

POLICIES AND STANDARDS

# Museum Policies

This policy is applicable to RBWM LAHS: Windsor & Royal Borough Museum

**DOCUMENT CONTROL**

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|--|---|-------------------------------|
| <b>Managed by:</b><br>Mark Taylor        | <b>Responsible position:</b><br>Margaret Kirby  | <b>Version:</b><br>1          |
| <b>Contact person:</b><br>Margaret Kirby | <b>Approved by:</b><br>Lead Member for Libraries,<br>Overview and Scrutiny Leisure<br>Culture and Libraries | <b>Date approved:</b><br>2014 |
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## **1. TITLE**

Museum Collections Policy

## **2. POLICY STATEMENT**

This policy covers all the policy documents required by Arts Council for the renewal of full Accreditation status for the Windsor & Royal Borough Museum.

## **3. PURPOSE**

The policy provides an overarching statement for a set of policies which govern the principles and practices set out for the operation of the Museum Service to ensure organisational health for governance, finance, collections care and best practice for inspiring experiences.

A museum collection is set of unique objects or artefacts, and may also include photographs, prints and paintings, which are accessioned and catalogued for use in exhibitions, education, activities and research.

## **4. SCOPE**

The Windsor & Royal Borough Museum is a local history collection and the service comprises operations associated with the store, the museum space, exhibitions and displays and learning activities and cover issues relating to collections development, documentation, care and conservation, access and environmental sustainability.

## **5. OBJECTIVE**

The objective is to ensure that the Museum service operates with highly professional and quality driven practices as advised by Arts Council and supported by the information resources available via Collections Trust.

The service also seeks to support the aims for improved health and well being in the Borough by strengthening sense of place and preserving local memory and local history.

## 6. POLICY DETAILS

Summary detail is provided here and full specific policies are attached as associated documents

### 6.1 Collections Development Policy

Collections within a museum must be managed in line with the museum's statement of purpose and strategic vision, and the policy covers ownership, a statement of purpose, overview, procedures for loans, themes and priorities for future collecting, as well as rationalisation and disposal, and any legal or ethical issues for acquisition or disposal.

### 6.2 Documentation Policy

The museum collection service must be guided by the agreed documentation policy. The aim of the policy is to ensure that the Windsor & Royal Borough Museum (W&RBM) fulfils its responsibilities in relation to security, management and access of collections. It demonstrates that the service cares for all collections to a high standard and aims to widen the use of them, as well as continuing to improve. The service will strive for the effective documentation of holdings to ensure appropriate security and management, and increased access. As good documentation is essential for enabling a wide range of museum activities, the service will make good use of all resources available through staff teams and volunteer support, in order to constantly improve. The primary SPECTRUM procedures are used for documentation. SPECTRUM is an open and freely available collections management standard, recognised nationally and internationally, for collections management activity in museums, to improve the management, sustainability and use of Collections.

### 6.3 Collections Care and Conservation Policy

The museum's approach to collections care and conservation covers the following: environmental conditions in the museum store and museum spaces issues relating to flood risk, cleanliness, housekeeping, risk of pest infestations, impact of light, weather, safety issues, sustainability, emergency planning, insurance and valuations. The museum obtains expert security advice for stored and exhibited collections at least every five years and act on the advice over time.

**Environmental Sustainability :** The museum service must be environmentally conscious, and look to minimise waste and reduce any impact on the environment with approval from the governing body as represented by the RBWM Overview and Scrutiny Panel for Leisure Culture and Libraries. The policy

takes the current aims of the Borough's Environmental Sustainability Panel for 2014/15, as a starting point and adds detail which are appropriate and in accordance with the purpose of the service.

These include: attention to energy reduction, water usage reduction, waste reduction- aiming at 55-60% and looking to use renewable energy sources.

#### **6.4 Access Policy**

The museum must offer and develop good-quality, stimulating services for users and potential users, in order to get the best out of its collections, resources and local area, and must understand its users and non users, evaluate and analyse, devise plans to broaden the range of users, have a culture of customer care, take account of users needs, and respond to tourism and local priorities.

The museum will provide a user-focused experience, a welcoming, accessible environment, and appropriate services and facilities. It will also ensure appropriate signs and directions inside and outside the building, and communicate effectively with users and potential users through a range of accessible marketing and promotional activities.

**Learning:** In providing excellent access, the service will seek to ensure effective learning experiences. Learning is a core purpose for museums, using collections and associated information for exhibitions and learning opportunities. The museum will exhibit the collections using a variety of interpretative methods, provide access to the collections and associated information for research purposes and other forms of engagement, and provide effective and stimulating learning and discovery experiences focused on the collections.

### **7. ROLES AND RESPONSIBILITIES**

Head of LAHS

Service Manager: Arts and Heritage,

The Head of Service approves overall content, documentation style and pathway Service Manager Arts and Heritage with help from Heritage team members creates and or reviews documentation for presentation. Following approvals, submits policy documents to Arts Council for accreditation renewal process.

### **8. MONITORING, EVALUATION AND REVIEW**

Approvals by

- LAHS via Service Manager: Libraries, Service Manager: Arts and Heritage, XUMT (Extended Unit Management Team), and Head of LAHS
- Directorate Management Team, Adult and Community Services
- Lead Member for Leisure & Libraries

- Leisure, Culture and Libraries Overview and Scrutiny Panel of Members of the Council

## **9. DEFINITIONS AND ABBREVIATIONS**

## **10. ASSOCIATED DOCUMENTS**

- Collections Development Policy
- Documentation Policy
- Collections Care and Conservation Policy plus Environmental Sustainability
- Access Policy plus Effective Learning

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

## Collections Development Policy

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### Background to the policy

This template sets out the principles that will provide the governing bodies and the workforce of museums with a framework for responsible and ethical acquisition and disposal of collections. It provides clear procedures and decision-making processes common to Accredited museums.

Implementing the policy will enable museums to demonstrate the public benefit in their approach to collections development. It provides a basis for open and transparent decision-making and an informed dialogue between governing bodies, donors, funding bodies and other stakeholders.

This policy applies to material which the museum owns and has accessioned into the collection or intends to own and accession into the collection.

The acquisition, management and disposal of collections will be guided by:

- a museum's constitution and statement of purpose
- the legal basis on which the collections are held
- the public benefit derived from the effective use and management of the collections
- an assessment of the needs of the museum's collections
- the collections held by other museums and organisations collecting in the same or related geographic areas or subject fields

As part of the review of Accreditation, the acquisition and disposal policy, required by the Accreditation Standard (2004), has been amended to become a collections development policy. This amended template reflects this change.

### **Preparing and adopting the policy**

Accredited museums with an approved acquisition and disposal policy compliant with the April 2008 (2010 revision) template, and which remains in date at the time of an Accreditation return, do not need to revise their policy in order to retain their Accredited status. An area for improvement will be applied to ensure that at the next review the policy is revised to comply with the Accreditation Standard (2011).

**RBWM is the governing body which delegates the custodial responsibility for the museum collection to Libraries Arts and Heritage and the Windsor & Royal Borough Museum**  
: [http://www.rbwm.gov.uk/web/members\\_constitution.htm](http://www.rbwm.gov.uk/web/members_constitution.htm)



## **Royal Borough of Windsor and Maidenhead**

### **Libraries Arts and Heritage**

#### **Windsor & Royal Borough Museum**

#### **Collections Development Policy**

Date Approved : August 2014

Approval Body : Lead Member/ Overview and Scrutiny: Leisure and Libraries

Review Date : January 2016

Renewal Date : July 2017

#### **1. Museum's statement of purpose**

The Windsor & Royal Borough Museum (W&RBM) is in a unique position to tell the stories of Windsor and The Royal Borough and its people, and will

- manage collections to the recognised national standards so as to ensure their value and use for future generations
- interpret and display the history of the area, in an accessible way for the appreciation of all generations
- work with others: individuals, communities, and organisations to uncover and reveal stories
- improve creative and learning opportunities both formally and informally for all generations to discover the rich and diverse heritage of the area of Windsor and Maidenhead
- enable high quality display, exhibitions and events for residents, workers and visitors to be proud of the local heritage of the area
- contribute to the Borough's successful portfolio of services in achieving successful financial targets and contributing to the cultural activities and offers in the area .

#### **2. Overview of Current Collections**

The Windsor & Royal Borough Museum was founded in 1951 as the Guildhall Exhibition, a small local history museum in the Windsor Guildhall; it was owned by the Royal Borough of New Windsor, Berkshire. The majority of items on display and in store were concerned with the history of the pre-1974 Borough of New Windsor, although there was also a strong royal element and a significant number of items relating to the town of Eton.

In 1974 the Guildhall Exhibition was taken over by the new Royal Borough of Windsor & Maidenhead, and items from the old Maidenhead Museum were given to the collection. The Guildhall Exhibition was closed in 1982. The Collection was then transferred to a store in Tinkers Lane, Windsor, where it is still based.

From 1983 the museum provided a large exhibition on '*Victorian Life in Windsor*' for the Royalty and Empire Museum in the Central railway station, until it closed in 1991.

In the early 1990s, the name of the Collection was changed to the Royal Borough Collection, and the decision was taken to extend the Collection to cover the whole of the borough. From 1995 onwards the museum had changing exhibitions in 100 sq. m. at 24 High Street, and a permanent '*Town & Crown*' exhibition illustrating the growth of Windsor town. In 1998 the name of the collection was changed again to the Royal Borough Museum Collection.

In 2006 the council withdrew from 24 High Street and the whole collection was again returned to storage except for two small displays: in Windsor Library and York House, Windsor. The name was changed once more to Windsor & Royal Borough Museum, to locate it as being in Windsor, also to make it easier to find in internet searches and to increase 'brand recognition.' The scope of collecting is now defined as being within the geographical boundaries of the current borough, as administered by RBWM.

In 2009, a small display was installed in Cox Green Library. At this time, there was a firm commitment from the RBWM administration to find a suitable venue in central Windsor and enable much more of the Collection to be on display. The ground floor of the Grade 1 listed Windsor Guildhall in the High Street, is now secured as a museum space attracting over 30,000 visitors per year since it opened in March 2011.

In 2010, the Museum was given the fixed display case in the reception area of Maidenhead Townhall. The display in York house was removed in 2012 to allow for more displays of objects in the museum space in the Guildhall. Displays were also installed at the rebuilt Dedworth Library in January 2013 and the new Boyn Grove Library in April 2014.

Staffing has undergone many changes over the last 10 years. Between January 2004 and March 2008 there was a partnership with Reading Museum Service under an SLA to provide curatorial and museum services through a seconded officer. In April 2008 RBWM reverted to employing a Heritage Development Officer directly, a post which was later renamed as Museum and Collections Officer. This post was deleted in Nov 2013 and 2 part time Museum Resources Officers were appointed.

As of July 2014, the Museum now has displays in the Museum, Guildhall, Windsor; Windsor Library; Dedworth Library; Boyn Grove Library; Cox Green Library; Maidenhead Town Hall. There are also objects out on long-term loan at various sites around the borough. The main collection is now a total of almost 10,000 objects and continually growing.

### **3. Themes and priorities for future collecting**

The W&RBM is a local history collection relating to the Borough of Windsor and Maidenhead, its towns and villages, its civic, social and family life, its trade and industries, churches, schools, military and royal connections.

The collection includes archaeological finds, books, newspapers, journals, documents, maps and plans, paintings, prints and drawings, photographs and social and domestic objects reflecting the history of the borough, its towns, villages and settlements.

### **4. Themes and priorities for rationalisation and disposal**

#### **4.1 Strategic context**

This policy is written to conform in all particulars to the Museum Association *Code of Ethics for Museums* (2002), and *Ethical Guidelines on Acquisition* (1996).

The emphasis on real as opposed to replica objects and the role of the W&RBM as an educational institution will be reflected in the selection of objects. Objects need to have clear research, educational, and public access potential to enable the collection to provide learning opportunities for the people of the Royal Borough and its visitors.

The following types of historical material relating to the social history of the RBWM will be accepted:

- Archaeological finds and related reports post 2011
- Archaeological finds pre 2011 (only where not acquired by Reading Museum Service's collection - see 5.1)
- Printed ephemera (with good supporting documentation and contextual information)
- Oral history recordings
- Photographs
- Prints, drawings and paintings
- Costume and textiles
- Other objects

Local history and reference books will be collected for the W&RBM's library, but these will not be formally accessioned. Information about books held will be made available through the services for Libraries Arts and Heritage.

## **4.2 Significance of an object**

An object can only be acquired if it meets at least one of the following significance criteria, and the majority must fulfil the first category (Geographic Significance). Additional criteria (section 4.0) are also considered to ensure a proper process and sound resource management, the majority of which must be met for all acquisitions.

Four categories will be used to judge significance:

- Geographic Significance
- Cultural & Contemporary Significance
- Significance for Learning & Creativity
- Environmental Significance

Geographic Significance will remain as the main priority for the majority of acquisitions, but the W&RBM recognises the requirement to collect some items that are not directly related to the borough in response to clearly identified needs and aspirations of local people.

## **4.3 Geographical significance**

An object must have an association within the current boundaries of the borough, as administered by RBWM. Non-borough items will only be collected if they are highly significant from a Learning & Creativity, wider Environmental or Contemporary & Cultural point of view.

Association will be defined as follows:

Strong Association: items PRODUCED in the area, DEPICTING the area or FIELD COLLECTED from the area.

This comprises:

- artefacts made in the locality
- works of art that depict the locality, but not necessarily made there
- items of archaeology or natural history discovered in the locality

Medium Association. Items not produced, depicting or field collected in the area, but produced, collected or used by a person or organisation that was BASED in the area for a considerable time or that are linked to a notable LOCAL EVENT.

This includes:

- artefacts produced outside the locality by a craftsman, artist or company that had been based in the locality for many years
- items field collected outside the locality by a person or organisation based in the locality
- an item, not mass-produced, that was used or owned by a person or organisation from the locality for a considerable period in that locality
- an item used in a notable or famous event or incident in the locality.

Weak Association. Items whose only association with a geographical area is that they were used there for a short period. The association is particularly weak if in addition the majority of their use has been with an outside locality, or they are a mass-produced item and therefore likely to have equal associations with many other localities.

#### **4.4 Cultural and contemporary significance**

The W&RBM has adopted a people-centred approach to its services including acquisition. This reflects the aspirations of the refreshed Cultural Strategy (2014), particularly to life-long learning, healthy lifestyles, social inclusion and responsibility.

It will actively collect objects with clear relevance to and association with the Borough's people. Collecting will aim to reflect all the cultures that have enriched local life from prehistoric times until the present day. High priority will be given to objects that reflect contemporary life in the Borough, as these are under represented at present. Active collecting through a defined project may be required to collect contemporary objects, particularly because few contemporary items are offered as gifts to the museum.

#### **4.5 Significance for Learning & Creativity**

Priority will be given to acquiring objects that by their nature will have broad research, educational or display uses for the foreseeable future. This particularly reflects the aspirations of the Cultural Strategy (2002) to promote opportunities for lifelong learning.

Priority will be given to objects with immediate use within the W&RBM's public programme or which meet a particular user need e.g. The National Curriculum for schools. Much, but not all of the current needs for handling and educational activities can be met by objects already in the collections but these will occasionally need to be supplemented, where a clear demand can be demonstrated. All acquisitions for handling should have a good level of contextual and provenance information.

Documentation will clearly show the intended use of the object and donors will be made aware of this possibility at the time of entry that they may be used for handling.

The W&RBM will not acquire items purely for temporary display purposes.

#### **4.6 Environmental Significance**

The RBWM's Cultural Strategy (2014) looks for opportunities to enhance and protect heritage. Items that document environmental change in the locality will be acquired, in reference to Geographic Significance (3.3). There is also a clear overlap with Significance for Learning & Creativity. (3.5).

### **5. Limitations on collecting**

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

#### **5.1 Current and Future Resource Implications**

The W&RBM will not acquire items for which it does not have the resources or facilities to provide proper collections care, unless, under exceptional circumstances, they are being acquired for short-term handling to destruction only. In this case this will be clearly documented at the time of acquisition. Particular caution will be applied to acquiring items in very poor condition, or especially large artefacts requiring extensive and expensive storage facilities.

In general, the cost of collecting including staff time involved, and future care of an object will always be balanced against the considerations of its significance and the potential uses.

Space for storage of items and use of the W&RBM is currently extremely limited, and there is currently no space for collecting larger items in particular, e.g. machinery and vehicles.

#### **5.2 Selectivity and Sampling - Setting Standards of High Quality**

The W&RBM recognises the limitation of its resources in terms of storage space, staff and finance. Therefore all collecting must be selective. In all fields of collecting the officer responsible (Museum Resources Officers) will aim to employ recognised sampling strategies or to develop one if none is available. For material collected by others, the collector will be required to adopt and document recognised sampling strategies. Criteria for selecting among related significant items will include the long-term value and relevance, quality and in some cases the completeness of the item. Only a very small percentage of material culture and natural history can be represented in a museum collection.

The W&RBM will not usually attempt to collect exhaustive type series, even of local material, especially if this would involve collecting very large numbers of items.

Only in exceptional circumstances would the W&RBM acquire a collection of items whose integrity is essential to its meaning.

#### **5.3 Authenticity**

The W&RBM will only seek to acquire items for which reasonable evidence is available of their authenticity. The W&RBM will not usually seek to acquire replicas, facsimiles or other forms of

copies. The W&RBM will seek outside advice on authenticity if necessary before purchasing items of considerable value.

#### **5.4 Conditions Applying to Acquisitions**

The W&RBM will not normally accept an acquisition to which any special conditions apply, such as need to display. However, when receiving grant-aid for a purchase, such as the Victoria & Albert Purchase Grant Fund and the Art Fund, the W&RBM is bound by restrictions such bodies impose.

The W&RBM will however always be sensitive to the feelings of donors, for example in the case of oral history recordings of a personal nature.

The W&RBM recognises that it may acquire items that are culturally sensitive and will have restrictions on the way that they can be used and kept. Reasonable restrictions will not preclude acquisition and the W&RBM will try to identify such restrictions and document them at the time of acquisition.

There is a strong presumption against acquiring items as loans for any reason except for temporary exhibitions, usually for a maximum of two years. Any loan will be agreed in writing by the lender and the W&RBM, including allocation of responsibilities for insurance and transport arrangements and shall be for a specified fixed-term period only, renewable in writing.

The W&RBM is not required to acquire unsolicited gifts or bequest. Any items arriving in this way will be considered and if unsuitable for acquisition, disposed of (see section 8.0).

#### **6. Collecting policies of other museums**

The W&RBM 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 museum(s):**

###### **6.1 Other museums and collecting policies**

The W&RBM recognises the need to cooperate and consult with other museums and institutions, over the acquisition of any item that may fall within their collecting policies. In general, in order to avoid duplication of effort and confusion for users, the W&RBM will seek to reach agreement between neighbouring museums and institutions so that acquisition policies do not significantly overlap, and that competition is unnecessary.

The museums and archives (not all registered or accredited) collecting in the area covered by the W&RBM are:

- Berkshire Record Office
- Reading Museum Service (Archaeology up to 2011)
- Royal Berkshire Yeomanry Cavalry Museum
- History of Wheels Motor Museum
- Maidenhead Heritage Centre and Trust
- Museum of Eton Life
- Eton College Natural History Museum
- Stanley Spencer Gallery

The Royal Collection (not collecting but collaborative partner)  
John Lewis Archive and Heritage Centre (Cookham)

**6.2** The W&RBM has small amounts of material of interest to most the above museums. However it does not actively seek to increase its collection of Berkshire Yeomanry items or those relating to Eton College. Several Berkshire Yeomanry items belonging to W&RBM are on long-term loan to Berkshire Yeomanry Museum.

**6.3** The W&RBM does collect material relating to Maidenhead and Clewer. Good relationships have been established with members of staff at Maidenhead Heritage Trust with regard to collecting, loans, display and record keeping.

## **7. Policy review procedure**

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.

Arts Council England 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.

The previous policies date from 2001, 2005 and 2009, and the current revisions under the title Collections Development Policy are as recommended by Arts Council. The Policy will be reviewed in 2017 and at least once every five years thereafter.

## **8. Acquisitions not covered by the policy**

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

## **9. Acquisition procedures**

- a. The museum will exercise due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that the museum can acquire a valid title to the item in question.
- b. In particular, the museum will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).
- c. In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, the museum will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005.

- d. So far as biological and geological material is concerned, the museum will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, except with the express consent of an appropriate outside authority.
- e. The museum will not acquire archaeological antiquities (including excavated ceramics) in any case where the governing body or responsible officer has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures.

In England, Wales and Northern Ireland the procedures include reporting finds to the landowner or occupier of the land and to the proper authorities in the case of possible treasure as defined by the Treasure Act 1996.

- f. Any exceptions to the above clauses 8a, 8b, 8c, or 8e will only be because the museum is:
  - acting as an externally approved repository of last resort for material of local (UK) origin
  - acquiring an item of minor importance that lacks secure ownership history but in the best judgement of experts in the field concerned has not been illicitly traded
  - acting with the permission of authorities with the requisite jurisdiction in the country of origin
  - in possession of reliable documentary evidence that the item was exported from its country of origin before 1970

In these cases the museum will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority.

- g. As the museum holds or intends to acquire human remains from any period, it will follow the procedures in the 'Guidance for the care of human remains in museums' issued by DCMS in 2005.

## **W&RBM Acquisition Procedures**

### **9.1 Legal Title and Ethical Issues**

There is a strong presumption against the W&RBM acquiring objects without acquiring Legal Title.

The W&RBM will not acquire items if it is believed that such material has been acquired in or exported from its country of origin (including the UK) in violation of that country's laws. The W&RBM will not acquire natural historical or archaeological material that has been acquired in contravention of laws and ethics relating to environment and heritage preservation.



There is a strong presumption against collecting human remains other than those relating to properly collected local archaeological archives. Where human remains are collected they will be acquired in accordance with the 1857 Burials Act, Home Office regulations and with the consent of the local coroner.

The W&RBM will always aim to avoid any risk of conflicts of interest during an acquisition. No person or organisation with any possibility of financial or personal gain from the acquisition will be involved in making the decision to acquire an item.

The W&RBM will not acquire items it believes to have a considerable commercial value without advising prospective donors or vendors to seek independent advice on its value. In the case of purchases of considerable value, the W&RBM will seek advice itself in order to ensure value for money is achieved.

When sources of funding must be found in order to purchase an item, and particularly when grant-aid is sought, the vendor will be warned of the time that this is likely to take. This will be done at the time of the W&RBM registering an interest in the item.

Whenever possible the W&RBM prefers to keep objects in context and will advise for their preservation in situ rather than acquisition for the collection, for example architectural features of important historic buildings.

If the W&RBM obtains definite evidence of criminal activity on the part of a donor or vendor, this information will be reported to the police and other interested bodies.

## **9.2 Documentation of Acquisition**

The W&RBM will always give priority to the acquisition of items with substantial accompanying documentation and supporting contextual material. Documentation will, wherever possible, include supporting photographic, oral history and/or archival contextual material.

The W&RBM will not acquire more items than it has the resources to document within a short period after deposit.

The W&RBM recognises its responsibility to ensure the proper documentation of any items it acquires, and the need to make this documentation accessible as soon as possible to museum users, through its computer database catalogue (although some information, such as the value and location of objects will not be disclosed for reasons of security. The names of donors will always be treated as confidential in accordance with the Data Protection Act, and the Freedom of Information Act 2005).

In addition to information about an object's context, the W&RBM will document the reason for the W&RBM's collecting decision and that of anyone else involved in the selection of the object, and any restrictions that have been identified on the way that the object can be used or stored.

The W&RBM will not seek to acquire unprovenanced or duplicate material *unless* it is for required for educational or handling use (see 3.5).

## **9.3 Copyright and Intellectual Rights**

The W&RBM will give priority to the acquisition of material for which it can also acquire the copyright.

Where this is not possible, the W&RBM will respect the rights of copyright owners, though it will seek to obtain the licence to make copies, without incurring a fee, for the purposes of exhibition, marketing, educational use and preservation.

The W&RBM will be unlikely to acquire items for which a copyright agreement would restrict the ability to make it accessible through display.

The W&RBM will respect the Intellectual rights of makers and seek to clarify any restrictions on the use and care of items, particularly art works, with the maker before deciding on acquisition.

#### **9.4 Acceptance Process**

The decision to accept a particular item into the collection will not be made by a single member of W&RBM staff. Whenever possible, offers to the W&RBM will be assessed by the Museum Resources Officers in consultation with her/his line-manager,. Advice may be sought from the senior curator at Reading Museum Service or another professional museum curator.

For purchases or whenever large resources need to be made available in order to acquire an item or care for it long-term, the Head of Service must ratify the acceptance. Purchases must be made in accordance with Council financial regulations.

All acquisitions by the W&RBM must follow the above policy, unless in a given case a specific written instruction is issued by the governing body (RBWM ). Any such exception must still conform to the ethical guidelines of the Museums Association.

#### **10. Spoliation**

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

#### **11.. The Repatriation and Restitution of objects and human remains**

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

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'.

#### **12. Management of archives**

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

### **13. Disposal procedures**

#### **Disposal preliminaries**

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

#### **Motivation for disposal and method of disposal**

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

#### **The disposal decision-making process**

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

### **Responsibility for disposal decision-making**

- h. A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the governing body of the museum acting on the advice of professional curatorial staff, if any, and not of the curator of the collection acting alone.

### **Use of proceeds of sale**

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

### **Disposal by gift or sale**

- k. Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain, unless it is to be destroyed. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.
- l. If the material is not acquired by any Accredited Museums to which it was offered directly as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material, normally through an announcement in the Museums Association's Museums Journal, and in other specialist journals where appropriate.
- m. The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.

### **Disposal by exchange**

- n. The museum will not dispose of items by exchange.

### **Documenting disposal**

- o. 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.

### **13.1 Documenting Disposals at W&RBM**

The W&RBM recognises the need to keep a copy of any documents relating to a disposed object so that future enquiries can be answered, and in the case of an object transferred to another institution, so that enquirers may be referred to the relevant body.

A permanent record will be made of the decision to dispose of an object, including the reasons for the disposal.

The details of disposals will be documented as follows:

- Ensure object is accessioned and numbered.
- Photograph object.
- Assemble all relevant documentation and photographs and place in extension file.
- Complete database record ensuring that:
  - there is a full description and digital photographs of the object
  - there are disposal details including disposal reason, method, date, recipient organisation/person and authorisation
  - the permanent location is recorded as 'disposed'
- Complete an exit form and transfer of title form, place copies of both in extension file and supply copies of both to the receiving organisation or person.
- Where the original documentation and photographs are to be transferred to another museum, a copy should be made and kept in the object's extension file.
- Where the object is transferred to another museum, the following should also be transferred with it:
  - original documentation and photographs in the object file
  - a copy of the information in the object's database record

### **13.2 Presumption against disposal**

The W&RBM normally aims to retain the majority of objects in its collections in perpetuity. However, the cost of care and storage necessitates continual review and rationalisation of its holdings. It is intended that the implementation of a clear, focused Acquisition Policy will reduce the need for disposals in the future.

The W&RBM supports the guidelines for disposal policy (MGC, 1995) and the Museums Association guidelines on disposal (MA, 1996) and will refer to these to resolve questions of disposal falling outside this policy.

### **13.3 Presumption against disposal**

The Governing Body accepts the principle that there is a strong presumption against the disposal of any items in the W&RBM's collection out of the public domain except as set out below.

### **13.4 Disposal definition**

Disposal is the permanent removal of an object from the W&RBM's permanent collection. Research investigations which result in the complete destruction, partial destruction or transfer of the whole or part of an object to another organisation constitute a disposal.

### **13.5 Consultation with interested parties**

The W&RBM should never accept objects under any binding conditions from the previous owners, but this has not always been the case. The W&RBM should aim to maintain good relations with donors past, present and future.

The W&RBM will always investigate the conditions of acquisition of an object prior to its disposal of an object, and wherever possible, will consult with representatives of all interested parties prior to disposal.

For an object whose acquisition or conservation was wholly or partly funded by grant-aid the W&RBM will not dispose of such an object without first consulting with the relevant grant body.

For an object acquired by donation or bequest, where the disposal method is by gift to another Accredited Museum, the W&RBM will, whenever possible, notify the previous owner or their family prior to disposal.

For an object acquired by donation or bequest, where the disposal method is other than by gift to another Accredited Museum, the W&RBM will make every possible effort to involve donors or their family in the decision to dispose.

### **13.6 Obtaining permission from the museum's governing body**

The decision to dispose of an object from the collection must not be made without permission from the W&RBM's governing body, acting on the advice of professional curatorial staff and not of the Museum Resource Officers acting alone. The final decision to dispose should be made by the Governing Body.

### **13.7 Disposal method**

Providing disposal has been approved, an appropriate method of disposal must be chosen from the list below. Of the methods deemed appropriate for a particular object, the given order of priority should be applied. Should a particular method of disposal prove unsuccessful, the next appropriate method in the list should be attempted.

1. Return of human remains or cultural property to cultural groups
2. Disposal of human remains in general
3. Disposal of objects where there is a health and safety risk
4. Gift or exchange to other Accredited Museum
5. Gift, exchange or sale to other non-Accredited Museum, educational or charitable body
6. Gift to previous owner
7. Waste disposal / destruction

#### **13.7.1 Return of human remains or cultural property to cultural groups outside the UK**

The return of human remains or cultural property to cultural groups requires particular sensitivity and each case should be considered individually.

The return of human remains or cultural property to cultural groups outside the UK does not have to follow the normal route of offer to Accredited Museums etc.

Specialist guidance should be sought from the Museum Ethnographers Group (see MEG, 1994) whenever appropriate.

The Government's Working Group on Human Remains published its report in November 2003 and it is currently being considered by the Department for Culture, Media and Sport. English Heritage and the Church of England have also set up a joint working party.

#### **13.7.2 Disposal of human remains**

There are special legal, ethical, cultural and procedural considerations which apply to the disposal of human remains that would need investigating on a case by case basis.

#### **13.7.3 Disposal of objects presenting a health and safety risk**

Objects presenting a health and safety risk to staff and users, should normally be disposed of by destruction, however, other routes should be considered where specialist museums have the expertise or resources to hold an object safely.

All Council and Museum health and safety procedures should be observed when dealing with objects presenting a risk.

#### **13.7.4 Disposal through transfer to another Museum**

##### **To an Accredited Museum by gift**

The object concerned should be offered as a gift to other Accredited Museums either direct or by means of a notice in *Museums Journal* including the number and nature of the objects concerned and allowing at least two months from the date of publication for registered museums to express an interest.

Objects will not be sold to other Accredited Museums.

##### **To a non-Accredited Museum or other body by gift, exchange or sale**

If no other Accredited Museum is interested in accepting an object, the W&RBM may offer it to non-Accredited Museums, or other educational or charitable bodies, by gift, exchange or sale.

When transferring an object to a non-Accredited Museum or other body, priority will be given to those which maintain a permanent collection in public ownership and to those which demonstrate a significant educational role.

The W&RBM will seek to dispose of an object by sale only if the object was originally purchased by the W&RBM.

The W&RBM will always be sensitive to the possibility of adverse publicity that disposal by sale might cause.

Any monies received by the W&RBM's governing body from the disposal of objects will be applied for the benefit of the collections. This normally means the purchase of further acquisitions but in exceptional cases improvements to the care of the collections may be justifiable.

#### **13.7.5 Disposal through return to a donor**

Objects may be returned to a donor as a gift, where an acceptable reason to dispose exists within the policy. A request for return from the donor is not a sufficient reason for a disposal.

#### **13.7.6 Disposal through destruction or waste disposal**

When disposing of objects by destruction or waste disposal, the W&RBM will use a recognised, approved and safe method.

Where disposal through destruction or waste disposal is carried out by third parties, the W&RBM should check that the agreed method of disposal is followed.

Where disposal through destruction or waste disposal is carried out, identifying marks and documentation should be obliterated or removed from the objects after they have been fully documented.

## **14. W&RBM Objects covered by this policy**

### **14.1 Permanent Collection**

The disposal procedure must be followed when disposing of an accessioned object from the W&RBM's permanent collection.

Objects in the W&RBM's permanent collection that are not clearly accessioned, or are not clearly marked with an accession number should, for the purpose of disposal, be considered to have the same status as accessioned objects.

The W&RBM must establish whether it holds the legal title to an object and whether it is legally free to dispose of it.

### **14.2 Left items**

According to local government legislation relating to unwanted material deposited on local authority premises, after three months, left items become the property of that authority to use or rid itself of as they so wish.

Such non-accessioned objects are not part of the W&RBM's permanent collection and the W&RBM is empowered by its governing body to get rid of them without consultation on an object-by-object basis. This can include objects rejected as offers as donations to the W&RBM, but not collected by their owners within three months.

If the owner fails to collect a left item the W&RBM will take reasonable steps to contact the owner, advise them that the object is unwanted and ask them to collect the object.

The W&RBM should not normally allow objects to be left. Objects can only be accepted with the agreement of the Museum Resources Officers.

The W&RBM should use its best endeavours to trace the owner proportionate to the estimated value of the object.

Where the owner is traced the W&RBM should send the owner two written reminders and a final notice of intention before ridding itself of the object.

If the object is not collected within three months the W&RBM may get rid of the object according to local government legislation.

For very valuable objects the W&RBM should take legal advice prior to disposal.

### **14.3 Reasons for disposal**

Reasonable steps should be taken by staff to research the facts pertinent to the reason for disposal and to present them to the Governing Body for consideration.

The W&RBM will *only* dispose of an object from the collection for the following reasons:

### **14.4 Disposal of objects because of extensive deterioration in their condition**

An object may be disposed of when it is so extensively deteriorated that it can no longer be used for any of display, research or education, in the opinion of the member(s) of W&RBM staff with specialist knowledge of the object.



Where there is no such subject-specialist in the W&RBM able to give an opinion on the potential future use of the object, an opinion will be sought from a recognised external specialist.

**14.5 Disposal of objects posing a conservation hazard to other parts of the collection**

An object may be disposed of when it is an unavoidable conservation threat to other objects of the collection e.g. woodworm infested.

**14.6 Disposal of an object in order to provide better care or access**

An object may be disposed of when it is clear that another educational institution will provide better care or access to users.

This may apply to types of objects that the W&RBM acquired in the past in great abundance prior to the introduction of an Acquisition Policy, which could now better be shared with other educational organisations.

This may also apply to objects of a very specialist nature or requiring very specialist care that might better be held by a specialist museum, library or archive.

This may also apply to objects of more relevance to a geographical region outside the RBWM, although the historical connections made with the Borough during the time the object was held by the W&RBM will usually be given precedence.

**14.7 Destructive and invasive sampling for the purposes of scientific research**

An object or part of an object may be disposed of during research investigations that result in the complete destruction, partial destruction or transfer of the whole or part of an object to another organisation. This should be carried out in accordance both with the Disposal Policy and the Destructive and Invasive Sampling Policy.

**Policy Framework**

This policy is part of RBWM:LAHS Policies Standards & Guidelines: Museum Policies : MP1

**Review date:** April 2017

**Signature:**.....**date** .....

*Margaret Kirby: Service Manager Heritage and Arts*

**Signature:** .....**date** .....

*Cllr Quick : Cabinet Member - Leisure and Libraries (also Windsor)*

*Lead Member for Adult and Community Services, with responsibility for Libraries Arts and Heritage, including the Windsor & Royal Borough Museum*

## **Royal Borough of Windsor and Maidenhead**

### **Windsor & Royal Borough Museum**

#### **Documentation Policy**

Date Approved : August 2014

Approval Body : Lead Member/ Overview and Scrutiny: Leisure Culture and Libraries

Review Date : January 2016

Renewal Date : July 2017

#### **Policy Statement and Introduction**

The aim of the policy is to ensure that the Windsor & Royal Borough Museum (W&RBM) fulfils its responsibilities in relation to security, management and access of collections. We wish to demonstrate that we are caring for all our collections to a high standard and widening the use of them, as well as continuing to improve in this area. We will strive for effective documentation of our holdings to ensure appropriate security and management, and increased access. As good documentation is essential for enabling a wide range of museum activities, we will use resources available to us through staff teams and volunteer support in order to constantly improve.

#### **Purpose**

The Documentation Policy will ensure we:

- Improve accountability for collections by recording details of all accessions and following up with further detail, as appropriate on the museum cataloguing system (Modes), aiming for accuracy.
- Strive towards best practice for collections information whilst maintaining minimum professional standards in documentation procedures and collection information.
- Continue to develop higher standards of documentation through a programme of detailed documentation, to address issues relating to audits, valuation and on line access.
- Extend access to collection information by updating training for library staff and by the development of online catalogue entries.
- Strengthen the security of the collections through location and movement control and other documentation.
- Ensure the long term sustainability of data and other information generated by the museum about its collections through improved relationships with RBWM IT staff, covering procedures for backups and other risks due to media obsolescence and departmental strategies effecting storage.

#### **Ethics and Legislation**

This policy should be read in conjunction with the Forward Plan, Documentation Plan, Care and Conservation Plan and the Access Policy Statement.

WRBM will record sufficient information in order to identify and locate items, and to back up these records as appropriate.

The documentation policy and plan follows the museum standard SPECTRUM, an open and freely available collections management standard, which is recognised nationally and internationally, for collections management activity in museums, to improve the management, sustainability and use of Collections. This also follows the recommended guidance provided by Collections Link and Arts Council. It is also follows the guidelines as dictated by:

- the Data Protection Act
- the Freedom of Information Act
- the Museum Association Code of Ethics

- any additional legislation relevant to the storage of data and information
- The relevant policies within RBWM relating to security, including transfer of media and documents, and care with email data and attachments

### **Accountability**

W&RBM makes a commitment to maintain the minimum level of collections documentation in order to identify and locate items for which it may be legally responsible including loaned items.

### **Standards**

W&RBM makes a commitment to follow SPECTRUM, the UK Collections Management Standard, and specifically to meet the minimum standard for:

|              |             |                               |
|--------------|-------------|-------------------------------|
| Object Entry | Acquisition | Object Exit                   |
| Loan In      | Loan Out    | Location and Movement Control |
| Cataloguing  |             |                               |

We will aim to create inventory level descriptions on our database within 3 months of accession date

### **Access to Collections Information**

The aim for collections documentation is to make continuous improvements, whilst monitoring security, and enabling wider access for selected data to be seen at a future point on public web pages.

- Access for Staff : 2 trained administrators for Modes have full access to the system.
- Access for Curatorial Volunteers: following training and under supervision, curatorial volunteers have editing access to add object entries.
- Access for Volunteers: following training, some volunteers are given search access on the Modes System to research and draft information on objects for adding to Modes system by staff or trained curatorial staff (no editing rights).
- Access for Researchers - can access Modes at the store under supervision from staff.
- Access for expert Friends of W&RBM - can access Modes at the store (Staff present for Health and Safety cover)
- Access for others - RBWM IT have knowledge of system set up.
- Access for public use will be via touch screen content and Modes online development.

### **Security of Collections Information**

Copyright of images

Information retained about images received and stored.

Issues relating to security of information and data, as well as long term preservation have been carefully considered. Paper documentation is stored in the secure Museum Store, which is in a building where RBWM has its 24 hour control room.

The catalogue records are electronic and backed up by RBWM IT Resources on a shared drive, with mirrored replication to ensure resilience. Data is held on the RBWM Y drive data and is backed up every night using Microsoft Data Protection Manager and held for 28 days currently, to allow users to restore previous versions. The tapes are fully encrypted at the drive level. When closing Modes,

users are invited to do an incremental backup. A version is saved to the U: drive, and RBWM IT assist in managing the updated files and backups.

Libraries Arts and Heritage will work with RBWM IT to ensure that museum catalogue data is as secure as possible, free from error, up to date, and not effected by any changes made to storage in using different drives and cloud technology.

### **Keeping records up to date**

On going process of audit and review in conjunction with preparation of online cataloguing entries provides a rolling programme of updating and improving documentation.

Future developments

- Improving accessibility by sharing data more widely for example through Culture Grid,
- Archives Hub and other portals
- Development of an improved documentation system and increased user accessibility through the use of MODES online – commission underway.
- Improved standards for data and terminology and file-naming across the collections.
- Ensuring all collections and all new accessions have documentation at minimum SPECTRUM standard such as accession records, numbering, labelling and marking, location and movement control, loans and exit (if appropriate) records.

### **Further detail**

Procedures are described in full in the museum's Documentation Plan, revised July 2014. Information relating to acquisition is detailed in the museum's Collections Development Policy.

### **Policy Framework**

This policy is part of RBWM:LAHS Policies Standards & Guidelines: Museum Policies : MP1

MLK140428

## **Royal Borough of Windsor and Maidenhead**

### **Windsor & Royal Borough Museum**

#### **Collections Care and Conservation Policy**

Date Approved : August 2014

Approval Body : Lead Member/ Overview and Scrutiny: Leisure and Libraries

Review Date : January 2016

Renewal Date : July 2017

#### **Policy Statement and Introduction**

The aim of the policy is to demonstrate that the Windsor & Royal Borough Museum (W&RBM) is guided in the field of collections care and conservation to follow the high standards required for an accredited museum and that it will deliver the policy through the Collections Care and Conservation Plan.

Definition of museum collection care and conservation

Caring for all our collections is a fundamental duty for our service and includes both preventative and remedial conservation measures designed to ensure long-term preservation

- preventative conservation covers measures necessary to slow down or minimise deterioration of museum objects, specimens and structures
- remedial conservation involves treatment to an object or specimen to bring it to a more acceptable condition or state in order to stabilise it or enhance some aspects of its cultural or scientific value.

#### **Ethics and Legislation**

This policy should be read in conjunction with the Collections Care and Conservation Plan.

The policy and plan follow museum standards including guidance such as provided by Collections Link. It also follows the guidelines as dictated by:

- the Museum Association Code of Ethics
- Health and Safety at Work Act 1974
- COSHH regulations 2002

#### **Standards**

W&RBM makes a commitment to follow standards and guidelines in collection care such as described in Collections Link: Benchmark for Collections Care:

<http://www.collectionslink.org.uk/programmes/museum-accreditation/410-benchmarks-in-collections-care-20>

#### **Collections Care and Preventative Conservation**

*Good practice Intentions*

- Collection Condition Overview
- Environmental Monitoring
- Environmental Control
- Provision of Suitable Buildings

- Housekeeping

### **Reference to Other Policies and Plans**

Other plans which impact on Collections Care and Conservation

- Emergency Plan
- Forward Plan
- Collections Care and Conservation Plan
- Access Policy

### **Environmental Sustainability**

The museum service must be environmentally conscious, and look to minimise waste and reduce any impact on the environment with approval from the governing body as represented by the RBWM Overview and Scrutiny Panel for Leisure Culture and Libraries. The policy takes the current aims of the Borough's Environmental Sustainability Panel for 2014/15, as a starting point and adds detail which are appropriate and in accordance with the purpose of the service.

- These include: attention to energy reduction, water usage reduction, waste reduction-aiming at 55-60% and looking to use renewable energy sources.

### **Professional Conservation Advice**

W&RBM maintains strong links with Reading Museum, and the Berkshire Museums network to access initial advice, as well as utilising professional support from past work and accessing the Museum Association web pages to seek out professional support.

### **Keeping records up to date**

On going process of audit and review in conjunction with preparation of online cataloguing entries provides a rolling programme of updating and improving documentation.

### **Future developments**

- Improving accessibility by sharing data more widely for example through Culture Grid, Archives Hub and other portals
- Development of an improved documentation system and increased user accessibility through the use of MODES online
- Improved standards for data and terminology and file-naming across the collections.
- Ensuring all collections and all new accessions have documentation at minimum SPECTRUM standard such as accession records, numbering, labelling and marking, location and movement control, loans and exit (if appropriate) records.

### **Policy Framework**

This policy is part of RBWM:LAHS Policies Standards & Guidelines: Museum Policies : MP1

MLK140428

## **Royal Borough of Windsor and Maidenhead**

### **Windsor & Royal Borough Museum**

#### **Access Policy Statement**

Date Approved : August 2014

Approval Body : Lead Member/ Overview and Scrutiny: Leisure and Libraries

Review Date : January 2016

Renewal Date : July 2017

#### **Policy Statement and Introduction**

This policy will guide the Windsor & Royal Borough Museum (W&RBM) 's approach to providing access to the collections and associated information. It also demonstrates the clear commitment made to enable wide ranging access to the collections for education, research and enjoyment by all within the reasonable constraints of resources, conservation and security.

#### **Ethics and Legislation**

This policy has been created with guidance from Collections Link and also looks to the legislation and guidance within the following published documents

- Equality Act 2010
- National Curriculum Revisions 2013
- Forward Plan
- RBWM Annual Plan 2014
- RBWM Health and Wellbeing Strategy
- ACE: Great Art and Culture for Everyone 2013

#### **Access Assessments**

W&RBM makes a commitment to assessing, identifying and addressing access issues by means of checklists, access audits, or working with local advocacy groups and include:

- Windsor Town /Visitor Management Forum
- RBWM Access Forum
- Friends of W&RBM
- Museum feedback, surveys
- Marketing information including non user surveys
- Invitations to selected groups (Visually Impaired, Learning Difficulties)
- Training assessments (Deaf Awareness)

#### **User Needs**

W&RBM understands that users have different needs and will make a commitment to reducing barriers to both the physical and intellectual access to the collections . The museum staff will think widely of different ways of engaging with the public to increase interest in the collections.

- using artistic commissions
- web and social media
- taking objects out for special groups - day centres etc
- develop reminiscence materials and oral histories for local centres
- work with partners in schools and other museums (aiming to be Arts Award Supporter)
- learn from others in devising sessions for different age groups, abilities and interests

### **Reference to Other Policies and Plans**

The collection is held in a number of different buildings with the core held at the museum store. The accessibility for the store is heavily restricted. Further temporary store are even less accessible and within this policy the aim is to improve the location and accessibility of stored items for staff, curatorial volunteers and others and also reduce costs.

Other plans which impact on access are:

- Forward Plan
- Collections Care and Conservation Policy
- Documentation Policy

The on-going process of audit and review in conjunction with preparation of online cataloguing entries provides a rolling programme of updating and improving documentation and access.

Future developments

- Improving accessibility by sharing data more widely for example through Culture Grid, Archives Hub and other portals
- Development of an improved documentation system and increased user accessibility through the use of MODES online

### **Other Languages**

W&RBM makes a commitment to provide information in other languages within the constraints of budget and staff time. W&RBM will continue to seek help from schools, colleges and volunteers and Friends to assist in providing versions of the wording for the museum displays in languages which assist the most regular foreign museum visitors to include French, German, Italian, Spanish, Chinese and Russian, and to assess and increase the interest for Asian visitors.

- ACE: Great Art and Culture for Everyone 2013..p. 25

*Our strategic framework is underpinned by a determination to support the arts and cultural sector to pursue excellence in all it does; by which we mean the creation of work of artistic and cultural excellence and the way this work engages with audiences. We want museums to show excellence in the way that they use their collections to enrich people's lives. We want to support all libraries to develop a range of excellent services to enable people to deepen their knowledge, widen their appreciation of culture and acquire the skills and information they need.*

### **Policy Framework**

This policy is part of RBWM:LAHS Policies Standards & Guidelines: Museum Policies : MP1

MLK140428



## DRAFT V5

### Windsor & Royal Borough Museum

#### Forward Plan April 2014 - March 2017

#### Approvals

Lead Member for Leisure and Libraries (includes Arts and Heritage) : Cllr Quick

Overview and Scrutiny Panel

Head of Libraries Arts and Heritage : Mark Taylor

Service Manager Heritage and Arts : Margaret Kirby

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## **Executive Summary**

The purpose of the three year forward plan for the Museum is to identify the strategic objectives for the service for the period 2014 -2017, which will be in line with the current vision and aims for the Borough. The plan will be reviewed at the half way point in October 2015.

### **1 Background and context**

The Windsor & Royal Borough Museum (W&RBM) is a local authority run and funded local history museum and tourist attraction situated in the heart of Windsor in the historic Grade I listed Guildhall. It is a local history collection of about 9500 artefacts, which has been built up since 1951. It is a varied and remarkable collection including prehistoric tools, Bronze Age, Roman and Saxon artefacts, maps, textiles, books, paintings and prints together with objects and ephemera from before Victorian times up to World War II and the 1960s. This has been supplemented in recent years by Saxon and bronze age archaeological artefacts, the Clewer Collection and content from the oral history project strand of the HLF funded 'Beyond the Castle Walls'.

The museum is managed as part of the local authority, within the Libraries, Arts and Heritage Service as part of Adult & Community Services. The responsibility includes the custodianship of collections, providing accessible services, exhibition development and public display facilities, events and activities, as well as ensuring that heritage services are promoted and brought to life for all sectors of the community. This helps to strengthen the Borough's sense of place and contributes to the preservation of local memory and the health and well-being agenda for the Royal Borough.

The museum venue in the Guildhall, occupies the ground floor space by the Corn Exchange. The service seeks to maximise opportunities to reach out to residents and visitors by events, activities, displays and programmes that bring history alive to both visitors to the area and those working, living or learning in the Borough. The museum service was delighted that we were able to arrange a formal opening of the museum by Her Majesty the Queen in December 2011. This was shortly followed by the award of a grant by HLF for the 'Beyond the Castle Walls' project (BTCW), which provided the service with many strands to pursue, and enabled the small team to deliver a wide range of elements that show that the museum has much to offer.

It is expected that the recent award of a further HLF grant to deliver an 18 month project to commemorate WWI will also be inspiring and will involve new users and new volunteering opportunities, as well as working in partnership with others to develop web based information.

## 1.1 Statement of Purpose

The Windsor & Royal Borough Museum is in a unique position to tell the stories of Windsor and The Royal Borough and its people, and will

- manage collections to the recognised national standards so as to ensure their value and use for future generations
- interpret and display the history of the area, in an accessible way for the appreciation of all generations
- work with others: individuals, communities, and organisations to uncover and reveal stories
- improve learning opportunities for all generations to discover the rich and diverse heritage of the area of Windsor and Maidenhead
- enable high quality display, exhibitions and events for residents, workers and visitors to be proud of the local heritage of the area
- contribute to the Borough's successful portfolio of services in achieving successful financial targets and contributing to the cultural activities and offers in the area.

## 1.2 Main Functions of the Museum Service

| <b>Windsor &amp; Royal Borough Museum : Main Functions</b> |   |   |
|--|---|---|
| <b>Custodianship</b>                                       | <b>Collection Care/Management</b>                           | <b>Accessible collections and services</b>    |
| <b>Cataloguing</b>   | <b>Digital delivery</b>                                     | <b>Exhibitions</b>                            |
| <b>Education</b>   | <b>Activities/events</b>                                    | <b>Schools programme</b>                      |
| <b>Enquiries</b>   | <b>Local studies/ history</b>                               | <b>Family history</b>                         |
| <b>Volunteering Opportunities</b>                          | <b>Friends of the Museum liaison</b>                        | <b>Partnerships - local Heritage networks</b> |
| <b>Marketing/promotion of services</b>                     | <b>Promoting customer care</b>                              | <b>Ensuring high quality services</b>         |
| <b>Fundraising</b>   | <b>Create a sense a place and foster community cohesion</b> | <b>Audience Development</b>                   |

### 1.3 Key Service Statistics

- Visitor figures for 2009-2010, based on numbers of visitors to the Museum Store and a % of footfall count at Windsor Library

|  | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 |
|--|---------|---------|---------|---------|---------|
| <b>Museum display visits</b>               | 10702   | 22809   | 27543   | 36067   | 49800   |
| <b>Service stats incl virtual visitors</b> | 15258   | 39708   | 38363   | 39586   | 57950   |
| <b>Income</b>                              | £2K     | £0.5K   | £11K    | £18K    | £23K    |
| <b>Museum staff incl project team</b>      | 2       | 2       | 5       | 7       | 7       |
| <b>Budget plus overhead costs</b>          | £56.6K  | £79K    | £125.9K | £126.2K | £126.5K |
| <b>Artefacts</b>                           | 8221    | 9082    | 9311    | 9487    | 9550    |
| <b>Volunteers</b>                          | 9       | 24      | 50      | 60      | 60      |
| <b>Funded Projects</b>                     |         |         |         | 1       | 1       |
| <b>Display points</b>                      | 3       | 6       | 6       | 7       | 8       |

## 2.0 Review of Previous Forward Plan

### 2.1 Key Issues which were to be addressed in 2009/10

- **Accreditation** –was achieved in October 2011 following a provisional accreditation awarded in 2009, after having secured the grade 1 listed historic Windsor Guildhall as a venue.

- **Museum Venue** - was achieved in March 2011 with a soft opening following the refurbishment of the building, and a formal opening by HM the Queen on 9<sup>th</sup> December 2011. It was funded by ring fenced funds from the East Berkshire College proposal. The Museum gains income from a small charge made to non residents, a small retail facility, schools programme and holiday activities. The staff element is supported by a host of volunteers. No rent is charged by the council who own the building, but income is required to support staff costs. Space in the basement provides back office accommodation and room for event and activity storage. It is planned that the room can accommodate visits from small school groups.
- **Audience Development Plan** - was carried out by consultants in 2009 to assist with the plans for new display space and services to ensure that it was family friendly and appropriate for a wide range of age groups, and varying abilities, and included a variety of interactive and accessible elements to the exhibitions.
- **Areas for improvement** were highlighted by an Accreditation panel as part of the previous award, noted below. *(status noted)*
  - **1.7 Emergency planning** : Ensure priority object sheets are inserted to the plan, including dimensions and location. *(complete)*
  - **1.9 Appropriate workforce** : Staff and museum volunteer supervision set up to identify training requirements. *(complete)*
  - **2.4 Access to collections** : Consider replacing exhibition text labels with larger font duplicates. *(complete)*
  - **3.2 Signage**: Continue work to increase signage to the museum, working as appropriate with Council and English Heritage. *(complete)*
  - **4.2 Documentation procedures**: Finalise review of manual, setting a final version for use by 30/11/2011 - *(new version in progress)*.
  - **4.5 Care and conservation plan** : Reinstate data collection & evaluation, either visual recording, or implementation of computer system linked to environmental monitors, ensure appropriate maintenance of equipment. *(new systems in progress)*.
  - **4.5 Care and conservation plan** : Implement revised pest monitoring programme (traps, appropriate monitoring & action). *(complete)*
  - **4.6 Security arrangements**: Implement all appropriate security recommendations from national security team. *(complete)*

## 2.2 Highlights of Performance over recent years

- successful set up for museum securing cohort of at least 40 active volunteers to support staff on opening days and for activities and events
- successful bid to the Heritage Lottery Fund for substantial project 'Beyond the Castle Walls' with further volunteer support
- 5 successful work placements for young people through Funding Jobs for the Future and later Job Centre Plus and RBWM grow our Own
- Increased display points for museum artefacts around the Borough
- Exhibitions at Maidenhead and Windsor Libraries

## Review 2012-2014 of activities

- March 2011- New museum space
- volunteer assisted audit for museum store bays R,S,T and U
- Audience development plan put into action through HLF project
- New volunteers, 9 in 2010, now 75 (2013)
- curatorial training
- Increased display spaces
  - Maidenhead town hall /Library/ Dedworth/Cox Green/ Boyn Grove Libraries
  - Extra cases in museum
- 5 successful work placements (for 8 weeks or more) (for young people)
- Events and activities, run by museum team and HLF project team
- Increased donations collecting (8 acquisitions) and increased loans (in and out) - Clewer, Wraysbury Manor Farm, Horniman loan
- Installation of modes XML (2010)
- Increased web activity :bigger website: use of social media
- Photography collection images on modes (2010-2012)
- HLF BTCW project including Oral history and events, Art commissions, education and group visits
- Contribution to the publication together with the Friends for 'Windsor Through Time' 2013
- Increase visible presence in RBWM area + Berkshire Bucks and Oxon(BOB) Museum networking plus BOBI for education

### **3 RBWM strategic priorities**

The Royal Borough of Windsor and Maidenhead (RBWM) is a unitary authority within the county of Berkshire, with a population of around 144,560 (Census 2011). Although the area boasts some of the key tourist spots in the UK, Windsor Castle and Legoland, the Borough does have areas of deprivation and there is a rapidly growing ageing population. The drive to continually reduce costs for residents has meant the significant loss of budget and staffing from the Museum Service in 2013. This has resulted in a rapid need to reorganise and plan ahead of our accreditation and make the service fit and able to function and thrive with the improved support of dedicated and upskilled volunteers.

Key RBWM strategic priorities are : Residents First - Value for Money - Delivering Together - Equipping ourselves for the Future.

#### **3.1 Securing the Future of the Museum Service**

The most recent annual plan aims to continue the drive for the Borough to be a modern, dynamic, and successful council:

Together with the Community Strategy and the emerging Cultural Strategy, key aspects which have an impact on the service are:

- A great place to live : with emphasis on the Big Society and volunteering, strong communities, a clean environment and actions for health and wellbeing
- A great place to do business : encouraging local economic growth, and growing a strong visitor destination which includes the museum
- A great place to work: working with visitor management and volunteers to improve and grow a quality service
- A great place to play: access to varied leisure activities, arts and the built environment , as well as culture and museums

### **3.2 Governance and the role of residents**

The Borough is looking to provide services to residents which they need and aspire to, within a framework of cost effective and high quality delivery. The current administration is supportive of the service and its venue in the prestigious grade 1 listed Guildhall. The opening of the WRBM in the Guildhall was a successful past manifesto achievement. The continuing pursuit of cost saving measures has an impact on all Borough services. The policies and Forward Plan for the museum are approved by RBWM but shared with The Friends of the Windsor & Royal Borough Museum, who have contributed to some of the wording. The Friends support the museum as a charitable organisation, and are made up of volunteers, members of the local history group and local historians. They are kept informed and engaged about museum developments.

### **4.0 Aims and Objectives of the Museum Service 2014-2017**

#### **Aim 1. High quality collection care creating accessible collections**

- Increasing access to collections (online and for volunteers and visitors)
- improve standards for Collection Care
- improve documentation through documentation plan
- improve data and documentation for web accessible services
- work on audits and valuations

#### **Aim 2. Provide broad range of services attracting varied, diverse and new audiences on site, via outreach and remotely**

- Developing Exhibition Plan (Translations/Audio)
- Engage new audiences with project work and sustain, involve

- Sustainable Schools Programme
- Develop and improve interpretation
- Increasing access to collections through outreach, events and activities
- Work on services that promote health and wellbeing, supporting dementia services and preserving memories

**Aim 3. Create a sustainable future for the Museum services**

- Increase awareness & visitors to Windsor, local engagement, online (e) catalogue
- Partnership with local schools and colleges (HLF project aims)
- Build relations with other museums
- Better liaison with town management and visitor management
- Marketing plan (brand management)
- Improve partnerships with other RBWM departments (eg libraries)
- Act on HLF project
- Review storage

**Aim 4. Create a Museum Service demonstrating excellence in Customer care**

- Consider further audience development
- Income generation (retail and fundraising) Partnership with local businesses
- Education post
- Training for staff and vols.
- Develop customer care policy
- Improve liaison with Friends

**4.1 Museum Development Plan Summary 2014-17**

- Improve standards in collections management, reviewing and relocating collections
- Provide greater access to the collections through an innovative outreach and digital programmes
- seek project funding
- improve marketing to raise awareness
- seek collaborative working with other cultural and museum venues



- improve collaboration with schools
- secure education programme

#### **4.2 Priorities and Objectives 2014-2017**

These priorities are derived from the aims and detailed in the action plan

- Action the plan for the store to improve standards in collections management, reviewing and relocating collections
- Support the exhibition plan to provide greater access to the collections through an innovative outreach and digital programmes
- improve collaboration with schools
- secure the schools programme
- continue the success of events 2012-2014
- improve marketing and user survey to raise awareness
- seek collaborative working with other cultural and museum venues
- seek project funding
- further community engagement
- ensure excellent customer care and retention of volunteers

#### **Benefits to the Community**

We envisage that by 2015, the community will benefit from having access to 21st century services offering accessible, flexible and versatile services using the latest developments in technology available. We will ask for feedback on the Museum Development Plan via our web pages, and ask for views.

The new schools programme, primarily focused on a previously untargeted KS3 and KS4 formal education audience in the Royal Borough, will be advertised more widely through mailshots and online across the neighbouring counties.

The museum will review its involvement in existing object loan schemes to ensure improved access to the collection for more people. This will be supported by the implementation of the community case strategy which provides guidelines for co-curating museum displays with community groups. This will target organised groups who have engaged with the museum in the past.

Work will continue to develop opportunities for public art commissions and displays to be installed around the Borough.

The Museum will develop its Arts Award offer with a view to delivering Arts Award schemes. This will provide opportunities to engage with

schools, colleges and other groups in the community.

Advertising opportunities and partnerships will be explored and utilised to reach new audiences.

### **Educational Services and outreach**

A key aspect of the service, its visibility and future growth is through education, events activities and outreach.

ACE: Great art and culture for everyone 2013 p. 28 - CONNECTING WITH PEOPLE

Where we are now: Arts and culture enrich our lives. They fire our imaginations, challenge, inspire, educate and entertain us. Everyone should be able to visit or experience a high-quality museum, library or live performance or participate in a cultural activity. These experiences open us to reflection, engender debate and critical thinking, and deepen our understanding of the world.

The service will seek funding to support the post of a Learning Officer launched to enable appropriate sessions for schools loan boxes to be available, a service which will meet the needs of our local schools for commitments to delivering the National Curriculum (revised version for September 2014). The aim will be to ensure that the Museum delivers an improved Learning Service, meeting future needs. This will place the Museum's collections at the centre of learning, explore the history of the Borough, engage minds, foster creativity and enable access for all.

#### How we support Learning

In the museum objects that are on display have printed captions and information sheets. There is also an audio guide available for all visitors. Some information is available in foreign languages for those who do not speak English.

A series of family trails is available to support younger children with accessing the collections and these can be used alongside a tour or the audio guide. Educational activities are available in the school holidays and always focus on an element of the collection. Objects are available for handling by visitors.

The interactive screen is available for use and displays visual, audio and written media about the collection and building.

All activity is supported by trained staff and volunteers.

#### External researchers

The planned exhibition schedule and changing displays in the libraries encourages ongoing research by staff and volunteers. This research is enhanced by our programme of educational activities and events which all focus on items from the collection.

Volunteers are encouraged to write 'object of the month' articles that highlight areas of the collection that may not have been on display before. They also contribute research and data for making the collections database accessible online.

### Range of Users

As a local history museum the users are diverse in age and background and the experiences the museum offers caters for all. Lectures are often delivered by members of the local history group and provide a more academic and adult programme for the museum. These are normally delivered for U3A groups, colleges, Friends of the Museum and other adult education groups.

Role play and creative workshops are primarily offered for children of school age, through the schools and families programmes. They help to make the museum accessible for younger people who may not have visited a museum before.

The guided tours, electronic and interactive activities support the learning of the casual visitor. They provide opportunities for self directed learning when dropping in to the museum or visiting the website.

### **Development Opportunities**

- Remembering local events of significance such as Magna Carta, world war commemorations
- Development of learning using content and new technology -touchscreen, mobiles, and for trails
- Use Audio, dataton and Oral History to inspire new audiences
- Development /maintenance/improvement of physical and virtual space
- Provide high quality learning opportunities-Adoption of existing Court in the Act programme
- Develop new schools programmes
- Use Arts award and Arts Council funding
- Improve Friends liaison

### **4.3 Friends Key stakeholders' aspirations**

Eight long-standing museum volunteers from the Friends of the W&RBM in the past contributed between 900-1000 hours per annum to caring for and cataloguing the museum collection, answering local history enquiries, assisting in mounting exhibitions and displays and in stewarding museum events and activities.

The loss of some of these Friends and volunteers has prompted the service to seek new curatorial volunteers who would also be interested in joining the Friends to help the museum move forward with plans.

The Friends current aspirations are to draw as many museum volunteers into the group as possible to ensure that work and projects can be done as a unified group in supporting the work of the Museum. The Friends committee is keen to assist with the development of the Community Case strategy

following the end of the HLF funded 'Beyond the Castle Walls ' project and to work closely with RBWM staff to encourage local community groups to prepare suitable displays. It is also intended that, as a charity, we should raise funds for additional storage capacity and support aims for enhancing educational initiatives

## **5.0 Overview of Museum Resources**

### ***Collections***

The Windsor and Royal Borough Museum (W&RBM) is a local history collection of about 9500 artefacts, which has been built up since 1951. It is a varied and remarkable collection including prehistoric tools, Bronze Age, Roman and Saxon artefacts, maps, textiles, books, paintings and prints together with objects and ephemera from before Victorian times up to World War II and the 1950s. Small numbers of artefacts are on display in a variety of locations across the Borough. Some long-term loans, mostly of artworks, are also displayed in borough and other public buildings. The majority of the collection is held in a store at Tinkers Lane, which is open for visitors by appointment on one morning per week.

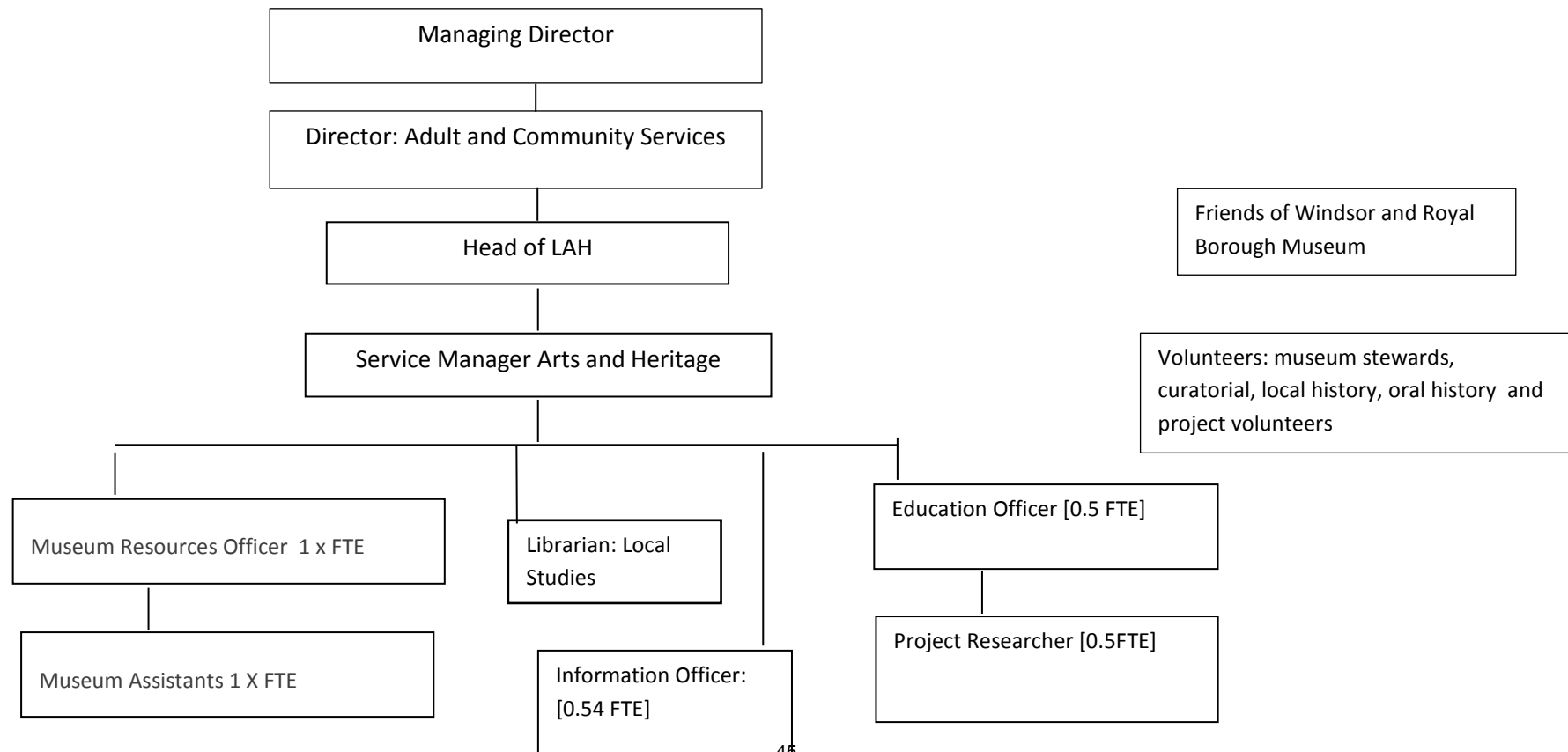
The number of objects has increased dramatically over the last 5 years for the following reasons:

- In 2010 the service acquired the Clewer Museum Collection of about 400 objects, and the Wraysbury Manor Farm Collection of archaeological artefacts and finds, housed in just over 100 boxes of material. Every box is now recorded on Modes as one object. When resources are available to go through the boxes and separate out the finds, the number of objects from Wraysbury will probably increase.
- Also during 2010, in preparation for the opening of the museum, the service embarked on a short programme of digitisation. Images were added to Modes to enable graphic panels to be researched and produced and objects were selected for possible inclusion and were reviewed with some being renumbered.
- Loans out and loans in of objects have also increased. This is due to the greater awareness of the museum and the service since 2011, with volunteers and Borough staff offering to lend items for display. Also the high profile work of the BTCW Project, provided opportunities where the oral history project team has received offers of donations and loans of objects from the interviewees. There was also an increase in demand for objects being loaned out for events around the Borough and various sessions such as the BTCW Art commission projects, where students had access to museum artefacts to inspire them in the creation of new artworks.
- *Donations:* there has been an increase in donations since we opened in March 2011 as people now know about the museum and know the Guildhall which is more easily accessible than the store and also because of the success of BTCW project. (We estimated over 10,000 interacted with the service over the 2 years 2012-2014).

- *Purchases*: small purchases have been made over the years to improve areas of the collection. For example, objects relating to Sunningdale and Ascot. Also a significant purchase of Bronze Age gold jewellery, found locally, and made possible by support from the V&A, the Hedley Trust and the Friends. We have more recently been alerted to further significant archaeological finds from Kingsmead Quarry, for which we have permitted temporary display, but it is expected that a permanent display will be required in future, in liaison with Wessex Archaeology and Reading Museum.
- *Untraced finds*: through audit processes and research, objects have been found in the store, not recorded on Modes and with no previous records.
- *Individual object records have been created for objects previously recorded as a group*: when adding pictures to Modes in 2009-2011, many groups of photographs were under one number. The staff and volunteers worked to give every object its own number.
- The HLF project has generated oral history recordings which will be searchable via webpages before 2015.

## 5.1

### Service Structure



## 6 Performance Achievements and Targets

- Performance Indicators
- Qualitative Indicators are collected and reviewed

|  | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 |
|--|---------|---------|---------|---------|---------|
| <b>Museum display visits</b>               | 10702   | 22809   | 27543   | 36067   | 49800   |
| <b>Service stats incl virtual visitors</b> | 15258   | 39708   | 38363   | 39586   | 57950   |
| <b>Income</b>                              | £2K     | £0.5K   | £11K    | £18K    | £23K    |
| <b>Grant income</b>                        | 2       | 24,000  | 216,000 |         |         |
| <b>Volunteer hours</b>                     | 1022    | 1125    | 3307    | 4373    | 5749    |
| <b>Museum staff</b>                        | 2       | 2       | 9       | 9       | 9       |
| <b>budget</b>                              | £67K    | £92K    | £125K   | £126K   | £135K   |
| <b>artefacts</b>                           | 8221    | 9082    | 9311    | 9487    | 9550    |
| <b>Volunteers</b>                          | 9       | 24      | 50      | 60      | 60      |
| <b>Funded Projects</b>                     |         |         |         | 1       | 1       |
| <b>Display points</b>                      | 3       | 6       | 6       | 7       | 8       |

7

## Draft Budgets 2014-17

| <b>Controllable budget</b>     | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> |
|--------------------------------|----------------|----------------|----------------|
| Museum/Heritage Team Employees | 90,270         | 90,270         | 90,270         |
| Premises                       | 11170          | 11170          | 11170          |
| Transport                      | 500            | 500            | 500            |
| Services and Supplies          | 15,700         | 15,700         | 15,700         |
| Income                         | -18,000        | -25,000        | -25,000        |
| <b>TOTAL</b>                   | <b>99,640</b>  | <b>92,640</b>  | <b>92,640</b>  |
| Projects (WWI)                 | 33,000         | 60,000         | 0              |

### 7.1

#### Museum Development Plan Budget

The service has to be managed within limitations and any development depends upon the availability of funds and also approval by elected members.

The service intends to work more closely with the Friends, and with Our Community Enterprise, a Borough supporting organisation who assist in identifying funding streams for development projects.

Identification of opportunities and issues for future development will form part of the action plan.

8

### Consultation, Monitoring and Review

The Service currently carries out a range of consultations

- visitor surveys
- visitor comment sheets near exit
- exit surveys
- workforce feedback via team meetings and volunteer communications
- activity/event evaluation –using such as happy/ sad jars
- feedback from work experience -student study placements
- focus group opinion via the Friends
- complaints comments sheet
- group visit evaluations
- HLF project evaluations
- RBWM monitoring stats
- New plans for audience development and non-user surveys
- 

### 9. SWOT and Action Plan

| Strengths  | Weaknesses  |
|--|---|
| Full accreditation achieved in 2011<br>Varied collection<br>Skilled workforce<br>Loyal volunteers<br>Links with Libraries<br>Highly skilled knowledgeable Friends<br>Volunteer skills<br>Location in centre of Historic Town<br>Low cost facilities in the Guildhall<br>Successful HLF project with learning outcomes<br>Partnerships with other museums | Reduced staffing<br>Limited staff capacity<br>Risk of staff loss<br>Covering 6 day opening<br>Keeping volunteers<br>Space at the museum<br>(Tom - lots of unused vertical space!)<br>Low profile<br>Marketing<br>Store conditions get worse<br>Limited store capacity |



|  |  |
|--|--|
| New unique archaeological finds<br>Store located with highly secure RBWM 24 hour control Successful record of events and activities Staff and volunteers working together  | Cost of space rented elsewhere<br>No online catalogue  |
| Opportunities  | Threats  |
| Train volunteers to assist with store and exhibitions<br>Space at the museum -unused vertical space<br>Marketing drive<br>Schools<br>Digitization<br>Partnership – inc. Bob and Bobli networking<br>Oral history<br>Reminiscence<br>More retail -online<br>Projects development - eg dementia collection<br>Exhibitions<br>Creative links-local artists<br>Better links with tourism | Cash pressure<br>Less staff<br>Friends group age profile<br>Loss of volunteers<br>RBWM objectives<br>Reduction in council tax<br>RBWM move towards more volunteer led services<br>Space problems for the store<br>Lack of recent valuation and accurate insurance value<br>Reduced services in BOB area for museum support<br>Increased competition for external funds |

### Windsor & Royal Borough Museum: Action Plan 2014-2017

| Aim 1. High quality collection care creating accessible collections  |  |           |         |
|--|--|-----------|---------|
| Objective  | Task   | Timescale | Lead by |
| Deliver new store plan <ul style="list-style-type: none"> <li>manage collections to the recognised national standards and ensure their value and use for future generations</li> </ul> | <ul style="list-style-type: none"> <li>Improve standards in collections management, reviewing and relocating collections</li> <li>training for staff and volunteers</li> <li>Increasing access to collections (online and for volunteers and visitors)</li> <li>links</li> <li>backlog plan</li> </ul> |           |         |

| <ul style="list-style-type: none"> <li>improve standards for Collection Care</li> </ul>   | <ul style="list-style-type: none"> <li>continue audit</li> <li>secure selected conservation advice</li> <li>programme of valuations</li> <li>environmental monitoring programme</li> <li>programme for disposal</li> </ul>   |           |         |
|---|--|-----------|---------|
| <ul style="list-style-type: none"> <li>accessible collections</li> </ul>  | <ul style="list-style-type: none"> <li>support improved catalogue entries for Modes online</li> <li>enhance Thamespilot</li> <li>Provide greater access to the collections through an innovative digital programmes using RBWM web, Facebook, twitter and flicr</li> <li>Touch screens</li> <li>Oral History</li> </ul>  |           |         |
| <b>Aim 2. Provide broad range of services attracting varied, diverse and new audiences on site, via outreach and remotely</b>   |  |           |         |
| Objective   | Task   | Timescale | Lead by |
| <p>Deliver display plan</p> <ul style="list-style-type: none"> <li>interpret and display the history of the area, in an accessible way for the appreciation of all generations with high quality display, exhibitions and events for residents, workers and visitors</li> </ul> <p>Education</p> <ul style="list-style-type: none"> <li>improve learning opportunities for all generations to discover the rich and diverse heritage of the area of Windsor and Maidenhead</li> </ul> | <ul style="list-style-type: none"> <li>Display plan</li> <li>work with others: individuals, communities, and organisations to uncover and reveal stories to support reminiscence work</li> <li>identify projects that support drive for improved health and wellbeing in the Borough</li> <li>Provide greater access to the collections through an innovative outreach programmes and events and activities plan to attract non users</li> <li>develop family activities that engage new families with changing interests</li> <li>local celebrations and commemorations such as WWI, or Magna Carta 800</li> <li>Developing Exhibition Plan plus Translations/Audio</li> <li>Partnership with local schools and colleges (HLF project aims)</li> <li>Work with Wessex Archaeology relating to the Horton finds</li> </ul> |           |         |

|  | <ul style="list-style-type: none"> <li>• continue Oral History project</li> <li>• improve access for international visitors eg Russian/Chinese</li> <li>• seek items relating to One World - esp Asian and African continents from the collection.</li> <li>• Engage new audiences with project work and sustain, involve <ul style="list-style-type: none"> <li>• Development/maintenance/improvement of space (physical and virtual)</li> <li>• Provide high quality learning opportunities <ul style="list-style-type: none"> <li>- Adoption of existing CITA program</li> <li>- schools programme</li> <li>- develop loans scheme</li> <li>- community case strategy</li> <li>- arts award</li> </ul> </li> </ul> </li> </ul>                |           |         |
|--|--|-----------|---------|
| <b>Aim 3. Create a sustainable future for the Museum services</b>  |  |           |         |
| Objective  | Task   | Timescale | Lead by |
| <ul style="list-style-type: none"> <li>• Identification of opportunities and issues for future development</li> </ul>  | <ul style="list-style-type: none"> <li>• Work with Our Community Enterprise</li> <li>• Liaise with Friends</li> <li>• Seek opportunities via networking</li> </ul>   |           |         |
| <ul style="list-style-type: none"> <li>• Contribute to the Borough's successful portfolio of services in achieving successful financial targets and contributing to the cultural activities and offers in the area.</li> </ul> | <ul style="list-style-type: none"> <li>• Better liaison with town management and visitor management – encourage day visitors to stay longer, and return and recommend to others <a href="http://www.windsor.gov.uk/statistics-and-data/visitor-management-strategy">http://www.windsor.gov.uk/statistics-and-data/visitor-management-strategy</a></li> <li>• Marketing plan (brand management)</li> <li>• Improve marketing to raise awareness</li> <li>• Increase awareness &amp; visitors to Windsor, local engagement, online (e) catalogue</li> <li>• Partnership with local businesses</li> <li>• Build relations with other museums and collaborative working with other cultural venues</li> <li>• Act on HLF project outcomes</li> </ul> |           |         |

|   | <ul style="list-style-type: none"> <li>• Consider further audience development</li> <li>• Improve partnerships with other RBWM departments (eg libraries)</li> </ul>  |           |         |
|---|---|-----------|---------|
| <ul style="list-style-type: none"> <li>• Income /funding</li> </ul>             | <ul style="list-style-type: none"> <li>• Seek project funding</li> <li>• Seek funding for Education post</li> <li>• Art award/arts council/funding</li> <li>• Improve friends liaison</li> <li>• prestigious event to raise funds</li> <li>• develop and market group bookings</li> <li>• increased income from museum space hires related to Guildhall events and dinners</li> <li>• regular artists market on corn exchange</li> <li>• more retail/online sales</li> </ul>  |           |         |
| <b>Aim 4. Create a Museum Service demonstrating excellence in Customer care</b> |   |           |         |
| Objective   | Task  | Timescale | Lead by |
| <ul style="list-style-type: none"> <li>• Excellence in Customer Care</li> </ul> | <ul style="list-style-type: none"> <li>• Induction- keep new Handbook up to date</li> <li>• Training for staff and volunteers-'Welcome host' plus NVQ options</li> <li>• Feedback and ensuring action on feedback</li> <li>• audience development - review 2009 report</li> <li>• access review-improve the facilities for those with disabilities</li> <li>• badges for volunteers</li> <li>• revised customer care policy</li> <li>• ensure comments and complaints are reviewed</li> <li>• improved links with Facilities for safety and care</li> <li>• work on retaining volunteers</li> </ul> |           |         |