places and cultures which can inform, educate, inspire, stimulate and promote future development and understanding. No other organisations provide a method of systematically **collecting and documenting** our material culture and associated knowledge and **interpreting** it for the benefit of communities now and in the future.

Without museums and both the tangible objects and the knowledge we would face huge difficulties in successfully **illustrating and communicating** lives and events from the past. The use of objects in **learning and enjoyment** has been well documented over past years. Having the object, the 'real thing', stimulates **discovery, investigation, discussion** and appeals to **multi-sensory approaches to experience and learning**. We can touch objects, feel the weight, what they smell of, experience textures and temperature and how they sound as they function or we handle them. In so doing we move closer to the people who used or made them in a way that is not possible elsewhere.

Museums work towards making these objects and associated knowledge **accessible**. This can be in a variety of ways through exhibitions, talks, school programmes, virtual access via the web, handling boxes, reminiscence work etc. They aim to reach **as wide an audience as possible** to allow people to enjoy, understand and benefit from the collections that represent their community or locality. This facilitation of a '**sense of place**' is a key strength of museums.

1.4 The role of Staffordshire Museum Service

Staffordshire Museum Service works in the above ways with its own **collections**, at the County Museum, the Shire Hall or via touring exhibitions, events and activities around the county. The development of ways of engaging with communities is key to the development of the service and it works in partnership with other services and organisations to achieve this.

The County Museum Service has a **leadership and facilitating role** in providing professional advice and assistance to the museums sector across Staffordshire through the Museum Development Officer role and in other ways. This includes dissemination of information, supporting standards such as the accreditation scheme⁵ and stimulating and encouraging development of the museums to achieve a high quality of provision and engagement across the county. The Service leads the **Staffordshire Museums Network** which provides a forum for museums to communicate and work together.

⁵ The Accreditation Scheme is a national scheme administered by the Museums Libraries and Archives Council. It has led the way in raising museum standards in the UK. Accredited museums must adhere to published minimum standards in how they care for and document their collections, how they are governed and managed, and on the information and services they offer to their users. The Scheme encourages innovation and improvement relating to the care of collections, access, learning, inclusion and diversity.

The County Museum Service also plays a vital leadership role in understanding and representing all of the museums in the county. The service plays a **strategic role in the West Midlands region** through groups such as the Marches Curators Group (initiating projects such as *Museum on the Move*) and increasingly will provide a **pivotal link between the restructured Museums Libraries and Archives Council** and the museums in our sub-region.

1.5 Museums and the Local Area Agreement

The County Museum Service and other museums, through this work and their contribution to learning, enjoyment and a 'sense of place', have a key role in the delivery of the **Staffordshire Local Area Agreement**. They are well-positioned to contribute to the delivery plans and targets for performance indicators including:

NI 110: Young people's participation in positive activities

NI 6: Participation in regular volunteering

NI 7: Environment for a thriving third sector

and other indicators through targeted project work and activities.

The Museum Service is also very relevant to the **National Indicator NI 10: Visitors to museum or galleries** and again can work across Staffordshire to contribute to the achievement of this target.

The work of the Museum Service supports key themes of the County Council:

1.5.1 Children and young people:

The importance of young people benefiting from access to museum collections and the way in which they can help bring the past to life is increasingly recognised within **formal learning agendas**. The role they can play in inspiring and enlightening is documented resulting in raising achievement and standards. This supports the **LAA targets** within the priority of *'a vibrant, prosperous and sustainable economy'*.

The **National Curriculum** reflects the value of using museum resources to illustrate and stimulate learning in all subjects, not only history. The *'Learning Outside the Classroom Manifesto'*⁶ and a recent **HMI/Ofsted report**⁷ endorsing this approach will continue to encourage schools to make the most of the museums and heritage in their locality. The *'Find Your Talent'* five hours a week of 'cultural entitlement' commitment currently being piloted across the country will eventually be rolled out, offering museums further opportunities to provide resources to augment classroom learning.

A familiarity with museums is something children and young people take with them into adulthood and leads to a habit of **lifelong learning**. Museums also support the work of **universities** in under-graduate and post-graduate programmes.

⁶ *Learning outside the classroom manifesto*. DfES, November 2006.

⁷ *Learning outside the classroom – how far should you go?* Ofsted, October 2008.

1.5.2 Healthier communities and older people:

Museum objects provide a **trigger for people's memories**; the comment "*Do you remember those?*" is heard from older visitors every day at most museums. Museums work successfully to record the **testimonies and oral histories** of older people as valuable first hand information to accompany the collections. They provide **reminiscence opportunities** in both therapeutic and informal ways. This valuable aspect of museums work provides support for the ***Changing Lives*** agenda (*'Building upon and increase programmes of learning activity which will support elderly and vulnerable adults to live independently to shape their own lifestyle and leisure'*). Museums provide opportunities to make **inter-generational links**, rendering the past more legible⁸. Collections can be used to raise awareness of issues relating to health addressing the **LAA priority of 'improved health and sense of well-being'** in an engaging way.

Museums also help people to recognise and articulate their own **cultural identity** and understand other cultures in a neutral space.

1.5.3 Safer and stronger communities:

Museums provide a focus for **involvement in people's local communities**, such as through the locally managed heritage centres and local history societies. Many of the museums were started by and depend on the regular commitment of **volunteers** and therefore have strong community roots. Museums reinforce **'sense of place'** and the distinctive identity of particular places, traditions or industries, and thus contribute to community cohesion and the quality of life.

All this places museums in an ideal position to support the LAA with the **'strong, safe and cohesive communities'** priority. They provide channels and opportunities to deliver against:

NI 4: Percentage of people who feel they can influence decisions in their locality

NI 6: Participation in regular volunteering

NI 7: Environment for a thriving third sector, and

NI 110: Young people's participation in positive activities.

1.5.4 Economic development:

Museums provide employment across the county through permanent staff and also through the use of temporary project workers, artists and casual staff. In addition they provide volunteering opportunities to assist career development, work experience and achieving employment, contributing to the LAA priority of **'a vibrant and prosperous economy'**. Through educational work they raise awareness of careers and raise aspirations for young people to achieve.

⁸ For example, the publication *Lasting Impressions – Memories of Stafford's Shoe Making and Related Industries in the Twentieth Century*, which was the culmination of *Boots and Shoes*, a joint project between the Archives Service, the Museum Service and the School Improvement Division, was distributed to all schools in Stafford.

They help to define and capture the culture of a place and add more to the cultural offer of an area – making it an **attractive place to live and work and for businesses to invest**.

Museums, along with the wider historical heritage such as historic buildings and industrial archaeology, especially as represented by Staffordshire's canal history, preserved steam railways, pumping stations and water mills, all contribute to an **impressive portfolio of visitor attractions** stimulating the county's internal economic regeneration and defining Staffordshire as a potential visitor destination⁹.

1.5.5 Performance management

At present the **CPA culture block** achieves 3 out of 4, of which the County Museum Service contributes to results achieving placement in the **top quartile**. This significant contribution to achieving and exceeding targets will continue in the future with the **Comprehensive Area Assessment** and **National Indicator 10: Visits to museums or galleries**.

1.6 National and regional context

1.6.1 Department for Culture, Media and Sport (DCMS)

The Department for Culture, Media and Sport (DCMS) works:

"to support and promote the widest access to excellence in culture – in the arts, in museums and galleries, in architecture and in the built and the historic environment, and libraries".

The main priorities of DCMS for the museums and galleries sector are:

- ensuring that children have the opportunity to enjoy a vibrant cultural and sporting life
- opening institutions to the widest possible cross section of people
- ensuring that the creative, leisure and tourist industries provide the maximum possible benefit to the economy
- ensuring our museums and galleries are exciting, modern and provide real value for money.

By focusing on these objectives DCMS aims to improve education, social cohesion, regional regeneration, the quality of our institutions and our cultural life.

Amongst current DCMS initiatives are:

- The **'Five Hour Offer'**: plans announced by Government in February 2008 that all children should be offered at least five hours of high quality arts and culture per week both in and outside of school (the *'Find Your Talent'* project), being piloted initially in ten locations (in the West Midlands this is Telford).
- The **Cultural Olympiad**: A £40 million fund has been launched to support cultural, artistic, educational and sporting activities among young people and communities across England leading to the 2012 Olympic and Paralympic Games.

⁹ For example, the Churnet Valley Railway attracts 70,000 visitors each year and is the second most visited paying attraction in the Staffordshire Moorlands.

1.6.2 Museums Libraries & Archives Council (MLA)

DCMS sponsors the Museums Libraries & Archives Council (MLA) as the lead strategic agency for museums, libraries and archives. It advises government on policy and priorities for the sector, acts as a national advocate, and promotes innovation and change. The strategic aims of the MLA are:

- to increase and sustain participation
- to put museums, libraries and archives at the heart of national, regional and local life
- to establish a world class sustainable sector
- to lead sector strategy and policy development.

MLA is currently emerging from a structural re-organisation which will see the closure of regional offices by March 2009 and the establishment of a single, integrated staff team that works nationally and regionally, based in Birmingham.

There will be a new focus on:

- cross cutting working: supporting the integration of museum, library and archive services, with an emphasis on local government engagement
- working for improvement, with measurable goals: promoting best practice in museums, libraries and archives, to inspire innovative, integrated and sustainable services
- prioritising work that makes an impact, through:
 - the *Renaissance* programme¹⁰
 - the accreditation programme: setting the national standard for museums the Designation scheme that operates across museums, libraries and archives
 - strategies and action plans for improving libraries, museums and archive services, with a long-awaited national strategy for museums now due to be launched later in 2008.

MLA together with professional bodies such as the Museums Association (the professional body for museums) and the Group for Education in Museums (a network for museum educators and for museum professionals involved in education work) also make links to Government policies for education, including working together to advocate the implementation of the ***Learning outside the classroom manifesto*** launched by the Secretary of State for Education and Skills in November 2006 (see footnote number 6), which aims to ensure that all young people have a variety of high quality learning experiences outside the classroom environment.

¹⁰ *Renaissance in the Regions* is a programme "to transform England's regional museums", raising standards and supporting education, learning and community development. Staffordshire has benefited from the establishment of the museum development officer post, to provide advice, support and funding for museums around the county.

The *Renaissance* programme is currently under review nationally, with interim findings and recommendations expected by December 2008 and completion in 2009. Funding is ring-fenced until 2011.

1.6.3 The national museums strategy

The national museums strategy (see panel below) is expected to build round three complimentary and interlinked areas of action:

- developing scholarship and curatorial excellence in order to engage effectively with audiences
- developing a clear understanding of infrastructure and entitlement to best manage available resources
- developing governance, business-like working, leadership and entrepreneurship to make museums sustainable and best equipped to deliver their potential.

Developing a national museums strategy

The contribution of museums to society:

- museums enrich lives through contact with fascinating, real things
- museums are a cost effective, visible and powerful way to make a major contribution to individual quality of life; community identity and cohesion; and local, regional and national pride
- museums are a major contributor to the creative and tourist economy
- museums are powerful places for social learning.

Museums do this:

- by providing inspirational opportunities to engage with real things, in welcoming public spaces
- by collecting and caring for things of value to communities
- by understanding these things
- by being centres of scholarship, knowledge, and learning
- through their people.

What needs development:

- **sustainability:** the sector needs to be sustainable
- **communities:** the sector must embed itself in representing and serving its multiple communities
- **advocacy:** the need to argue for the value of museums, and investment in them
- **skills and people:** the sector must ensure it has the skills and people it needs.

Based on extracts from presentation to the Museums Association Conference, October 2007, by Hedley Swain of the MLA

PART 2: REVIEW

2.1 Key strengths

An outstanding feature of the Staffordshire Museum Service has been its continuity and stable development, with the museums policy having been reviewed in 1994 and 2000 and now in 2008.

Amongst those consulted locally and regionally it is widely agreed that Staffordshire's museums development work is exemplary. *"Museums run or supported by Staffordshire County Council are generally demonstrating good practice and innovation... MLA has identified highly effective partnership work between Staffordshire County Council and the district and borough councils and with trusts in respect of museums."*¹¹

Amongst the key strengths identified by this review are the following:

2.1.1 Organisation and management

The service is judged to be well organised and well managed:

- the service commands **respect** in the museums sector, locally, across the region and more widely
- the **staff team** is committed and motivated and is widely regarded and respected as being creative, very professional and consistently helpful
- there is good support from **members and senior officers**, with a pride in the service's achievements and the contribution to the County Council's corporate priorities well understood.

2.1.2 Collections management

At the heart of the service's responsibilities is the care and management of the collections:

- the County's museum collection has **clear collecting policies**, with over 26,000 objects, of which the main themes are social history (about half the collection), costumes and textiles, fine and decorative arts and agricultural history, plus approximately 40,000 photographs which constitute the county's largest and most comprehensive collection of photographs
- during recent years a commendable proportion – about one third of the object collections – has been on **display** at some point during the year, at Shugborough (at the County Museum, the Farm, and the Mansion House), at the Shire Hall Gallery, through temporary exhibitions and displays or on loan to other museums
- **rationalisation**, and the disposal or dispersal of objects no longer required for the collection, has been done in a transparent way
- a high proportion of the **collections catalogue** is digitised, using the same system as the Archives Service, with the aim of full completion of the database by March 2009

¹¹ Regional Commentary on Staffordshire. Government Office for the West Midlands, December 2007.

- there has been a steady programme of **conservation and restoration** work, for example some of the carriages and key items from the agricultural collections.

2.1.3 Access to the collections

There has been a major increase in the accessibility of the museum collections, through:

- **digitisation:** easy availability on the internet as more of the collections have been digitised, with access for example to the Staffordshire *Past Track* collections of over 22,000 photographs and other archives and museums objects, and on-line catalogue '*Gateway to the Past*', marked by a high ranking on search engines and a strongly rising number of website 'hits'
- **outreach:** a growing programme of outreach work, through involving communities in outreach projects which draw on the museum collections, as well as on other historical resources such as archives and local studies collections, community touring exhibitions such as '*Really Rubbish?*' taking the museum out to communities all around the county, collaborations with other venues and services, loans to contribute to exhibitions organised by other providers, and especially through the introduction of the mobile museum ¹² *Museum on the Move* with its 2008 travelling exhibition *Beneath our Feet*
- **interpretation:** improved presentation of the historic courtrooms at the Shire Hall, and new displays and time-limited special exhibitions at the 'permanent' displays at the County.

2.1.4 Museum development work

The service has a responsibility not only to manage its own collections and venues but to carry out a wider museums development role across the whole county. Support and training is provided through:

- the work of the **Museums Development Officer**, set up initially with funding from the *Renaissance* programme, offering assistance in working towards accreditation and other specialist support to museums across the county including the independent and voluntary museums. This post has now been mainstreamed by the Museum Service demonstrating the commitment to a leadership and supporting role for the museum sector within the county and responding to the need to deliver a changing agenda.
- effective networking, through the **Staffordshire Museums Network** and a programme of training and professional development events
- the '**Flying**' **Collections Assistant** (a fixed term post, with external funding) has been helpful in providing specialist support in care of collections
- the **small grants scheme**, which helps support specific initiatives in the care, display and interpretation of museum objects.

¹² Staffordshire has a portion of the availability of the vehicle as it is shared with museum authorities in the Black Country.

2.1.5 Communications and marketing

One of the service's important roles is in communications, to provide a conduit for information between the County service, other museums, the public authorities and the wider public. Specific strengths include:

- good dissemination of **information**, through the regular *Staffordshire Museums Network Newsletter* and *Staffordshire Creative – Cross Domain Learning Network Newsletter* which are 'desk-top' published by the Museum Service, as well as through the Staffordshire Museums Network meetings and the Creative Education Network and the *Staffordshire Museums' Activities and Resources for Schools ('SMART')* website
- simple but attractively presented public **marketing materials** such as *News and What's On*
- an increasingly popular programme of **talks** by the museums staff to community organisations such as local history societies and other groups.

2.1.6 Links

The service has a commendable range of links and relationships with other services and bodies:

- the staff of the County Museum Service have built up a **strong reputation across the region** and are well placed in the West Midlands through groups such as the Marches Curators Group (consisting of other Local Authority services such as Shropshire, Warwickshire and the Black Country) to hold a strategic and influential position
- strong working relationships have been established resulting in exciting initiatives such as the *Museum on the Move* mobile museum, a project shared between Staffordshire and **local authorities from the Black Country**
- there has been a steady trend towards growing collaborations with other services within the County Council's **cultural services** division including Libraries, Archives and Arts, and the benefits of being together in one wider cultural services team are becoming increasingly real as well as apparent
- the service has contributed to **partnership projects** such as the *Voices from the Edge* community project, at Alstonefield, Audley and Tutbury, with the Archives Service and the Victoria County History
- there are strong links with the schools' **curriculum advisers** for history (in the School Improvement Division), and good links direct with **schools** such as through the *SMART* website
- there is a well-established tradition of good co-operation and working collaborations with **other museum services** and most of the district councils
- there are good links with some **universities**, particularly for under-graduate placements, especially with Staffordshire University
- the service participates actively in **regional discussions** with other museum services and with the MLA and Renaissance.

2.2 Constraints and opportunities

Staffordshire's Museum Service is a small but highly professional service that has responded well to changing priorities despite the limitations imposed by:

- the **venues** themselves, as both Shugborough and the Shire Hall present constraints in how much of the museum collections can be displayed, the context in which displays can be presented and interpreted, and the space for storage of reserve collections including items awaiting restoration, and Shugborough is relatively difficult to access by public transport other than by a long walk
- **human and financial resources**, with only a very small professional staff team, and limited budgets to support new developments unless external funding can be secured
- **some significant gaps** in presenting the full picture of the story of Staffordshire and its communities, for example with archaeology and natural history collections being held at the Potteries Museum since the 1970s, the loss some years ago of the museum collection devoted to Staffordshire's coal-mining history and the current threatened loss of the museum dedicated to brewing, another of the county's historic strengths.

This review has considered possible areas for improvement or future action, to build on current strengths and deal with some perceived weaknesses. While some of the suggestions are about changes to working priorities which do not require additional resources, there are some areas where new resources through external funding bids or reprioritisation within the County Council would be needed.

Some of the areas for further development, subject to resources, are summarised below.

2.2.1 Leadership and strategic steer

The review of *'Renaissance in the Regions'*, the restructure of the Museums Libraries and Archives Council, the introduction of the National Strategy for Museums and the results of the Hodge Review resulting in the winding up of the regional cultural consortia leave questions over the **leadership, communication and co-ordination** of the museums sector in the sub-regions.

Staffordshire Museum Service has **existing excellent relationships** with museums in Staffordshire and Stoke-on-Trent and already provides a lead through project work and the work of the Museum Development Officer in communication, facilitation, training and advice. There is a clear opportunity to build on these relationships, on the existing leadership role the service has already developed and on the excellent reputation established by the officers, to fill the gap with a **leadership and strategic role**.

2.2.2 Education and Outreach

Formal and informal learning provides **tremendous opportunities** for the development of the work of the County Museum Service and the other museums across Staffordshire. Many museum services around the country have **dedicated Education & Outreach staff**, focused on helping meet the needs of schools and of the National Curriculum, and also providing opportunities for formal adult learning.

However this is not the picture across all museums in Staffordshire. There is a need to provide a **professional link** between the collections of the museums and the needs of the schools. This can animate the objects and bring out the information in an inspiring and enjoyable way while achieving **curriculum aims** and embedding learning to achieve **higher standards**. While Staffordshire museums provide services to schools which is highly valued, there is scope for the museum collections to make a much stronger contribution to the work of schools, and to contribute to areas such as science and technology, design, art and crafts, as well as to learning in history. A dedicated **Learning Co-ordinator** would facilitate an expanded education offer from museums across the county.

There is growing understanding of the role of historical artefacts in stimulating **community projects** for people who would perhaps not find it easy to relate to traditional museum settings, There is scope to develop more extensive programmes of projects in areas such as community history, oral history, inter-generational work and reminiscence work with older people, in collaboration with other services (see below). To provide more regular, planned and sustained community programmes would require co-ordination and leadership by an **Outreach Development worker**.

2.2.3 Collections management

Areas for future action within planned future resources include:

- a phased programme of refurbishment and **renewal of the core displays**, in discussion with the management of Shugborough, to ensure a consistent visitor offer at the Shugborough estate while maintaining the integrity and identity of the museum, the interests of which are consistent with but not synonymous with those of Shugborough or of the National Trust
- completion of the **cataloguing of the collections**, to reach 100% level
- review and approval of the **Acquisition and Disposal Policy**, and further progress in rationalisation and disposal/dispersal in line with the policy
- progress towards achieving a **joint collecting policy** for museum services across Staffordshire, which also addresses future collecting priorities.

Two larger areas for future action which would only be feasible if significant levels of capital investment were to be secured are:

- progress towards a **replacement storage facility** to replace the increasingly inadequate and unsatisfactory large objects store at the Walled Garden at Shugborough, which will have to be removed if plans to develop the Garden go ahead. A replacement would provide more operational flexibility as there is currently almost no space for any further additions to the collection and at Shugborough storage is at seven locations on two sites a mile apart. Given the capital cost implications this would need to be achieved as part of wider plans for redevelopment of part of the Shugborough site.
- progress in the longer term towards creating a **Learning & Resource Centre**, to provide a dedicated space for **public learning, study, research and conservation work** within a new facility which would offer a **highly secure environment for storage of the reserve collections** with full control of environmental factors which can affect their condition such as temperature, sunlight and humidity. This could potentially be a **shared resource with other museum collections** in the county. In this way the facility would not only act as a hub of information in itself but would also

signpost visitors to other services such as libraries, archives and other museums. As an ambitious plan to safeguard the future of the collections and increase public access to them this would probably be achievable only in partnership with other services, perhaps as part of a wider scheme such as urban growth and regeneration.

2.2.4 Access to the collections

Strategies to continue to expand availability and access to the collections will be the highest priority for the future development of the service, and will be key to maintaining future support:

- with rapidly rising demand, huge public expectations for increased on-line availability, and large quantities of resources in the hands of various collectors around the county as well as in County Council collections, there is a continuing need for **further work on digitisation**. Current rates of progress, limited by the availability of specialist staff input, are barely adequate to meet demand, and an ideal solution would be more time from specialist staff to support continuing digitisation of museums, and archives, collections
- there is the potential to develop a stronger focus on **digitisation of moving images**; over many years the Staffordshire Film Archive has been built up as an outstanding collection of its type but much of this is awaiting digitisation, is held on unstable media, and needs cataloguing, but it is not in public ownership and with plans for it to be physically housed in a regional centre outside the county it would be good for more of the collection to be made available on-line
- continue to develop joint **touring programmes and outreach work**, to ensure that some of the museum collections are physically available to be seen around the county by a wider range of people, and to raise awareness of the value of the service. One suggestion for increasing the flexibility for touring to different venues, including community venues as well as libraries, building on the county's experience with touring of crafts displays, is to acquire modular display boards, cases and cabinets so that exhibitions can go to a wider range of types of venue
- continue to develop **community projects** such as oral history, in collaboration other county services such as Arts, Libraries and Archives, with district/borough councils and with other bodies, to engage people in using the collections
- continue to develop heritage work such as **reminiscence work** and inter-generational work with older people, including those from incoming communities, and work to achieve better links with social care provision and with health and mental health services for older people.

2.2.5 Volunteering

There are many reasons why people volunteer. Museums not only benefit organisationally from well-trained and committed volunteers but they can also offer learning opportunities for volunteers seeking career development, work experience, personal enjoyment or social activity. There is increased Government support from DCLG in promoting regular volunteering.

Museums are well placed to contribute to the Staffordshire Local Area Agreement:

NI 6: Participation in regular volunteering, and

NI 7: Environment for a thriving third sector

through:

- offering a variety of **volunteering placements** to meet needs of potential volunteers
- building the **quality of volunteer support**, with training and 'light touch' supervision, to ensure they operate safely and contribute to high standards in the sector
- developing the **role of volunteers in specialist functions** such as collections care, harnessing skills people have gained through their paid work (some of the entirely voluntary museums, for example, depend on people who bring technical skills in engineering or craft disciplines to maintain and repair their equipment and to run their machinery)
- developing the role of volunteers in **guided research**, a field in which Keele University's adult education programmes and Centre of Local History have a long track record over the years, and in which the Victoria County History project has experience nationally.

2.2.6 Raising the profile of museums in the sub-region and beyond

Marketing has to work harder as people are bombarded by increasing volumes of information competing for their attention, so it is essential that the resources available for marketing of the museums are carefully targeted, which may include:

- marketing initiatives to reach new audiences, with scope for **more integrated marketing** of museums and heritage across the county, and more 'entry points' for casual visitors
- develop stronger links with the '**destination marketing**' of Staffordshire, and weblinks to a wider range of museums and heritage sites from www.enjoystaffordshire.com¹³
- with the growth of interest in local history, heritage and conservation, and more material on the web, there will be scope for more **website linking/cross-signposting**, led perhaps by a more powerful heritage and museums portal, and making links to/from local websites such as those of parish and town councils
- stronger marketing of the County Museum as a **distinct attraction in its own right** within the Shugborough estate visitor offer
- further develop the occasional **publications**, such as *Lasting Impressions*, as a way of raising awareness and interest, as well as documenting projects, with a more consistent branding and house style.

¹³ Museums are recognised to be a valuable part of the visitor offer in Staffordshire, where tourism generates £927 million for the local economy and 40,000 people are employed in tourist related jobs.

2.2.7 Links

Increased public interest in museums and heritage has increased understanding of the overlap between areas which professionally and in terms of service delivery have tended to be separate – for example, museums, libraries, archives, local history, buildings conservation, field archaeology, and environmental conservation. At different times, much or all of this is grouped together under the generously flexible term '**heritage**'.

An issue for the future will be how at a practical level these respective services, delivered variously by the public and the third sectors, can collaborate and co-ordinate to make more **accessible routes** through for the public who wish to develop their interests in these fields, through life-long learning, through involvement as volunteers and active participants, and as 'audiences' visiting real or virtual sites.

The continuation and development of the **excellent relationships** with local authorities and other museums and heritage organisations in the region and sub-region is vital to the development of the sector in this area, through building on the leadership and support role of the County Museum Service. This includes the relationship and SLA with Shugborough, the relationship with Stoke-on-Trent Museum Service, the restructured MLA and the *Renaissance in the Regions* team. Further developments include engagement with the Group for Education in Museums and a raising of profile in this forum.

PART 3: MUSEUMS STRATEGY

3.1 Strategic themes and objectives

The policy, set out earlier in this paper, will be implemented through five strategic themes, with clear objectives and a focus on outcomes:

<i>Theme</i>	<i>Objective</i>	<i>Outcomes</i>
1. Access to quality museums provision	To ensure that people have access to high quality museum provision, through: <ul style="list-style-type: none"> • caring for, presenting and interpreting the County Museum collections at Shugborough, the Shire Hall, touring exhibitions, digitisation of collections and items on loan • development of the <i>Museum on the Move</i> programme • assisting the development of improved venues and facilities • promoting the county-wide availability of high quality museums and heritage opportunities. 	<ul style="list-style-type: none"> • Quality facilities and provision of museum resources across the county • Increased audiences for the <i>Museum on the Move</i> • Improved access to collections via the web • Increased understanding of the story of Staffordshire and its communities.
2. Formal and informal learning	To encourage the use of the museums heritage to support formal and informal learning opportunities, through: <ul style="list-style-type: none"> • delivering an education programme for schools, working with schools and the School Improvement Division • promoting access to museums as an educational resource • working with plans for the Cultural Olympiad • supporting adult and family learning • supporting professional training for undergraduates and graduate trainees • supporting academic research into the history of Staffordshire • promoting and offering volunteer placements for a wide variety of volunteers. 	<ul style="list-style-type: none"> • Quality learning opportunities. • Increased volunteering. • Raised awareness of sense of place.

<p>3. Inclusiveness</p>	<p>To promote the role of museums in making a healthy and more caring, fairer and safer society, through:</p> <ul style="list-style-type: none"> • promoting the widest possible access to museum collections in the county • advocating for the use of museums / heritage in community projects • encouraging the use of museums for older people • encouraging the use of museums for adults with disabilities • encouraging the use of museums for vulnerable children • raising awareness and understanding of cultural diversity through museums / heritage. 	<ul style="list-style-type: none"> • Equal opportunities for all people to benefit from the county's museum provision. • 'Closing the gap' leading to increased participation. • Increase in the use of museums within community projects.
<p>4. Economy, regeneration and the environment</p>	<p>To promote the role of museums in contributing to economic and social regeneration, the environment and sense of place, through:</p> <ul style="list-style-type: none"> • advocating for the role of museums in providing a cultural anchor for a locality and attracting people to live, work and invest there • developing the role of the museums heritage in promoting an active understanding of 'sense of place' and social cohesion • advocating for the contribution that museums and heritage make to tourism • encouraging the use of museums and heritage in capital programmes and regeneration schemes. 	<ul style="list-style-type: none"> • Museums recognised as an important part of the cultural assets driving tourism. • Participation in museums and heritage contributes to community regeneration. • Economic benefits for Staffordshire.
<p>5. Leadership and partnerships</p>	<p>To provide leadership for the museums sector in Staffordshire, and to develop partnerships which promote best practice and which make best use of resources, through:</p> <ul style="list-style-type: none"> • developing the strategic framework and providing leadership • advocating the contribution of museums to the heritage and culture of Staffordshire • supporting the development of high standards across the county's independent museums • providing information and advice services. 	<ul style="list-style-type: none"> • Co-ordination of museums across Staffordshire. • Increased focus in use of resources.

An Action Plan, with more detail about implementation, is attached at Appendix 1.

3.2 Children and Lifelong Learning Directorate aims

Links to the Directorate's aims are summarised in the following table:

<p><i>Aims of the Children and Lifelong Learning Directorate:</i></p> <p><i>Aims of the Museums Policy:</i></p>	Be healthy	Stay safe	Enjoy and achieve	Make a positive contribution	Achieve economic well-being	Effective and efficient service management
1. Access to quality museums provision						
County Museum at Shugborough						
Care and management of the collections						
Shire Hall Gallery						
Touring exhibitions and outreach						
Digital access						
Improved venues/facilities						
2. Formal and informal learning						
Learning by children and young people						
Adult and family informal learning						
Adult formal learning						
Quality volunteering opportunities						
3. Inclusiveness						
Museums and social care						
Museums and vulnerable children						
<i>Museum on the Move</i>						
Community projects						
Cultural diversity						
4. Economy, regeneration and the environment						
Effective marketing of the venues						
Tourism and marketing of Staffordshire						
Community regeneration						
5. Leadership and partnerships						
Strategic framework and leadership						
Advocacy						
Information, advice and practical support						
Workforce development						

APPENDIX

Appendix 1: ACTION PLAN 2009-2012

Notes to the Action Plan:

1. Lead responsibility sits with the Arts & Museum Service except where otherwise stated.
2. Timescale is indicated as follows:
 - Short term = within one to two years
 - Medium term = within three years
 - Long term = may take five years or longer
3. More detailed allocations of staff and financial resources are set out in the internal Service Plans and individual Work Plans.
4. This Action Plan should be updated annually to take account of achievements and changing circumstances.

Abbreviations:

CLP	Community Learning Partnership
DMP	Destination Management Partnership
DSD	Development Services Directorate
IT	Information Technology
LAA	Local Area Agreement
LSP	Local Strategic Partnership
MLA	Museums Libraries & Archives Council
NI	National Indicator (performance indicator)
SID	School Improvement Division
SLCOF	Staffordshire Leisure & Culture Officers' Forum
U3A	University of the Third Age
VCH	Victoria County History
WEA	Workers' Educational Association

Theme 1: Access to quality museums provision**Objective:**

To ensure that people have access to high quality museum provision, through:

- caring for, presenting and interpreting the County Museum collections at Shugborough, the Shire Hall, touring exhibitions, digitisation of collections and items on loan
- development of the *Museum on the Move* programme
- assisting the development of improved venues and facilities
- promoting the county-wide availability of high quality museums and heritage opportunities.

Outcomes to include:

- Quality facilities and provision of museum resources across the county.
- Increased audiences for the *Museum on the Move*.
- Improved access to collections via the web.
- Increased understanding of the story of Staffordshire and its communities.

Workstream	Action	Timescale	Target/PI	Partnership links	Resources
1.1 County Museum at Shugborough	<ul style="list-style-type: none"> • Maintain the partnership and the SLA. • Develop a planned programme of refurbishment/renewal of displays on a rolling basis over a five year period integrated in to the long term planning for the visitor offer. • Develop plans in partnership with DSD for a replacement store for the reserve large objects collections. 	<p>Ongoing development programme</p> <p>Replacement store: same timescale as Walled Garden project (medium/long term)</p>	<ul style="list-style-type: none"> • LAA: NI10: <i>Visits to museums or galleries</i>. • Displays renewed • Replacement store funded and put into use. 	<ul style="list-style-type: none"> • Shugborough Estate • National Trust • MLA • National Trust • Libraries (Local Studies) 	<p>Within existing and planned resources</p> <p>Capital funding to be secured to enable replacement store</p>

1.2 Care and management of collections	<ul style="list-style-type: none"> Gain accreditation for the County Museum, Shugborough and the Shire Hall Gallery (including maintaining the collections Acquisition and Disposal Policy). Provide strategic steer and practical support through MDO and Flying Collections Officer for other Staffordshire Museums to gain accreditation. Ensure appropriate conditions and security for the long-term sustainability and safe-keeping of the collections. Complete remaining backlog in programme of documentation and continue to maintain documentation. Lead work with borough and district councils towards a county-wide common policy for collections, acquisitions and disposals, building on existing informal practice. 	<p>Accreditation – short term</p> <p>Medium / long term</p> <p>Medium term</p> <p>Ongoing/ medium term</p>	<ul style="list-style-type: none"> Accreditation achieved Documentation achieved and maintained 	<ul style="list-style-type: none"> MLA Borough/District Councils Independent museums 	
1.3 Shire Hall Gallery	<ul style="list-style-type: none"> Refurbish and renew permanent historic exhibitions. Contribute to temporary exhibitions programme with exhibits, knowledge and expertise. 	<p>Ongoing development programme</p>	<ul style="list-style-type: none"> LAA NI 10: <i>Visits to museums or galleries</i>. Displays renewed Temporary exhibition programme includes collections 	<ul style="list-style-type: none"> Staffordshire County Arts Service 	<p>Within existing and planned resources plus budget provision for renewals of displays</p>
1.4 Touring exhibitions and outreach	<ul style="list-style-type: none"> Promote county-wide availability of access to heritage and museums through SAMS collections and those of other museums and heritage organisations throughout the county. Increase access to collections through curating and/or contributing to touring exhibitions at other museums and venues around the county 	<p>Ongoing development programme</p>	<ul style="list-style-type: none"> LAA NI 10: <i>Visits to museums or galleries</i>. Museum /other venues served Staffordshire communities have 	<ul style="list-style-type: none"> Black Country Museum authorities Libraries Borough/District Councils Independent 	<p>Within existing and planned resources</p>

	<p>including libraries and exhibitions organised by voluntary groups.</p> <ul style="list-style-type: none"> • Promote the loan of exhibits to other museums / venues. • Seek to reach communities and schools through objects and displays in the mobile <i>Museum on the Move</i>. 		access to opportunities	<ul style="list-style-type: none"> • museums • Other venues 	
1.5 Digital access	<ul style="list-style-type: none"> • Continue to develop and manage digitised content to improve virtual access to collections. • Continue to digitise suitable material both in the County Council's own collections and in other ownership (including audio and film material as well as photographic other collections) and make available on the web through <i>Past Track</i> and other appropriate channels. • Promote SAMS websites – <i>Past Track</i>, <i>Gateway to the Past</i> and <i>SMART</i> to new and existing audiences. • Seek to secure funding for additional digitisation staff to increase capacity to be used both by the Museum Service and by Archives to enable more material to be made available. 	Ongoing development programme	<ul style="list-style-type: none"> • Continued expansion and use of the digitally accessible resources 	<ul style="list-style-type: none"> • IT Dept • Archives 	Within existing and planned resources plus budget provision for further resources for digitisation
1.6 Assisting the development of improved venues / facilities	<ul style="list-style-type: none"> • Maintain a strategic overview of venue developments. • Support proposals for new and improved focal points for museum / heritage opportunities. • Continue to support Staffordshire Museums through the MDO advice, network and small grants for improved access / care of collections etc. • Develop plans for a Learning & Resource Centre to be established subject to planned urban growth and regeneration opportunities. 	L & R C: medium/long term, when the right capital and partnership opportunity is presented (long term)	<ul style="list-style-type: none"> • Strategic overview • High quality facilities • Management of grants • LAA NI 10: <i>Visits to museums or galleries</i> 	<ul style="list-style-type: none"> • Borough/District Councils • Independent museums • MLA • Renaissance 	<p>Substantial capital funding to be secured to provide a L & R C</p> <p>MDO grants subject to Renaissance funding</p>

Theme 2: Formal and informal learning**Objective:**

To encourage the use of the museums heritage to support formal and informal learning opportunities, through:

- delivering an education programme for schools, working with schools and the School Improvement Division
- promoting access to museums as an educational resource
- working with plans for the Cultural Olympiad
- supporting adult and family learning
- supporting professional training for undergraduates and graduate trainees
- supporting academic research into the history of Staffordshire
- promoting and offering volunteer placements for a wide variety of volunteers.

Outcomes to include:

- Quality learning opportunities.
- Increased volunteering.
- Raised awareness of sense of place.

Workstream	Action	Timescale	Target/PI	Partnership links	Resources
2.1 Formal learning by children and young people	<ul style="list-style-type: none"> • Develop a strategic relationship with School Improvement Division (SID) over use of museums and heritage in formal education. • Participate in the discussions across C&LL to develop the 'Find your Talent' cultural entitlement five hour offer. • Promote the 'Learning Outside the Classroom' agenda and the use of museum and heritage sites. • Deliver education resources for schools including web-based resources, the <i>SMART</i> website, teaching packs, exhibitions and loan 	Ongoing development programme	<ul style="list-style-type: none"> • LAA NI 110: <i>Young people's participation in positive activities</i> • LAA Education achievement indicators • Delivery of resources for schools • Dedicated specialist 	<ul style="list-style-type: none"> • Schools • SID • Other museums in the county 	<p>Within existing and planned resources</p> <p>Additional funding to be secured to enable the establishment of a Learning Co-ordinator to lead Museums</p>

	<p>collections and use of the Mobile Museum devised to meet schools' needs.</p> <ul style="list-style-type: none"> • Advocate the use of museums in formal education including other curriculum areas such as science, design, technology and art, as well as history. • Seek to secure funding for a dedicated Learning Co-ordinator to provide county-wide support for development of formal education links in museum sector. 		education post established		Education & Outreach
2.2 Adult and family informal learning	<ul style="list-style-type: none"> • Support informal adult learning through talks, exhibitions and professional advice. • Support adult and family learning / community projects through partnerships with organisations such as Adult and Family Learning / Libraries / Archives / CLPs. • Develop a house style of occasional publications, to disseminate knowledge and research arising from community projects, and promote loan and sale through libraries. • Advocate use of museums / heritage to voluntary sector adult education providers e.g. WEA / U3A. • Participate in planning across C&LL / West Midlands to develop plans for the Cultural Olympiad across Staffordshire e.g. <i>Museum on the Move</i> Olympic theme exhibition 2009. 	Ongoing development programme	<ul style="list-style-type: none"> • LAA NI 110: <i>Young people's participation in positive activities</i> • LAA NI 4: <i>Percentage of people who feel they can influence decisions in their locality</i> • Number of adult learning groups supported • Publications developed and promoted • Cultural Olympiad activities delivered 	<ul style="list-style-type: none"> • Community organisations • CLPs • WEA • U3A • Libraries • Archives • District and Borough councils • 2012 co-ordinator • MLA • Adult and Community Learning 	Within existing and planned resources

2.3 Adult formal learning opportunities	<ul style="list-style-type: none"> • Maintain and develop links with further and higher education and local universities to advocate use of museums/ heritage. • Support academic research into the history of Staffordshire; and build on links with Victoria County History with Archives and Libraries. • Continue and develop skills development programmes for volunteers in museums (in partnership with Renaissance and MLA). 	Medium term	<ul style="list-style-type: none"> • LAA NI 80: <i>Achievement of Level 3 qualification by the age of 19</i> • Stronger relationship with Universities – tutors and students engaged with museums • Research made accessible 	<ul style="list-style-type: none"> • Archives • Staffs, Keele and other universities • VCH • MLA • Renaissance 	Within existing and planned resources
2.4 Promote quality volunteering opportunities across the county	<ul style="list-style-type: none"> • Promote and advocate for the value of volunteers working with museums across Staffordshire. • Provide formal work experience opportunities for school students. • Provide placements to under- and post-graduate students. • Provide a variety of volunteer opportunities with the Museum Service e.g. short term / project / long term research for a variety of volunteer needs. 	Ongoing programme	<ul style="list-style-type: none"> • LAA NI 6: <i>Participation in regular volunteering</i> • LAA NI 7: <i>Environment for a thriving third sector</i> • Volunteer opportunities increased 	<ul style="list-style-type: none"> • SID • Schools • Universities • Local volunteer bureaux • Volunteer run museums • Other museums working with volunteers 	

Theme 3: Inclusiveness**Objective:**

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

- promoting the widest possible access to museum collections in the county
- advocating for the use of museums / heritage in community projects
- encouraging the use of museums for older people
- encouraging the use of museums for adults with disabilities
- encouraging the use of museums for vulnerable children
- raising awareness and understanding of cultural diversity through museums / heritage.

Outcomes to include:

- Equal opportunities for all people to benefit from the county's museum provision.
- 'Closing the gap' leading to increased participation.
- Increase in the use of museums within community projects.

Workstream	Action	Timescale	Target/PI	Partnership links	Resources
3.1 Museums and social care	<ul style="list-style-type: none"> • Continue and develop reminiscence pilot projects and inter-generational work working with social health and care / libraries. • Contribute to oral history projects, in partnership with other services, with work being edited and digitised to be added to county collections. • Develop resources and activities on Museum on the Move to cater for older people / adults with disabilities. • Identify further adult groups who find it difficult to access mainstream museum provision to develop access programmes and pilot / develop programmes. 	Short / medium term	<ul style="list-style-type: none"> • LAA NI 10: <i>Visits to museums or galleries</i> • LAA NI 136: <i>People supported to live independently through social services (all adults)</i> • Projects devised, funded and implemented • Increased 	<ul style="list-style-type: none"> • Arts • Libraries • Archives • Social Health & Care • Borough/District Councils • Community organisations 	Within existing resources, but subject to additional resources for pilot projects and for additional capital equipment

			opportunities for people excluded from mainstream access		
3.2 Museums and vulnerable children	<ul style="list-style-type: none"> Identify and develop pilot museum resources / activities to meet the needs of children and young people excluded from mainstream access. 	Medium term	<ul style="list-style-type: none"> LAA NI 110: <i>Young People's participation in positive activities</i> LAA Educational indicators Increased opportunities for vulnerable children and young people 	<ul style="list-style-type: none"> Social Health and Care SID Borough/District Councils 	
3.3 Museum on the Move	<ul style="list-style-type: none"> Continue to develop the Museum on the Move programme to offer services to older people, adults with learning disabilities, schools and vulnerable children. Seek to identify other groups with access issues and develop tour of the mobile museum to rural / urban / remote users. Work in partnership with other services such as libraries to reach similar audiences. 	Short / medium term	<ul style="list-style-type: none"> LAA NI 110: <i>Young People's participation in positive activities</i> LAA Educational indicators LAA NI 10: <i>Visits to museums or galleries</i> LAA NI 136: <i>People supported to live independently through social services (all adults)</i> 'Changing Lives Agenda' delivery plan 	<ul style="list-style-type: none"> Renaissance Black Country partnership SCC departments Libraries 	Within existing and planned resources

3.4 Community projects	<ul style="list-style-type: none"> Promote the use of museums / heritage in and contribute to community projects, in partnership with other services, leading to events, exhibitions, displays, web pages and/or publications. Develop modular touring programmes, to enable greater flexibility in touring to a wider range of community venues to reach audiences who are otherwise excluded. Seek funding for Outreach Development worker to increase capacity and lead work. 	Short / medium term	<ul style="list-style-type: none"> Projects devised, funded and implemented Increased opportunities for people to be active participants Modular touring introduced Publications and internet resources 	<ul style="list-style-type: none"> Arts Libraries Archives Social Care VCH Borough/District Councils Voluntary sector organisations 	Within existing and additional resources, Additional resources for an Outreach Development worker
3.5 Cultural diversity	<ul style="list-style-type: none"> Seek to raise awareness and understanding of cultural diversity through projects which explore the heritage and background of different communities, including recently arrived communities, in partnership with other services. 	Short / medium term	<ul style="list-style-type: none"> Projects devised, funded and implemented 	<ul style="list-style-type: none"> Arts Libraries Archives Borough/District Councils Staffs University Voluntary sector organisations 	Within existing resources, but subject to additional resources for pilot projects

Theme 4: Economy, regeneration and the environment**Objective:**

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

- advocating for the role of museums in providing a cultural anchor for a locality and attracting people to live, work and invest there
- developing the role of the museums heritage in promoting an active understanding of 'sense of place' and social cohesion
- advocating for the contribution that museums and heritage make to tourism
- encouraging the use of museums and heritage in capital programmes and regeneration schemes.

Outcomes to include:

- Museums recognised as an important part of the cultural assets driving tourism.
- Participation in museums and heritage contributes to community regeneration.
- Economic benefits for Staffordshire.

Workstream	Action	Timescale	Target/PI	Partnership links	Resources
4.1 Effective marketing of venues	<ul style="list-style-type: none"> • Promote the County Museum (in partnership with Shugborough marketing dept) and the Shire Hall Gallery through effective marketing. • Promote Past Track and other internet-based resources. • Undertake or participate in audience research to understand the views of users (both visitors to venues and events, and virtual visitors), to plan future service developments. • Improved / co-ordinated marketing of the museums sector across the county, through marketing support to Staffordshire museums. 	Ongoing development programme	<ul style="list-style-type: none"> • LAA NI 10: <i>Visits to Museums or Galleries</i> • Visitor target numbers • Website hits • Rolling programme of research 	<ul style="list-style-type: none"> • SCC Communications • Shugborough • SCC IT support • Staffordshire museums 	Within existing and planned resources

4.2 Tourism and marketing of Staffordshire as a county	<ul style="list-style-type: none"> Promote the potential of the county's cultural attractions as an important feature of Staffordshire as a cultural destination. Link with Staffordshire DMP to ensure that the role of museums is recognised and promoted as part of '<i>Culture, Nature and Adventure</i>' in attracting visitors. Support the DMP in promoting a broad 'cross domain' approach to heritage access in its widest sense including links to related environmental issues e.g. countryside, links to walking and cycling routes, links to wildlife heritage, archaeology, industrial archaeology and conservation of the built environment. 	Short / medium term	<ul style="list-style-type: none"> Museums feature in tourism branding of Staffordshire Museums linked to other aspects of heritage 	<ul style="list-style-type: none"> Staffordshire DMP DSD 	Within existing and planned resources
4.3 Community regeneration	<ul style="list-style-type: none"> Advocate and support the role of museums / heritage projects in community regeneration including raising aspirations and building sense of place and identity and community cohesion (as Theme 3). Advocate and act as internal consultancy by advising on heritage aspects of the Building Schools for the Future programme. 	Ongoing development programme	<ul style="list-style-type: none"> (as Theme 3) Heritage aspects included in BSF / capital developments 	<ul style="list-style-type: none"> (as Theme 3) DSD 	(as Theme 3)

Theme 5: Leadership and partnerships**Objective:**

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

- developing the strategic framework and providing leadership
- advocating the contribution of museums to the heritage and culture of Staffordshire
- supporting the development of high standards across the county's independent museums
- providing information and advice services.

Outcomes to include:

- Co-ordination of museums across Staffordshire.
- Increased focus in use of resources.

Workstream	Action	Timescale	Target/PI	Partnership links	Resources
5.1 Strategic framework and leadership	<ul style="list-style-type: none"> • Advocate the value of the museums / heritage of Staffordshire in the Local Area Agreement and Community Strategy and its contribution to achieving corporate objectives. • Lead and develop existing good relationships and two-tier working with the Staffordshire Boroughs and Districts and build the capacity for strategic action through inter-authority collaborations. • Ensure that museums issues are reported to and discussed at the Staffordshire Leisure & Culture Officers' Forum (SLCOF). • Maintain and develop effective working relationships and collaborations with authorities in the Black Country and Stoke-on-Trent (i.e. the historic pre-1974 county). 	Ongoing development programme	<ul style="list-style-type: none"> • Museums heritage acknowledged in future corporate strategies • County-wide common policy agreed • Museums Newsletter circulated to SLCOF 	<ul style="list-style-type: none"> • Other County Council services • LSPs • Borough/District Councils • SLCOF • Other local authority museum services • MLA and Renaissance 	Within planned resources

	<ul style="list-style-type: none"> • Maintain the existing positive working relationships with other museums services in the region (e.g. through the Marches Curators' Group and other fora), including collaborations and joint initiatives. • Influence the development of regional policy and practice. • Lead and nurture the county's relationship with the MLA and Renaissance and other regional/national bodies, on behalf of Staffordshire's museums, to ensure that the county's strategic needs are understood and represented. 				
5.2 Advocacy	<ul style="list-style-type: none"> • Advocate on behalf of Staffordshire museums locally, regionally and nationally through raised PR and profile, Marches Curators Group, Museum Development Network, Group for Education in Museums, reports to SLCOF, roles in strategic regional working groups, liaison with MLA WM, Renaissance WM and MA, representation at sub-regional, regional and national strategic groups / conferences. 	Ongoing development programme	<ul style="list-style-type: none"> • Higher profile for the Museum Service • Higher profile for museums in Staffordshire within the sub-region and region 	<ul style="list-style-type: none"> • Other County Council services • SLCOF • SCC Communications • Museums Assoc • MLA • Renaissance 	Within planned resources

5.3 Information, advice and practical support	<ul style="list-style-type: none"> Continue to provide and update the museums section of the County Council website, and provide news, case studies, information services and links and signposting to other resources. Support Staffordshire museums through Museums Development work, providing help in working towards accreditation, and assistance to projects through the Small Grants scheme. Lead the Staffordshire Museums Network, to bring together both the professional and voluntary museums sectors for meetings, seminars, training and professional development, and as a channel for information through newsletters and other communications. 	Ongoing development programme	<ul style="list-style-type: none"> Support provided to achieve accreditation Network maintained Staff meet CPD requirements Profile of Staffordshire Museums raised Museum development projects realised 	<ul style="list-style-type: none"> Staffs Museums Network Museums Assoc SCC Communications 	<p>Within planned resources</p> <p>Project funding to be secured for new developments in training</p>
5.4 Workforce development	<ul style="list-style-type: none"> Maintain and develop the professional standards and continuing professional development (CPD) of museum staff through training, courses, conferences, seminars etc. and participation in the Museums Association. 	Ongoing development programme	<ul style="list-style-type: none"> Maintenance of skills, knowledge and high standards in the sector across Staffordshire 	<ul style="list-style-type: none"> Staffs Museums Network Renaissance 	<p>Within existing and planned resources</p>

Appendix 2: ACQUISITION AND DISPOSAL POLICY

**STAFFORDSHIRE
ARTS & MUSEUM SERVICE**

COLLECTIONS MANAGEMENT POLICY

**ACQUISITION AND DISPOSAL
POLICY**

September 2008

MUSEUM: Staffordshire Arts & Museum Service

GOVERNING BODY: Staffordshire County Council

DATE APPROVED BY GOVERNING BODY:

DATE AT WHICH POLICY DUE FOR REVIEW: 1 September 2010

1. INTRODUCTION AND AIMS OF THE ACQUISITION AND DISPOSAL POLICY

This Policy will cover the acquisition of objects (including two-dimensional printed, painted and drawn material), photographs and oral history recordings, collectively referred to in this Policy as "items". One of the chief purposes of this document is to direct the growth of the collection and to prevent unnecessary duplication and collection in unsuitable fields of interest.

An Acquisition & Disposal Policy, approved by the museum's governing body, is a requirement of the Accreditation Scheme managed by the Museums, Libraries and Archives Council (MLA).

Responsibility for the care, management and development of Staffordshire County Council's art and museum collection, and for the implementation of this policy, lies with Staffordshire Arts & Museum Service.

2. ARTS AND MUSEUM SERVICE MISSION STATEMENT

Staffordshire Arts and Museum Service is part of Staffordshire County Council's Department of Children and Lifelong Learning. Its mission within the Council is:

"to create opportunities for people to get the most from the arts and from museums and to support others involved in promoting museums and the arts in Staffordshire."

3. EXISTING COLLECTIONS

3.1 SIZE OF THE COLLECTION

The size of the collection at present is estimated at approximately 25,600 objects and 36,000 photographs. It is currently growing at the rate of 0.8% per annum (approximately 500 items).

3.2 SUBJECT MATTER

3.2.1 The **museum collection** covers a wide range of subjects within the fields of Staffordshire's social and agricultural history, and, to a lesser extent, crafts and industry. These include:

customs and beliefs	agriculture and forestry
public services	retail distribution
education	craft industries
communications and currency	childhood
warfare and defence	hobbies, crafts and pastimes
costume and accessories	health and infant raising
transport	

3.2.2 The **art collection** falls into two distinct categories:

- i) **Fine art.** The fine art collections consist of the following categories:
 - a) Works in any medium by artists associated with Staffordshire.
 - b) Works in any medium of subjects located in Staffordshire or strongly associated with the County.
 - c) Contemporary work by significant artists who have exhibited in the County.
 - d) Designs and related information concerning the County Council's Public Art commissions

- ii) **Decorative art.** The decorative art collections consist of the following categories:
 - a) Contemporary crafts by makers living and working within the United Kingdom with particular emphasis on jewellery, automata, textiles and toys.
 - b) Items which represent achievement in technique and innovation in craft skills and in the use of materials, with emphasis on items clearly associated with the County.

3.3 HISTORY OF THE COLLECTION

The Staffordshire County Museum collection at Shugborough was established by the County Council in 1964, and the Museum opened in April 1966. (Some objects in the collection pre-date 1964: these include items collected by the County Council's Planning Department between 1959 and 1963). During the 1970s, as a result of local government reorganisation, the Museum's archaeological and natural history collections were transferred to Stoke-on-Trent City Museum and Art Gallery. The industrial collections were also transferred or loaned to other museums. The remaining collections have since been focused, through the County Museum and Shugborough Park Farm, on the interpretation of the County's social, local and agricultural history.

In October 1996, following the reorganisation of the County Council, the County Arts Service and Staffordshire Museum Service were combined to form the Staffordshire Arts and Museum Service. Responsibility for the care and management of the County art collection was then transferred to the Arts and Museum Service.

3.4 LEGAL STATUS

The County Museum collection and County Museum were established at the Quarterly Council Meeting of Staffordshire County Council, held on 28th November 1964, under the enabling powers established by the Public Libraries and Museums Act 1964.

4. CRITERIA GOVERNING FUTURE COLLECTING POLICY, INCLUDING THE SUBJECTS OR THEMES FOR COLLECTING

4.1.1 Active Collecting

The Arts and Museum Service is aiming to be more active in its collecting activity relating to prioritised gaps (see 4.2). This will take the form of visits to individuals, exhibitions, sales and dealers in order to acquire items specifically needed to fill a gap in an area of the collection, to fill a gap in a display topic, as part of a research project or by public appeal via newspapers, libraries, etc. A large proportion of these items will need to be purchased. The Arts and Museum Service will seek external funds in order to purchase collection items.

4.1.2 Passive Collecting

This will involve careful consideration of items offered to the Arts and Museum Service. Acceptance will depend on the guidelines set out above. Many of these items will be gifts.

4.2 PRIORITY AREAS OF COLLECTION

The collection is weak in certain subject areas and priority is to be given to collecting the following items:

- a) **Costume:** 20th century costume in general, but with particular emphasis on childhood, civil defence, occupational dress; costume representative of Staffordshire's multi-cultural nature; nightwear, male clothing, and post-Second World War clothing.
- b) **Domestic Life:** Post-Second World War in general.
- c) **Working Life:** Craft industries:- tanning, glass making, textile industries; public house fittings and objects; contemporary retailing.
- d) **Community Life:** Sports and pastimes; childhood; rites of passage; and to reflect the multi-cultural nature of Staffordshire.
- e) **Shugborough:** The Shugborough Estate during the 20th century and the hospital during the Second World War.

- f) **Photographs:** Certain parts of the County are poorly represented, particularly South Staffordshire and the area west of Wolverhampton. Photographs illustrating life for some sections of the County's ethnic and cultural communities are required.
- g) **Agriculture & Rural Life:** Objects, photographs and oral history reflecting agriculture and rural life in Staffordshire post 1950.
- h) **Fine Art:** Works by contemporary artists born or working in Staffordshire.
- i) **Decorative Arts:** Jewellery by contemporary UK artists and makers.

4.3 **SUPPORTING MATERIAL**

Photographs, oral and written records will be collected in order to complement and support the material collections and aid interpretation and conservation.

4.4 **COLLECTING FOR EDUCATIONAL PURPOSES**

Staffordshire Arts and Museum Service collects items specifically for handling and demonstration use as part of Shugborough Estate's educational services at the County Museum, the Park Farm and at the Shire Hall Gallery, and for the Arts and Museum Service's educational and outreach work. A handling collection, separate from the core County collection, is being developed.

5. **PERIOD OF TIME AND GEOGRAPHICAL AREA TO WHICH COLLECTING RELATES**

5.1 The Period of Time

The period covered by the museum collections is primarily the late 18th century through to the Second World War. Future collecting will place emphasis on the 20th century to fill gaps in the collection, and extend its range through to the present day. In the fine and decorative art collections, work is currently represented by contemporary artists alongside items dating from the 18th to the early 20th centuries.

5.2 Geographical Limitations

Items collected should bear a clear relationship to Staffordshire, where possible, by manufacture, use and/or association. Items from outside the County should be acquired only where there is a noted gap in the collections, where there is clear evidence that items of this type were used in Staffordshire, and/or where there is strong relevance to items already in the collection. The emphasis is on the smaller towns and rural parts of Staffordshire. This is because the County's major manufacturing towns have their own specialist museums, art galleries and art collections (see 7.1).

For contemporary crafts (particularly jewellery), the geographical limitation is that the makers must live and work in the United Kingdom.

6. LIMITATIONS ON COLLECTING

6.1 Staffordshire Arts & Museum Service recognises its responsibility, in acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections 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.

6.2 Resource Limitations

Storage areas are largely at capacity. Funding levels restrict the purchasing of items for the collection and the remedial conservation of items taken into the collection.

6.3 Condition

Items should not be collected which are in a very poor state of repair unless they are early or important examples, or are essential for a particular display or exhibition. Duplicates should not be collected unless the second item is in better condition, or needed for spare parts, or for demonstrations or handling. Donors will be notified, where necessary, of the Arts and Museum Service's intentions in acquiring an object.

7. COLLECTING POLICIES OF OTHER MUSEUMS

7.1 Staffordshire Arts & Museum Service 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 and organisations: the Potteries Museum, Stoke-on-Trent; Borough Museum and Art Gallery, Newcastle-under-Lyme; Tamworth Castle Museum; Lichfield Heritage Centre; Museum of Cannock Chase, Hednesford; Tutbury Museum; Coors Visitor Centre & Museum of Brewing, Burton-upon-Trent; Uttoxeter Heritage Centre; Staffordshire Moorlands District Council; Staffordshire & Stoke-on-Trent Archive Service; William Salt Library, Stafford.

8. POLICY REVIEW PROCEDURE

8.1 The Acquisition and Disposal 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.

MLA -WM(Museums Libraries & Archives Council – West Midlands) 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.

9. ACQUISITIONS NOT COVERED BY THIS POLICY

- 9.1 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 Staffordshire Arts & Museum Service itself, having regard to the interests of other museums.

10. ACQUISITION PROCEDURES

- 10.1 Staffordshire Arts & Museum Service 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.
- 10.2 In particular, the Staffordshire Arts & Museum Service 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).
- 10.3 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, Staffordshire Arts & Museum Service 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.
- 10.4 Staffordshire Arts & Museum Service will not acquire any biological or geological material.
- 10.5 Staffordshire Arts & Museum Service will not acquire any archaeological material.
- 10.6 Staffordshire Arts & Museum Service does not hold or intend to acquire any human remains.
- 10.7 Any exceptions to the above clauses 10.1, 10.2, 10.3, 10.4, 10.5 or 10.6 will only be because the museum 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 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.

11. SPOILIATION

- 11.1 Staffordshire Arts & Museum Service 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.

12. REPATRIATION AND RESTITUTION

- 12.1 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. Staffordshire Arts & Museum Service 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 13.1-13.4, 13.7 and 13.19 below will be followed but the remaining procedures are not appropriate.

The disposal of human remains from museums in England, Northern Ireland and Wales will follow the procedures in the "Guidance for the care of human remains in museums".

13. DISPOSAL PROCEDURES

- 13.1 The governing body will ensure that the disposal process is carried out openly and with transparency.
- 13.2 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.
- 13.3 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.
- 13.4 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.

- 13.5 When disposal is motivated by curatorial reasons the procedures outlined in paragraphs 13.7 to 13.19 will be followed and the method of disposal may be by gift, sale or exchange.
- 13.6 The museum will not undertake disposal motivated principally by financial reasons.
- 13.7 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.
- 13.8 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 of the museum acting on the advice of professional curatorial staff, if any, and not of the curator of the collection acting alone..
- 13.9 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 sought from MLA.
- 13.10 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.
- 13.11 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.
- 13.12 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.

- 13.13 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.
- 13.14 The museum will not dispose of items by exchange.
- 13.15 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 13.1-13.4 and 13.7-13.8 will be followed as will the procedures in paragraphs 13.16-13.19.
- 13.16 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.
- 13.17 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.
- 13.18 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.
- 13.19 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.

14. RESPONSIBILITY FOR THE COLLECTIONS

The Head of Arts and Museums has ultimate responsibility for the collection. However, day-to-day responsibility for the implementation of the Acquisition and Disposal Policy and for the management of the collections lies with the Senior Museums Officer.

Appendix 3: LIST OF CONSULTATIONS

MLA West Midlands:

- Jon Finch, Chief Executive
- Michael Cooke, Director: Learning and Social Policy & Museums Domain Lead
- Paula Bricki, Standards and Stewardship Officer
- Geoff Warren

***Renaissance* West Midlands:**

- Carol Bowsher, Regional Manager

Staffordshire Local Authorities:

- Cannock Chase District Council: Lee Smith, Museum Services Officer, and Adrienne Whitehouse, Leisure Development Manager
- Newcastle-under-Lyme Borough Council: Delyth Copp and Teresa Mason, Museum Managers
- Stafford Borough Council: Lisa Heaton, Tourism & Heritage Manager
- Staffordshire Moorlands District Council: Deb Nicklin, Arts Development Officer
- Stoke-on-Trent City Council: Keith Bloor, Acting Museum Director, Potteries Museum & Art Gallery
- Tamworth Borough Council: Louise Troman, Heritage and Visitor Services Manager

Other Local Authorities:

- Black Country Authorities: Su Booth, Museum Development Officer
- Herefordshire County Council: Kate Andrew, Principal Heritage Officer
- Shropshire County Council: Nigel Nixon, Head of Museum Service
- Warwickshire County Council: Helen MacLagan, Head of Heritage and Culture (Museums)
- Wolverhampton City Council: Corinne Miller, Head of Arts & Museums

Universities:

- Ray Johnson, Professor of Film Heritage and Documentary, Staffordshire University / Staffordshire Film Archive
- Maggie Andrews, Senior Lecturer, Staffordshire University
- Martin Brown, Senior Lecturer, Staffordshire University
- Ruth Brown, Keeper of the Design Collection, Staffordshire University
- Dr Nigel Tringham, Victoria County History / Keele University

Museum interests:

- Claymills Pumping Engines Trust Ltd: Derek Goodman and Mike Guthrie
- Leek & Moorlands Historical Trust: John Newall
- Leek Historical Society: Cath Walton
- North Staffordshire Railway Museum: Chris Knight, Curator and Archivist, and Churnet Valley Railway: Richard Sant, Chairman
- Staffordshire Regiment Museum, Whittington Barracks: Dr Erik Blakeley, Museum Curator and Manager
- Tutbury Museum
- Wedgwood Museum Trust: Nigel Spicer

Staffordshire County Council:

- Cllr Maureen Compton, Support Member (Cultural Services)
- Janene Cox, Assistant Director, Culture and Libraries
- Judy Goodson, Principal Librarian, Policy Development
- Thea Randall, Head of Joint Archive Service and County Archivist
- Roger Bradshaw, Head of Economic Regeneration, Development Services

Arts & Museum Service:

- Kate Whitworth, Head of Arts & Museum Service
- Chris Copp, Museums Officer
- Helen Johnson, Museums Development Officer
- Gemma Oakley, Collections Assistant
- Phoebe Cummins, Technician
- Ali McLuskey, Technician
- Howard Dixon, Technician
- Owen Hurcombe, Arts Development Officer (Visual Arts and Crafts)
- Kim Gould, Gallery & Exhibitions Development Officer
- Laura Hilton, Audience Development Officer
- Tracey Meredith, Arts and Projects Liaison Officer
- Lyndsey Catchpole, Exhibitions Co-ordinator

School Improvement Division:

- Roger Emmett, Senior Adviser
- Annette Fisher, Adviser

Shugborough Estate:

- Liz Carruthers, Group Manager
- Steve Dodd, Operations Manager