

10 June 2014

Dear Councillor

MUSEUM MANAGEMENT WORKING GROUP

A meeting of the Museum Management Working Group will be held at the School Room, Saffron Walden Museum on **Wednesday 18 June 2014 at 6.00 pm.**

Yours faithfully

JOHN MITCHELL

Chief Executive

A G E N D A

1	Apologies for absence and declarations of interest.	
2	Minutes of the meeting held on 30 April 2014.	p.2
3	Museum Society Report	p.6
4	Disposal of horse drawn vehicles (verbal update)	
5	Accreditation submission and policy documents (Accreditation submission to follow)	p.7
6	Date of next meeting.	
7	Any other items that the Chairman considers to be urgent.	

To: Councillors R Chambers, K Eden, D Morson and H Rolfe (Uttlesford District Council members) and to D Laing, R Priestley, P Salvidge and A Watson (Museum Society Limited members).

Lead Officer: Carolyn Wingfield (01799 510640)
Democratic Services Officer: Adam Rees (01799 510548)

MUSEUM MANAGEMENT WORKING GROUP held at the SCHOOL ROOM, SAFFRON WALDEN MUSEUM at 6pm on 30 APRIL 2014

Present: Councillor D Morson (Chairman)
Councillor H Rolfe
R Priestley and A Watson (Museum Society Limited)

Officers in attendance: R Auty (Assistant Director Corporate Services), A Rees (Democratic Services Support Officer), A Webb (Director of Corporate Services), C Wingfield (Curator) and N Wittman (ICT and Corporate Support Team Manager).

MM27 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Eden, D Laing and P Salvidge.

In the absence of Councillor Eden it was agreed that Councillor Morson would be the Chairman.

MM28 MINUTES OF THE MEETING HELD ON 26 FEBRUARY 2014

The minutes were signed by the Chairman as a correct record.

MM29 MATTERS ARISING

There were no matters arising.

MM30 CURATOR'S QUARTERLY REPORT (JANUARY – MARCH)

The Curator presented her report and highlighted the points below.

Staffing – The new Collections Officer for Human History had begun employment.

Flooding – The recent flooding had caused minimal damage to artefacts in the Newport store. Staff spent one week clearing damage caused by the flooding. She thanked Mick Lench, Leo and Stev the cleaner for their help.

Acquisitions and Disposals – Grant aid had enabled the Museum Society to acquire all the items of treasure available.

Visitor Figures – The number of visitors had fallen slightly compared to the same period last year. This was due to Monday closures. School visits improved after half term.

Temporary Exhibitions – The Re-Imagining Egypt exhibition closed on 23 February after attracting over 3,000 visitors. The Secrets from the Stores exhibition opened on 8 March.

Publicity , Marketing and Website – The Museum had received a donation totalling £511.57 from Jacqui Portway and her campaign to commemorate Flossie Gedney. This included a donation of £321 had been made by Waitrose from their monthly community fund appeal and the money would be spent on chairs for visitors and free-standing bicycle racks in memory of Flossie. Page views for the Museum's website were 2,698 for the previous quarter.

MM31 **CHAIRMAN'S REPORT**

Mr Watson informed the Working Group that funding was secured allowing the acquisition of five treasure items. Expenditure was in excess of £61,000. The Society hosted an event to thank "Finders and Funders" on 4 April. Attendance totalled 66 people including Council officers and Councillor J Ketteridge.

MM32 **HORSE DRAWN VEHICLES**

The Curator told the Working Group that a six month extension had been negotiated on the Museum Society's rent agreement to store the horse-drawn vehicles at Whittensmere. The Jobmasters wagon had been transferred to Burwell Museum and it was expected that the hand-drawn hearse from Langley and the Essex Hay Wagon would be accommodated in the new store at Shirehill. This left two tip carts and the brougham to be disposed of (although Audley End were considering one tip cart for their working horse). Cheffins had said they would offer a reduced commission rate of 10 percent if the carts were sold in July. The deadline for entries to this sale was 20 June. A form had to be completed for the Museum Association. Disposal of the carts required the Society's formal approval.

The members of the Working Group agreed to submit a request to the Society to dispose of the carts in question.

AGREED that a request would be submitted to the Museum Society to grant approval for the disposal of the carts.

MM33 **ACCREDITATION**

The Curator said the accreditation report had to be completed every five years. It had to be submitted by 15 June. The Forward Plan would have to be sent as it is. The Collectors Development Plan had to be resubmitted as the template had been changed. There would probably be an assessment visit in early autumn. Due to the hybrid management structure of the museum service and Museum Management Working

Group, they did not fit the template for the accreditation paperwork. The Societies constitution and details of the arrangement would be sent alongside the relevant documents.

The Director of Corporate Services informed the Working Group that since it did not have decision making powers, any action would need to be approved by the Executive. Cabinet did not meet until 17 June so the decision would have to be made by Councillor J Ketteridge. Powers could be delegated to certain members of the Working Group to complete the documents before asking for approval from Councillor J Ketteridge.

AGREED that:

- Councillor Eden and Mr Watson would be given delegated powers to deal with documents related to accreditation.
- Documents would be submitted to Councillor J Ketteridge in early June for approval.

MM34 STORE UPDATE

The Working Group was informed by the ICT and Corporate Support Team Manager that construction of the store was still ahead of schedule and budget. There could be a need for additional lighting but even if additional lighting was required, construction of the store would still be in budget. Ron Pridham and his crew should be thanked for their work on the store.

In response to questions from members, the Director of Corporate Services said members would be invited to view the store when the staircase was installed. The cost of racking would be between £100,000 and £200,000. One-off funding could be available. He would raise the issue with Councillor J Ketteridge.

In response to a question from Councillor Rolfe, the Curator said that very little of the racking from the existing store could be used in the new store. The racking that can be transferred would be used on the upper floor.

MM35 HOUSE AT 40 CASTLE STREET

The Director of Corporate Services said the initial plan to rent out the property had changed and instead the Society had agreed to sell it and invest the proceeds to provide financial support to the museum's revenue budget equivalent to the rent.

Mr Watson told members that the house had been valued by Cheffins at £500,000 and were willing to reduce their commission rate to one percent. There had been 26 viewings and six offers that met the asking

price. The people who had met the asking price would be contacted and asked to give their highest possible offer by 6 May. The accepted offer would be circulated. There was still one issue that needed to be resolved. The telephone cables for the house passed through the museum.

The Director of Corporate Services elaborated upon the cable issue. BT had said they would need to dig up the road in order to resolve the issue. This would be costly. Virgin could be contacted to see if they could solve the problem more cheaply.

Mr Watson said that before any contract was entered into, the Council would have to surrender the lease of the property.

MM36 ANY OTHER BUSINESS

The Working Group was informed that Scrutiny Committee had agreed to add the Castle and Museum site improvements to its work programme for 2014/15.

MM37 DATE OF NEXT MEETING

It was agreed that the next meeting would be held on 18 June.

The meeting ended at 6.45pm.



Museum Management Working Group

Museum Management Working Group Meeting

18th June, 2014

Museum Society Chairman's Report

The Museum Support Committee has continued discussion on improvements to the Society's web site with the new web master, and hopes to discuss linking this to the Council's web site in due course. The latest Committee meeting has agreed the progress made and a draft of improvements to the museum service site linked to the Uttlesford District Council (UDC) web pages for MMWG to see should be available by the time of the next meeting.

The Board agreed to dispose of two carts and the brougham. The Society has authorised the sale of these by Cheffins if alternative donees do not become available.

The Board are very concerned regarding the fitting out of the new store to enable the transfer of the collection held in the existing Newport store as soon as possible. Estimates of the cost of the provision of mobile racking is held up by the pressure on Museum staff owing to the reduction of staff and the training of the new Collections Officer. The Board agreed that we offer to help with the budget for funding the provision of the racking. The Board agreed to use up to £75,000.00 for this purpose as matching funding from the UDC. The Society's Solicitors still await the documentation from the UDC Legal Department to enable the completion of the Lease when the new store is completed at the end of June. A draft Lease and other documents are still awaited.

Messrs Cheffins have obtained 'Best offers' for the sale of 40 Castle Street. An offer of £553,175.00 subject to Contract and Survey has been accepted. The Society awaits the surrender of the lease of 40 Castle Street and the small garage area off Castle Street to enable the Society to proceed with the sale.

Tony Watson
6th June 2014

Visit our web site at: www.swmuseumsoc.org.uk

**Regd. Office: Saffron Walden Museum, Museum Street, Saffron Walden, CB10
1JL Tel: 01799 510333**

Directors: K L Eden, S B Hollingworth, D Laing, R Priestley, P Salvidge, E A Watson
Regd. in England no. 649191 : Charity Regd. no. 1123209



Accreditation

Organisation details

What is the name of your organisation?

Saffron Walden Museum

The name you give will appear on your Accreditation Certificate, so please ensure it is correct.

Please give the alternative name for this organisation (if any).

Please give any other name (this could be a legal or formal name) that your organisation uses.

Please indicate if the name used for the museum is nationally styled by ticking the relevant option below:

No

What is your full address?

We will use this address if we need to write to you about your application. This should be your main trading address. Please provide the full, correct postcode as we need it to process your application. Fill in as much of the address as you can and press 'Search'.

Full postcode

Address name or number

Street

Locality

Town / city

County

Non UK Address

Which Arts Council region are you based in?

Organisation's telephone number, including area code

Organisation's email address

Website address

Textphone

Fax number

Please select the option that most closely describes your organisation:

Select one of the options below to describe your organisation's status:

Is the museum named a registered charity?

Are you VAT registered?

Contact details

Main contact details

For all organisations applying for Accreditation, the most senior member of staff will need to be named as the main contact and will be the recipient of all formal Accreditation correspondence.

Please give the following details for the main contact person:

First name	Carolyn
Middle name	
Last name	Wingfield
Position	Curator
Phone number, including area code	01799510333
Mobile number	
Email address	cwingfield@uttlesford.gov.uk
Textphone	
Fax number	

For reasons of speed and cost we prefer contact by email. If you wish to be contacted by post, via the main museum address, please indicate below.

Written communication preferred

If the main contact person requires written communication in alternative formats, please let us know your preference.

No preference

Secondary contact details

For all organisations applying for Accreditation, a member of staff will need to be named as the secondary contact. This should be the person who is responsible for the Accreditation application process and will be the recipient for any requests for further information or other informal correspondence.

Please give the following details for the secondary contact person:

First name	Sarah
Middle name	
Last name	Kenyon
Position	Natural Sciences Officer
Email address	skenyon@uttlesford.gov.uk
Telephone number	01799510641

For reasons of speed and cost we prefer contact by email during assessment. If you wish to be contacted by post, via the main museum address, please indicate below.

Written communication preferred

Basic details

Project information

The two greyed-out fields are pre-populated for the purpose of this application. Please answer the mandatory questions below.

What is the name or working title of the activity you are applying to do?

Accreditation

Please give us a description (in no more than 50 words) of the activity you asking us to support.

Application to apply for, or retain Accreditation status.

Profile of organisation

Are you submitting an Accreditation return?

Yes

As a returning applicant, please provide your Accredited Number here:

RD664

What scalability type have you used when preparing your application?

Local authority - type two

Introduction to Section one

Section one - Organisational Health

'Accredited museums are responsible, responsive and resilient.'

In order to demonstrate the museum is responsible, responsive and resilient, this section requires you to tell us about your organisational health. The following requirements should be evidenced in order to gain Accreditation.

- 1.1 Clear statement of purpose
- 1.2 Acceptable constitution for the governing body
- 1.3 Appropriate management arrangements
- 1.4 Effective forward planning
- 1.5 Secure occupancy of all premises containing collections
- 1.6 Demonstration of a financial basis
- 1.7 Appropriate workforce, in numbers and experience, for the museum's responsibilities and plans
- 1.8 Access to professional advice and input to policy development and decision making

1.9 Clear, workable emergency plan

1.10 Organisational approach to environmental sustainability

Further information and guidance can be accessed here.

You may need to attach supporting documentation or web links in order to evidence a number of requirements. The file limit for each attachment is 10MB in size. Please attach the document specified in the question; you will find an option to attach additional documents at the end of the form. If documents exceeds this file size you will need to post or email the relevant information to us.

Section one - Organisational Health

1.1 Clear statement of purpose

Please click here for guidance

What is the museum's statement of purpose? (No more than 200 words.)

To give people inspiration and a sense of place in Uttlesford district / north-west Essex, through exploring our wide-ranging collections and the histories they represent

1.2 Acceptable constitution for the governing body

Please click here for guidance

What is the name of the governing body of the museum?

Uttlesford District Council

Please select the governance type of the museum from one of the following options.

Other

If you have selected "Other", please specify here

The Museum is essentially a local authority service, operated by Uttlesford District Council which provides the staff and operating budgets, however, the buildings and collections are owned by Saffron Walden Museum Society Ltd and leased to Uttlesford District Council under a Management Agreement and associated Lease. The Museum Society is the successor organisation (then called Saffron Walden Natural History Society) which founded the Museum in 1835 but Uttlesford District Council took on responsibility for running the Museum in the 1970s. The Museum Society is a registered charity no. 1123209 and since 2008 a limited company 6469141. It is responsible for raising capital funding, and for funds for purchases and other projects for the collections.

Is the museum registered with Companies House?

Yes

Please provide your company number:

6469141

Has the museum's constitution been updated since your previous submission?

Yes

Please attach the museum's current constitution

Museum constitution.doc

Section one - Organisational Health

1.3 Appropriate management arrangements

Please click here for guidance.

Which of the following management arrangements is in place?

Other

Other

If a management arrangement other than the options above is in place, describe here (No more than 200 words.)

Uttlesford District Council, which is the governing body for the Museum service, has set up a Museum Management Working Group (MMWG) under the terms of the Management Agreement with Saffron Walden Museum Society Ltd (owners of the buildings and collections). MMWG has 4 Council members and 4 Museum Society directors. It acts as the Museum's managing committee and makes recommendations to the Council's Cabinet for approval. The Curator and other senior Council officers (usually the Director and Assistant Director of Corporate Services) attend. MMWG meetings are serviced by the Council's Committee Section and its minutes are published on the Uttlesford District Council website.

Please see Other Attachments for the full range of documents from Uttlesford District Council and Saffron Walden Museum Society Ltd especially the explanatory letter summarising the management arrangements for the service and the current transitional situation regarding off-site stores and improvements to collections care.

Authority to approve

Which body or individual is authorised to approve policy documents, such as the Collections Development Policy and the Forward Plan? (No more than 100 words.)

Museum Management Working Group, which recommends their decisions for approval by Uttlesford District Council's Cabinet

Section one - Organisational Health

1.4 Effective forward planning

Please click here for guidance

Has your Forward Plan been updated since your previous submission?

Yes

Please attach a copy of your forward plan.

Forward plan.doc

Please attach evidence of the approval of your forward plan.

Approval of forward plan.pdf

Please outline how this Forward Plan has been developed. (No more than 200 words.)

A public consultation exercise was run in 2011-12 by Uttlesford District Council on improvements of the Museum site and service, with comments from users and non-users. This acted as the starting point, together with evaluation of previous forward plan and a general environmental analysis (Please see Other Attachments for the Forward Plan Appendices, which includes the full environmental analysis and a separate Risk Assessment for the Forward Plan). The Curator and one of the directors of the Museum Society took part in a SHARE Forward Planning Cohort with other museums from the east of England to develop a draft, with input from all museum staff and senior Council officers (Directorate of Corporate Services where the Museum is located in the Council structure).

The draft Forward Plan was circulated to all members of the Museum Society Board and the Museum Management Working Group (the governing committee for the museum) for discussion, amendment and recommendation to Cabinet for approval on 08 May 2013. Cabinet formally approved the Forward Plan on 20 June 2013 and minutes of the Cabinet meeting are attached (MMWG minutes for 08 May 2013 are in Other attachments). It is due for review later in 2014 once the new store is operational, to review plans for Stage II of the Forward Plan and develop and adjust the Plan as necessary.

Please confirm that the plan cover ALL of the following areas:

The museum's statement of purpose	Yes
A review of the previous forward plan	Yes
An analysis of the environment in which it exists	Yes
Consultation and an analysis of views	Yes
Its key aims	Yes
The specific objectives beneath each key aim	Yes
How it will achieve its objectives	Yes
A resource plan	Yes
The date the plan will be reviewed	Yes

Section one - Organisational Health

1.5 Secure occupancy of all premises containing collections

Please click here for guidance. You should include all buildings utilised by the museum.

How many buildings/premises containing collections are occupied by the museum?

Please indicate the type of occupancy of these buildings from the options below. (Select all options that apply.)

- Freehold
- Leasehold
- Tenanted/short hold tenancy
- Licence/temporary hire
- Permission to occupy Permission to occupy
- Other

Freehold premises

Please enter each freehold building or premises in the table below:

Building name	Post code	Purpose of building	Start date of freehold
Off-site store, Newport depot	CB11 3TH	Collections storage	01/04/1995

Leasehold premises

Please enter each leasehold building or premises in the table below:

Building name/address	Post code	Purpose of building	Start date of leasehold	End date of leasehold	Name of leasing organisation/individual
Saffron Walden Museum	CB10 1JL	Exhibition (Public)	07/10/1996	06/10/2095	Saffron Walden Museum Society Ltd
Schoolroom (Museum annexe)	CB10 1JL	Other	07/10/1996	06/10/2095	Saffron Walden Museum Society Ltd

If the lease(s) expire(s) within the next 12 months what is your planned course of action? (No more than 200 words.)

Section one - Organisational Health

1.6 Demonstration of a financial basis

[Please click here for guidance](#)

To be Accredited, you will need to demonstrate a sound financial basis by submitting two years of relevant accounts. Organisations with a legally separate managing committee must submit accounts from that organisation in addition to those of the governing body..

Has the museum has been in operation for less than two financial years under the current governance structure?

Evidencing a sound financial basis for the museum

You need to attach the appropriate documentation demonstrating two years sound financial basis for the museum below.

Please attach the appropriate financial records for Year 1

Auditted accounts or financial evidence of the museum_year1.docx

Please attach the appropriate financial records for Year 2

Auditted accounts or financial evidence of the museum_year2.xlsx

Section one - Organisational Health

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

[Please click here for guidance.](#)

1.7.1 An appropriate workforce

How many employees does the museum have (full time equivalent)?

Approximately how many volunteer *hours* does your museum benefit from per year?

Has your workforce changed since your previous submission?

Yes

Please attach your workforce chart

Workforce chart.pdf

Please confirm that documentation detailing relevant experience of workforce is available for inspection upon request by ticking the box below.

1.7.2 Clear agreements for each member of the workforce, setting out their roles and responsibilities

Please confirm that appropriate workforce management procedures are available for inspection on request by ticking the box below.

Please confirm that all members of the workforce have a clear signed agreement by ticking the box below.

Please attach your template agreement for volunteers

Template agreement for volunteers.docx

1.7.3 Formal induction procedures for new recruits

Are all new members of the workforce given induction training?

Yes

Are all new members of the governing body offered induction training?

Yes

1.7.4 Appropriate development opportunities for the workforce

Please describe the types of development opportunities currently offered. (No more than 250 words.)

All staff (Council employees) have training and development provided by Uttlesford District Council according to Council policy, either by Council staff or by external trainers. This includes updating skills on topics such as Microsoft applications; H&S e.g. manual handling, safeguarding, Appointed Persons (first aid); Freedom of Information, or Working at Heights training for Security & Premises Officer for checking and maintaining the roof parapet and gutters. The Museum uses its small training budget for museum-specific training e.g. on Modes collections database.

The Museum uses museum-sector providers for free / low cost training and development, especially SHARE (e.g. Forward Plan and Volunteers cohorts) and subject specialist networks for updating and developing skills and knowledge. Staff are encouraged to engage with appropriate professional and regional networks, though inevitably budgets, time and staffing levels place restrictions on off-site activities. Training, seminars and professional meetings attended are listed in the Museum's Quarterly Report which is considered by the Museum Society Board and the Museum Management Working Group.

Casual contract staff have in-house training and refreshers for museum-specific issues e.g. fire safety, customer care and dealing with public enquiries.

Volunteers (who are mainly front-of-house) are required to attend a meeting at least once a year to refresh and update training, and have a group discussion with Museum staff. Opportunities are taken to involve appropriate volunteers in developments e.g. volunteer and a member of staff took part in the SHARE cohort on volunteer management.

Please describe the types of development opportunities planned for the future. (No more than 200 words.)

Training programme will be set up shortly for staff (permanent and casual) and volunteers recruited for moving collections into the new off-site store at Shirehill. This will involve the Council's Health & Safety Officer (manual handling and curatorial staff providing training on collections handling, packing and other procedures. It is hoped that this will gel into a 'collections team' for regular assistance on collections management and documentation tasks, as the store becomes fully operational.

Training on Modes database for new Collections Officer (Human History) - Modes Administrator course booked. this post can then 'cascade' essentials to Curator and any volunteers recruited (Documentation Plan) to work on Documentation backlog.

'Planning' means identifying appropriate and affordable training provided by other organisations, in keeping with the priorities identified at individual's appraisals and in the museum's Forward Plan and policies. The Visitor & Learning Services Officer will be attending Museums Association conference this year because of topics pertinent to her role and community engagement, which is a priority for improvements in Stage II of the Forward Plan. The cost of attending MA conference is normally beyond museum budgets but the Museum Society have agreed to assist with funding this as a 'one-off'.

Please describe the basis on which development needs are identified. (No more than 200 words.)

The Council's U-Perform appraisal system provides a framework for annual assessment of training needs across the Council. Individual training and development needs are discussed and recorded between employee and line manager and collated by Human Resources. General Council-wide training is provided on some topics, but for museum-specific training, the Curator and staff discuss how training needs can be best met and resources targeted accordingly.

Within the Museum service, policy documents and the Forward Plan identify specific types of training which will be needed by the Museum workforce to accomplish specific objectives or plans.

For volunteers, training needs are normally assessed and met through the induction process. Individual volunteers taken on to work on collections-related projects with curatorial staff will receive relevant training on a one-to-one basis as necessary. All volunteers attend at least one group training meeting a year which is an opportunity for general discussion of refresher and new training needed. As a small service, volunteers and casual contract staff have regular and direct access to permanent staff if they need to raise individual questions on training.

Section one - Organisational Health

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

Please click here for guidance.

Please confirm whether the museum employs a museum professional or has the services of a Museum mentor by selecting the appropriate option below.

The museum employs a museum professional

Museum professional employed

Please describe the formal lines of communication between the museum professional and the museum's governing / managing body. (No more than 200 words.)

The Museum Curator reports to the Assistant Director of Corporate Services, Uttlesford District Council. The Museum service is managed as part of the Council's Directorate of Corporate Services.

The Curator attends and submits reports to meetings of the Board of Directors, Saffron Walden Museum Society Ltd and the Museum Management Working Group (Uttlesford District Council). The Board of Saffron Walden Museum Society has to approve decisions concerning the buildings and collections, such as purchases, disposals and loans out to other institutions, or special conservation work and other projects which it is funding. The Board's report is received by the Museum Management Working Group, which also receives a quarterly report from the Curator. The Museum Management Working Group makes recommendation to Uttlesford District Council's Cabinet. The Cabinet Member for Community Partnerships is politically responsible for the museum and is a member of MMWG. Please see Other Attachments for a diagram summarising governance arrangements between Uttlesford District Council and Saffron Walden Museum Society Ltd for the Museum.

Section one - Organisational Health

1.9 Clear, workable emergency plan

Please click here for guidance.

Please confirm that your emergency plan is available for inspection



Date the plan was last reviewed

01/05/2014

Please explain how your plan has been developed, disseminated and tested. (No more than 200 words.)

Based on a template from another museum and heritage body, the Emergency Plan has been developed by Museum staff, principally the Conservation Officer, over the years. It deals primarily with salvage of the collections in the event of a disaster, and contains essential information including plans of Museum buildings and services, suppliers and other organisations to be contacted. It includes a copy of Uttlesford District Council's Out-of-Hours Emergency Plan, which provides contact details on essential council services and other sources of assistance. It has been regularly updated, most recently by the Security & Premises Officer who has taken over responsibility for this since the post of Conservation Officer was made redundant (January 2014). It is checked with the Curator and other professional staff (curatorial and learning/visitor services).

Last tested in February 2014 when the off-site store at Newport flooded.

Evacuation of Museum buildings and the safety of people (users and workforce) is dealt with separately under Fire Safety and the Museum's Emergency Procedures. The Fire Log is maintained by the Security & Premises Officer who organises and logs fire drills, and other statutory tests. A separate Risk Assessment log is kept according to Council regulations.

Please confirm whether the plan cover all of the following areas:

Arrangements for the workforce, visitors and collections

Yes

Risk assessments of threats

Yes

Information about how emergency plans are authorised, maintained, communicated, tested and made available to the workforce and emergency services

Yes

Evidence of how the museum works with the emergency services, and of any other relevant emergency plans

Yes

An effective procedure for reviewing the emergency plan

Yes

Section one - Organisational Health

1.10 Organisational approach to environmental sustainability

Please click here for guidance.

Please outline the museum's approach to environmental sustainability. (No more than 200 words.)

Saffron Walden Museum aims to operate a sustainable museum service for Uttlesford district. We will ensure that the museum service is environmentally sustainable by working to protect natural and human environments, conserve biodiversity, conserve natural resources, minimise waste, reduce pollution and reduce energy use in our areas of operation. We strive to provide a museum service that is accessible to all members of society, and use formal and informal education to give opportunities for all age groups to learn about their environment. All members of staff and volunteers work together to implement the environmental sustainability policy. When purchasing goods and services we seek to buy materials locally, procure environmentally friendly products and encourage contractors, suppliers and partners to minimise their impact on the environment. Performance is measured against local performance indicators and targets set by national government and the district council. Progress is reported quarterly to Saffron Walden Museum Society and the Museum Management Working Group.

Please attach the museum's Environmental Policy Statement

Environmental Policy Statement.doc

Date the Environmental Policy Statement was last reviewed

01/05/2014

Introduction to Section two

Section two - Collections

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

In order to demonstrate effective collections management, the museum must provide information relating to its collections policies, plans and procedures. The following requirements should be evidenced in order to gain Accreditation. The following requirements should be evidenced in order to gain Accreditation.

- 2.1 Satisfactory arrangements for the ownership of collections
- 2.2 Development policy
- 2.3 Documentation policy
- 2.4 Care and conservation policy
- 2.5 Documentation plan
- 2.6 Care and conservation plan
- 2.7 Documentation procedures

2.8 Expert assessment of security arrangements

Further information and guidance can be accessed here.

You may need to attach supporting documentation or web links in order to evidence a number of requirements. The file limit for each attachment is 10MB in size. Please attach the document specified in the question; you will find an option to attach additional documents at the end of the form. If documents exceeds this file size you will need to post or email the relevant information to us.

Section two - Collections

2.1 Satisfactory arrangements for the ownership of collections

Please click here for guidance.

Please click on the 'Add Row' button below to fill in the table and tell us about items held in the museum's collections.

You are only able to add one row to this table, so please include all items that are held in museum collections. Please note that the sum of your owned items and the items on loan to the museum should not be greater than the total number of items that are held in collections.

Total items in collections	Items owned by the museum	Items on loan to the museum
155,013	154,382	631

2.2 Development policy

Please click here for guidance.

Has the museum's collection development policy been updated since your last submission?

Yes

Please attach the museum's collection development policy

Collection development policy.docx

Please attach evidence of the approval of the collection development policy

There is a temporary issue with the renaming of the attachment for the approval of the collection development policy, above. If you have not yet attached the approval of this policy, please use the following button instead

Please attach evidence of the approval of the collection development policy

Approval of collection development policy.pdf

Date the policy was last reviewed

08/05/2013

2.3 Documentation policy

Please click here for guidance.

Has the museum's documentation policy statement been updated since your last submission?

Yes

Please attach the museum's documentation policy statement

Documentation policy statement.doc

Date the policy was last reviewed

06/06/2014

2.4 Care and conservation policy

Please click here for guidance.

Please attach the museum's conservation policy statement

Conservation policy statement.docx

Date the policy was last reviewed

06/06/2014

Section two - Collections

2.5 Documentation plan

Please click here for guidance.

Please select the phrase that best describes the current state of documentation

Documentation backlog(s) exist, and a documentation plan has been written

Is the Documentation Plan available for inspection?

Yes

Please indicate the museums progress with regards to the stages of documentation by filling in the table below.

Stage 1 - setting up SPECTRUM primary procedures and Documentation manual	Stage 2 - creating an inventory for all items	Stage 3 - resolving discrepancies between item inventory and existing documentation
Complete	Incomplete	Incomplete

Please confirm the planned date of completion of Stage 2

31/12/2016

Please confirm the planned date of completion of Stage 3

31/12/2016

In the table below, please select for each SPECTRUM primary documentation procedure the stage you have reached for tackling any backlog

Acquisition (a) accession register	Acquisition (b) security copy of register	Acquisition (c) labelling accession numbers	Location and movement control	Cataloguing and appropriate indexing	Object exit	Loans in	Loans out
Complete	Complete	Incomplete	Incomplete	Incomplete	Complete	Complete	Complete

Planned date for marking and/or labelling objects with accession numbers

31/12/2016

Planned date for completing location and movement control

Planned date for completing provision of appropriate indexing

Please note that the above dates should not be prior to the planned date for the completion of Stage 3

Section two - Collections

2.6 Care and conservation plan

Please click here for guidance.

Please attach the museum's care and conservation plan Care and conservation plan.docx

Please indicate whether the following elements are included in the Care and Conservation plan:

Collections Condition Overview based on assessment - to ensure that awareness of condition and needs of all collection is maintained

Environmental monitoring to alert about potentially damaging environmental conditions

Environmental Control to ensure that collections are not at risk of damage from unsuitable environmental conditions

Provision of suitable building conditions to ensure the building contributes toward providing appropriate environmental conditions for the different elements of the collection

Housekeeping to reduce the likelihood of pest infection and damage to material from mould or from abrasive or acidic particles, by careful cleaning of collections and the areas in which they are housed

Planned Programme to improve care of collections over time, on the basis of agreed priorities

Professional Conservation and Collection Care Advice and Services to ensure that the museum has developed informed policies and procedures in relation to the preventative and remedial conservation of its collections

Section two - Collections

2.7 Documentation Procedural Manual

Please click here for guidance.

Please indicate whether the procedures for the maintenance of primary documentation, as defined by SPECTRUM, are available for inspection upon request

Please confirm that this plan covers all SPECTRUM primary procedures

Object entry	<input type="text" value="Yes"/>
Acquisition: (a) an accession register	<input type="text" value="Yes"/>
Acquisition: (b) security copy of the accession register	<input type="text" value="Yes"/>
Acquisition: (c) marking and/or labelling objects with accession numbers	<input type="text" value="Yes"/>
Location and movement control	<input type="text" value="Yes"/>
Cataloguing: (a) provision of appropriate indexing	<input type="text" value="Yes"/>
Object exit	<input type="text" value="Yes"/>
Loans in	<input type="text" value="Yes"/>
Loans out	<input type="text" value="Yes"/>
Date the plan was last reviewed	<input type="text" value="15/05/2014"/>

2.8 Expert assessment of security arrangements

Please click here for guidance.

Please confirm all sources from whom the museum has received appropriate expert advice

Local police liaison	<input checked="" type="radio"/>
In-house specialist	<input checked="" type="radio"/>
External specialist	<input checked="" type="radio"/>
Other	<input type="radio"/>

Please confirm what the advice covered:

Collections on display	<input checked="" type="radio"/>
Collections in store	<input checked="" type="radio"/>
Security of staff/visitors	<input checked="" type="radio"/>
Buildings/site	<input checked="" type="radio"/>

Please confirm the proportion of the security recommendations that the museum has implemented	<input type="text" value="More than 50% of recommendations"/>
---	---

Date of the last security review	<input type="text" value="20/08/2013"/>
----------------------------------	---

Introduction to Section three

Section three - Users and their experiences

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

In order to demonstrate that the museum detailed in this application provides quality experiences for its users, this section requires you tell us about the user-focused and learning based opportunities and evaluation methods in place. The following requirements should be evidenced in order to gain Accreditation.

3.1 Good-quality services and development

3.2 User-focused experience

3.3 Effective learning experiences

Further information and guidance can be accessed here.

You may need to attach supporting documentation or web links in order to evidence a number of requirements. The file limit for each attachment is 10MB in size. Please attach the document specified in the question; you will find an option to attach additional documents at the end of the form. If documents exceeds this file size you will need to post or email the relevant information to us.

Section three - Users and their experiences

3.1 Good quality services and development

Please click here for guidance.

3.1.1 The museum must understand who its users and non-users are

Please indicate how you identify the museum's users. You must select at least **two** options.

- | | |
|--------------------|----------------------------------|
| Visitor surveys | <input checked="" type="radio"/> |
| Comments cards | <input checked="" type="radio"/> |
| Visitor books | <input checked="" type="radio"/> |
| Exit survey | <input type="radio"/> |
| Focus groups | <input type="radio"/> |
| Friends groups | <input type="radio"/> |
| Postcode analysis | <input type="radio"/> |
| Workforce feedback | <input checked="" type="radio"/> |
| Other | <input checked="" type="radio"/> |

If you have selected "Other" please specify here: (No more than 50 words.)

On-line feedback from social media (Facebook and Twitter)

Please indicate when visitor surveys are undertaken, by choosing one of the following options

Both

Please indicate when comment cards are used, by choosing one of the following options

For temporary exhibitions

Frequency of correspondence with users

Please click the 'Add Row' button below, and complete the table below showing how often the communication methods listed above are used by the museum

Visitor surveys	Comments cards	Visitor books	Exit survey	Focus groups	Friends groups	Postcode analysis	Workforce feedback	Other, as specified above
3-4 times per year	Twice per year	Continuously	Never or n/a	More than 2 years ago	Annually	Never or n/a	Continuously	Continuously

Please indicate how you identify the museum's non-users. *You may select as many options as apply*

- Focus groups
- Market research
- Stakeholder surveys
- Other

If you have selected "Other" please specify here: (No more than 200 words.)

Council consultation for Forward Plan, and by default, visitor surveys show what categories of visitor are under-represented or not represented

Frequency of correspondence with non-users

Please click on the 'Add Row' button below and complete the table showing how often the communication methods listed above are used by the museum

Focus groups	Market research	Stakeholder surveys	Other, as specified above
Never or n/a	Never or n/a	More than 1 year ago	More than 1 year ago

Section three - Users and their experiences

3.1.2 The museum must evaluate and analyse information to assess users' needs

Please describe how you utilise the information gathered, through consultation with users and non-users, to evaluate and analyse your current operation. (No more than 200 words.)

Public Consultation for Forward Plan 2011-12 about future Museum improvements

Quarterly Visitor Analysis

- to adapt marketing towards potential users and under-represented groups, and to encourage repeat visits by current users, e.g. increasing Museum's use of social media and on-line advertising
- to target event activity and exhibitions to meet current audience needs and also appeal to new users, e.g. 'Re-Imagining Egypt' Nov 2013 - February 2014 (exploring all periods of Egyptian history with a contemporary Egyptian artist) for which the Museum worked with school and community groups who don't regularly visit the Museum

Please attach an example of evaluation and analysis activity

Example of evaluation and analysis of user experience.pdf

3.1.3 The museum must devise plans to broaden its range of users

Please describe how you plan to broaden the museum's range of users. (No more than 200 words.)

Forward Plan

Key Purpose 'to improve public use of and benefit from all of the Museum's collections... to contribute to the Museum's long-term sustainability and development through increased use, income and public support.'

Forward Plan Key Aims 1 and 2 provide the foundations by addressing shortcomings in collections storage, management and documentation on computer, all of which affect accessibility and use of collections for and by the public (Stage I)

Key Aim 3 (Stage II) extends and improves the Museum and re-displays the ground floor human history galleries. Key Aim 4 improves the interpretation and use of the Museum and castle site, in tandem with the Council's improvement plan for the castle ruins nearby (the site is a scheduled ancient monument).

Greater opportunities for community involvement start in Stage I with recruiting volunteers to a collections task force to help set up the new off-site store 2014 and to work on collections management projects. In stage II, Key Aim 5 will create new volunteering and community exhibition opportunities in the extended Museum. Key Aim 6 develops a new marketing policy for the Museum as a local amenity and a heritage destination.

Please identify the relevant section within your forward plan.

See especially Key Aim 3e,f and g; 5 a-d and 6a, b and e. See especially Key Aim 6a for survey to establish future audience and target groups for the extended Museum in stage II of the Forward Plan.

3.1.4 The museum must have a culture of customer care; all users are treated with courtesy and care

Please describe the museums approach to ensuring a culture of customer care. (No more than 200 words.)

The Museum has a Customer Care Policy (see Other Attachments) which supplements the Uttlesford District Council Customer Care Charter. This is the starting point for the workforce (permanent and casual staff and volunteers) and is used in staff and volunteer inductions and refresher training sessions. Previous training for staff has included Welcome Host one-day courses.

Participation in VAQAS and, from time-to-time, other campaigns such as Kids in Museum's (long-listed 2013) reinforce and extend customer care and awareness of customer's needs and expectations.

More generally, in a museum service of our scale, there is plenty of opportunity for direct feedback from customers to staff and volunteers.

Please identify the relevant section within your forward plan.

Key Aim 3 includes improvement of facilities for visitors (see especially 3e, f and g) and Key Aim 6 will include customer care as part of the aim to attract more visitors

3.1.5 The museum must take account of users' needs, guided by an access policy statement

Please confirm whether the museum has an access policy statement

Yes

Please attach the museum's access policy statement

Access policy statement.docx

3.1.6 The museum must respond to tourism and local priorities where appropriate.

Please identify the relevant section within your forward plan.

Key Aim 6 (marketing the Museum to local and wider audiences) and especially 6d on working with tourism and allied local interests. The Museum works with Saffron Walden Tourist Information Centre (Saffron Walden Town Council) and other departments of Uttlesford District Council on major events such as the cultural Olympiad celebrations in 2012 and the Tour de France in July 2014.

Section three - Users and their experiences

3.2 User-focused experience

Please click here for guidance.

Is the museum currently accredited by an external visitor assurance award, for example, VAQAS, VAQAS Cymru, VisitScotland?

Yes

Please attach a copy of the museum's externally validated visitor assurance award

Externally validated visitor assurance award.pdf

Section three - Users and their experiences

3.3 Effective learning experiences

Please click here for guidance.

3.3.1 The museum must exhibit the collections using a variety of interpretative methods

Please confirm the extent of the collections on display by choosing one of the following options:

The museum presents long-term exhibitions and a programme of changing exhibitions

Which of the following interpretative methods are used by the museum? Select all that apply.

- | | |
|---|----------------------------------|
| Appropriate labels and panels | <input checked="" type="radio"/> |
| Printed guides and catalogues | <input checked="" type="radio"/> |
| Oral recordings, films, sound archives | <input checked="" type="radio"/> |
| Guided tours | <input type="radio"/> |
| Live interpretation | <input checked="" type="radio"/> |
| Interactives | <input checked="" type="radio"/> |
| Audio guides | <input type="radio"/> |
| Backpacks | <input checked="" type="radio"/> |
| Information maps | <input checked="" type="radio"/> |
| Quizzes | <input checked="" type="radio"/> |
| Treasure hunts | <input checked="" type="radio"/> |
| Checklists | <input type="radio"/> |
| Spotter guides | <input checked="" type="radio"/> |
| Museum quest activities | <input checked="" type="radio"/> |
| Dressing up | <input checked="" type="radio"/> |
| Handling collections | <input checked="" type="radio"/> |
| Online resources (including e-learning) | <input type="radio"/> |
| Digital applications | <input type="radio"/> |
| Other | <input type="radio"/> |

How do you interpret collections to meet the needs of your users? (No more than 200 words.)

Displays and special exhibitions, including interactives, are developed with family groups (a key part of our regular audience) in mind as well as more specialist needs. See Learning Policy attached.

Activities and events offering different sensory and cognitive experiences, and aimed at target groups e.g music, dance, drama and hands-on sessions for pre-school and school-aged groups, are developed utilising the collections and linked to special exhibitions, such as the Egyptian Creation Story drama workshop (7-13 year olds) inspired by the 'Re-imagining Egypt' exhibition (February 2014). We also run monthly adult art workshops and occasional handling events such as geology days.

Special sessions and talks for specific audiences on request, e.g. session for Cambridge University students of medieval history with finds and records for excavations and other sources of evidence for medieval Walden; talks with relevant local objects to local societies and parish history groups.

Handling collections are used with school groups and other appropriate opportunities to interact with the public.

Text used in galleries (labels and panels) is vetted for general comprehension, learning content and legibility, and is provided on different levels where appropriate (basic summary / greater detail).

Please identify the relevant section within your forward plan.

Key Aim 3e, f and g for improving displays, Key Aim 5d deals with adding a community display element to the galleries. Key Aim 6 seeks to broaden audiences through targeted 'packages' for specific special interest groups.

Section three - Users and their experiences

3.3 Effective learning experiences (continued)

3.3.2 The museum provides access to collections/associated information for research and engagement.

Please describe how you provide access to material held in store. (No more than 200 words.)

See Access Policy section 6 (attached)

By appointment with curatorial staff, Tuesdays to Saturdays. Appointments can be made in person, by phone, email or letter (depending on the enquiry, we may ask for email / written confirmation). A record of all research appointments is kept. Stores in the historic Museum building have restrictions on space and access but items requested can be brought into the Workroom for study.

For collections stored off-site, it is not always practical or possible to take members of the public to the off-site store (small industrial unit with minimal facilities, 3.5 miles away on a Council depot) so staff bring relevant items to the Museum where collections can be studied with better facilities and computer access. When off-site collections move to a new off-site store in Saffron Walden later in 2014, there will be much improved facilities with a workroom for researchers and staff in the store.

For Learning Services, the Visitor & Learning Services Officer discusses learning needs with each group booking a session so that relevant handling collections can be used. Where appropriate, relevant items from the main collections may also be made accessible under the supervision of Museum staff.

How does the museum make information and knowledge related to collections available? (Select all that apply)

- Promotional events
- Printed material
- Website
- Database research
- Research facilities for users
- Results of research on collections conducted by staff
- Other

How do you encourage research about collections either within the museum's workforce or by making collections available to external researchers? (No more than 200 words.)

Research is undertaken by staff as part of planned delivery of specific exhibitions and services such as learning sessions, talks to groups, visits of enquirers to access collections . Museum staff and volunteers are encouraged to submit short articles on current projects of interest to the Museum Society's quarterly newsletter.

Volunteers with specialist knowledge are recruited to help with collections projects within the limitations imposed by shortage of work space and curatorial staff to supervise volunteer projects. Current examples include work on local history documents by two researchers / volunteers and work on the coin collections by a member of the Essex Numismatic Society. Links with the district's Local History Recorder network also facilitates research leading to use and publication (talks, articles in Saffron Walden Historical Journal).

The Museum website carries information on the collections and a list of the main archaeological excavation archives stored. The website is currently under revision which should encourage exploration by users and enable staff to add and edit further information on collections of special interest. On-line access to collections information, by touch-screen in the galleries and through searching on-line, remain ultimate goals dependent on successful completion of the current Forward Plan.

Please identify the relevant section within your forward plan.

Forward Plan Key Aim 2 Improve management, accessibility and display of collections, especially 2d and Key Aim 3 includes improvements for visitors, staff, volunteers, researchers and visiting groups, see especially 3g.

3.3.3 The museum must provide effective and stimulating learning and discovery experiences focused on the collections

How does the museum provide opportunities for people to learn and participate? (Select all that apply)

- Lectures
- Study packs
- Electronic media
- Role play
- Creative workshops
- Guided tours
- Interactive activities
- Other

How are these learning and discovery experiences appropriate for the range of users to the museum? (No more than 200 words.)

See Learning Policy (Other Attachments). The Museum employs a dedicated learning professional (Visitor & Learning Services Officer) who tailors activities to reflect and promote the Museum's purpose and collections and the needs of its users.

Activities and events are targeted at different age groups, such as pre-school, primary school, secondary school, families, general adult and special interest groups.

Examples from 2013-2014 include:

Museum Minis - storytelling and creative workshops for pre-school children and their carers (currently suspended. Set to re-start in September 2014)

Key Stage One - 5 Senses, Toys and Childhood, Homes and Houses, Prehistory, How Museums Work, the Rock Cycle

Key Stage Two - Prehistory, Ancient Egyptians, Romans, Ancient Greeks, Tudors and Stuarts, Victorians, Local History, African Villages

NVQ, G.C.S.E., A-Level - Art sessions, Leisure and Tourism case studies, Archaeological project providing practical learning experience for 30 sixth-form students 2013 (HLF All Our Stories programme, in conjunction with Access Cambridge Archaeology)

Family events (craft, science, technology, hands-on activities and reenactment) - Morse code activities, Stone Age day, exploring Ancient Egyptian magic

Adults - Monthly art group, occasional geology, ethnography, social history sessions and on-demand sessions from WI, Local History and other specialist groups.

Please identify the relevant section within your forward plan.

Forward Plan Key Aim 3 e and f

Other attachments

Non-Standard Attachments

Attachments and links

Description	Link to open / download	File Size (MB)
Museum Management Agreement 2009	Museum Management Agreement 2009.doc	0.0
Museum Society lease 1996 to UDC	Lease 20140604180007.pdf	0.9
Museum Society Decl of Trust 2008	DECLARATION OF TRUST.doc	0.0
Explanation of governance status	Explanation of governamce status.doc	0.0
Diagram of Council-Society governance structure	Governance Structure 2014.doc	0.0
Council constitution for Working Groups p46	Council Constitution see p46-7.pdf	0.2
Museum Management WG Terms of Ref 2013	MMWG Terms of Ref 2013.pdf	0.0
MMWG Mins 08 May 2013 Terms of Ref & Forward Plan	MMWG Minutes 08 May 2013.pdf	0.1
Museum Society Accounts 2011-12	randaltd2012.doc	0.1
Museum Society Accounts 2012-13	randaltd20132.doc	0.1
Forward Plan Appendices with full environmental analysis	Forward Plan 2013 Appendices.doc	0.1
Forward Plan Risk Assessment	Museum Forward Plan Risk Assessment 2013 v 2.rtf	0.1
Customer Care Policy	Customer Care Policy 2014.docx	1.0
Learning Policy	Learning Policy 2014.docx	1.0
Total		3.8

Standard attachments

Attachment Name
Museum constitution.doc
Forward plan.doc
Approval of forward plan.pdf
Auditted accounts or financial evidence of the museum_year1.docx
Auditted accounts or financial evidence of the museum_year2.xlsx
Workforce chart.pdf
Template agreement for volunteers.docx
Environmental Policy Statement.doc
Collection development policy.docx
Documentation policy statement.doc
Conservation policy statement.docx
Approval of collection development policy.pdf
Care and conservation plan.docx
Example of evaluation and analysis of user experience.pdf
Access policy statement.docx
Externally validated visitor assurance award.pdf

Declaration

Data protection and freedom of information

Data protection and freedom of information

We are committed to being as open as possible. This includes being clear about how we assess and make decisions and how we will use your application form and other documents you give us. We are happy to provide you with copies of the information we hold about you, including our assessment of your application.

As a public organisation we have to follow the Data Protection Act 1998 and the Freedom of Information Act 2000. We have a data protection policy, which is available from our website at www.artscouncil.org.uk

We also have an information sheet about freedom of information. You must read the '*How we treat your application under the Freedom of Information Act*' section of 'How to apply' before you sign your application. This information is also available from our website.

By signing this application form, you agree to the following:

1. We will use this application form and the other information you give us, including any personal information, for the following purposes.
 1. To decide whether to award Accreditation.
 2. To provide copies to other individuals or organisations who are helping us assess and monitor applications including local authorities, other lottery distributors and organisations that award grants. After we reach a decision, we may also tell them the outcome of your application and, if appropriate, why we did not offer you a grant.
 3. To hold in our database and use for statistical purposes.

I confirm that the organisation named on this application has given me the authority to sign this application on its behalf.

I confirm that the activity in the application falls within the powers of the organisation's constitution or memorandum and articles of association (the legal document setting out the rules governing the organisation).

I confirm that, as far as I know, the information in this application is true and correct.

Do you agree with the above statements?

Yes

Name

CAROLYN WINGFIELD

2. You have read and understood the section 'How we treat your application under the Freedom of Information Act'. You accept how we generally plan to treat your application and other related information if someone asks to see it under the Freedom of Information Act 2000. You accept that the information sheet does not cover all cases, as we have to consider each request for information based on the situation when we get the request.

Tick this box if you consider that we should treat your proposal as confidential information.

Tick this box if you consider that we should treat your financial information, such as your budget and any business plan, as confidential information.

Tick this box if there is any other information you have provided that you consider to be confidential information.

If we offer you a grant and you have ticked any of the boxes above, we would generally treat that information as confidential until your activity ends (according to the date you gave us in this application).

Tick this box if you consider that we should treat that information as confidential after your activity ends.

3. You agree that we can keep you informed of our work and pass your contact details to organisers of arts marketing activities, conferences and training events.

Tick this box if you do not want us to keep you informed of our work.

Tick this box if you do not want us to pass your contact details to organisers of arts marketing activities, conferences and training events.

Name of museum: Saffron Walden Museum

Name of governing body: Uttlesford District Council / Saffron Walden Museum Society Ltd

Date on which this policy was approved by governing body: 8 May 2013

Policy review procedure:

The collections development policy will be published and reviewed from time to time, at least once every five years, by the Museum Management Working Group (Council and Museum Society representatives)

Date at which this policy is due for review: 8 May 2018

Arts Council England will be notified of any changes to the collections development policy, and the implications of any such changes for the future of collections.

Museums Essex (ME) will also be notified of any changes to the Collections Development Policy.

1. Relationship to other relevant policies/plans of the organisation

1.1. The museum's statement of purpose is:

1.1.1 The Museum Service's aim as the public museum service for Uttlesford district is

To give people inspiration and a sense of place in Uttlesford district / north-west Essex, through exploration of our wide-ranging collections and the histories they represent

1.1.2 The key purpose of the 2013 – 2018 Forward Plan is

To improve public use of and benefit from all the Museum's collections, whether on display, in store or on-line,

in order to contribute to the Museum's long-term sustainability and development through increased use, income and public support.

1.2. The governing body will ensure that both acquisition and disposal are carried out openly and with transparency.

1.3. By definition, the museum has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items in the museum's collection.

1.4. Acquisitions outside the current stated policy will only be made in exceptional circumstances.

1.5. The museum recognises its responsibility, when acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Museum Accreditation Standard. This includes using SPECTRUM primary procedures for collections management. It

will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.

1.6. The museum will undertake 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.

1.7 In exceptional cases, disposal may be motivated principally by financial reasons. The method of disposal will therefore be by sale and the procedures outlined below 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**
- **extensive prior consultation with sector bodies has been undertaken**
- **the item under consideration lies outside the museum's established core collection**

2. History of the collections

2.1 Ownership and History of the Saffron Walden Museum Collections

2.1.1

The collections are owned by Saffron Walden Museum Society Ltd, UK registered charity 1123209, which founded the Museum in the 1830s to house its collections (then known as the Saffron Walden Natural History Society). Society members were local gentlemen of learned interests and far-flung contacts, allowing them to acquire collections from all over the world, notably in ethnography and the natural sciences, as well as closer to home. Pre-eminent among the Museum's founders were John Player, a retired civil servant from the Admiralty, and Jabez Gibson, a member of a prominent local Quaker family of brewers and bankers. Later nineteenth century collectors continued to enrich the Museum, such as George Stacey Gibson's herbaria and fossil collections, Joseph Clarke's collection of antiquities and the fine collections of ceramics and glass made by William Tuke (another Quaker family of note) and Dr Henry Stear. Until the 1880s members of the Society curated the collections but in 1880 the first professional curator, George Nathan Maynard, was appointed. The Society continued to run the Museum directly, with the aid of grants from various sources, until 1974, when the newly established Uttlesford District Council took over the operation of the Museum Service. Saffron Walden Museum Society leases the Museum collections and buildings to Uttlesford District Council under a joint management agreement (revised 2004 and 2009). Under this agreement, the Museum Service's governing body is the Museum Management Working Group, a joint committee of representatives from Saffron Walden Museum Society Ltd and Uttlesford District Council.

2.1.2

The collections of Saffron Walden Museum, estimated to be about 175,000 objects and specimens, have been developed since 1832. Initially collecting was widespread, reflecting the

diverse interests and contacts of the Society membership, and covered natural and human history from around the world, as well as objects and specimens local to north-west Essex. Many of the Museum's most important ethnographic items were collected in its early decades.

2.1.3

In the twentieth century, the rise of social history and archaeology as museum disciplines and the disposal of many of the older exotic animal mounted specimens in the early 1960s led to a greater focus on the immediate district (now Uttlesford). That process of refining and targeting collecting continues in the twenty-first century: the Museum must also balance the demands placed by developments such as Stansted Airport, which are producing large volumes of archaeological material, with finite resources. The proposed new off-site store and subsequent adjustments to the Museum buildings will set a finite spatial limit on sustainable collecting for the foreseeable future.

2.2 Users of the Saffron Walden Museum Collections, Actual and Potential

2.2.1

Residents of Uttlesford district, present and future.

Researchers, students and the educational, scientific and cultural community at large.

Visitors and tourists, from the UK and overseas.

Anyone, worldwide, whose interests and curiosity can be stimulated by the collections which the Museum holds.

2.2.2

Schools and other educational groups: a separate collection of duplicate and replica objects and specimens is kept by the Visitor & Learning Services Officer for frequent handling and for loaning out to organisations for educational purposes. This Handling & Educational Loan collection is separate from the Museum collections covered by this policy.

3. An overview of current collections

3. Summary of Current Saffron Walden Museum Collections and the Collecting Area

The scope of the collections is summarised below under headings to reflect the dual local (north-west Essex) and global range of subjects covered.

In general, the Museum's collecting area will be defined by relevance to Uttlesford District, the area of north-west Essex defined by the local authority boundary of Uttlesford District Council. Occasionally offers of appropriate objects or specimens may be accepted for subjects which are non-local by their nature, such as ethnography, as described below.

The time span within which the Museum collects also varies according to subject. For the archaeology and history of Uttlesford, all periods from earliest prehistoric to today are relevant. For geological collections, the time-frame extends backwards to include Pleistocene remains and beyond that fossils from the Palaeozoic, Mesozoic and Cenozoic eras.

3.1 Human History and Culture of north-west Essex, and its regional and British context

Archaeology – excavated finds and records from Uttlesford, all periods from prehistoric to post medieval, and finds made as a result of other fieldwork or by chance. Historically, the Museum also holds some antiquarian finds from the region and further afield.

Social and Local History: objects, ephemera and documents – made or used in Uttlesford, or associated with local places and people

Pictorial: Prints, Watercolours, Paintings, Drawings and Photos – reflecting the history, people and natural history of Uttlesford, but excluding ‘fine art’

Costume, Textiles, Needlework and Accessories – range of English and local

Ceramics and Glass – British and European ceramics and glassware, 16th – 20th century

Woodwork and Furniture - local and English domestic woodwork of 14th – 18th century and a small collection of English furniture of 16th–18th century

3.2 Natural Environment of north-west Essex and its regional and British context

The natural history collections contain about 70,000 specimens of plants, animals, rocks, minerals and fossils. The founders of the Museum and other 19th century naturalists presented most of these specimens. They collected in Essex and the rest of Britain.

Plants - specimens of flowering plants, ferns, mosses, liverworts, fungi, lichens and algae

Animals - mammals, birds, birds’ eggs, amphibians, reptiles, fish, insects, molluscs and other invertebrate groups

Fossils – fossils from Palaeozoic, Mesozoic and Caenozoic eras of geological time

Minerals and Rocks – minerals; sedimentary, metamorphic and igneous rocks

3.3 Human History and Culture – the wider world

Mediterranean and Egyptian antiquities – a small collection including pre-dynastic to Ptolemaic artefacts and one mummy from Egypt, and pottery from Greece and Cyprus.

Ethnography (historic cultures from around the world) – a collection of international significance, some 6,000 objects mostly collected between the late 18th and early 20th centuries, all continents and many different cultures represented.

3.4 Natural Environment - the wider world

Specimens illustrating the natural environments of continents around the world.

Plants – plants collected outside Britain in the 19th century

Animals – animals collected outside Britain during the 19th and early 20th centuries

Geology - rocks, minerals and fossils found outside Britain

4. Themes and priorities for future collecting

4. Saffron Walden Museum Collections and Criteria in Detail

This section provides more information and subject-specific guidance, additional to and subject to the general acquisition and disposal criteria.

4.1 Human History and Culture of North-West Essex, and its Regional and British Context

4.1.1 Archaeology

Scope and Role of Collections

Single finds and excavation archives (the finds and records from archaeological fieldwork) covering all periods from earliest prehistoric (Old Stone Age) to recent centuries (Post Medieval). The role of the collection is to preserve and interpret evidence of human activity and sites, especially those that have been damaged or destroyed by development, agriculture or by natural erosion. It is also to help us understand the long history of changing human cultures and interaction with the landscape and environment. The collection includes early coins, from Iron Age to Post Medieval, recovered from archaeological sites, and antiquarian coins and numismatics of no fixed provenance. Capacity is currently an urgent problem for the housing of all finds and records, and the future development and use of the archaeology collection will rely on the provision of the proposed new off-site store to replace inadequate off-site storage.

For future use, the special strength of the archaeology collection will be as a large archive of multi-period sites reflecting the evolution of a rural landscape and sites within it from prehistoric to recent times. The nature of the developments at Stansted Airport, coupled with road schemes, pipelines and community projects, will provide a unique archive of regional as well as local importance. In regional and national terms, this will be a significant resource for the study of multi-period landscapes and patterns of human activity.

Human remains from archaeological excavations, skeletal or cremated, will continue to be collected (subject to storage space) for long-term research and educational potential where appropriate, and according to the terms of the Home Office licence issued and other necessary permissions, e.g. from Church authorities. (see also Guidelines below)

Collecting Area and Priorities

Fieldwork archives, provenanced finds from Uttlesford including finds which have been declared treasure and which Saffron Walden Museum Society Ltd is willing and able to purchase (with grant-aid if necessary). Subject to the new off-site store project, special priority will be given to acquiring major archives from Stansted Airport, the A120 and related large-scale fieldwork from associated developments, and to smaller archives from parish projects where local communities working with professional advice have undertaken systematic in-depth studies or fieldwork.

In all cases, it is necessary to establish that finds are acquired legally with the landowner's consent, or in keeping with the Treasure Act 1996 where appropriate, and to avoid acquiring 'tainted cultural objects' as defined under the Dealing in Cultural Objects (Offences) Act 2003.

Sampling, Selection and Retention

For large-scale linear projects e.g. pipelines, roads across district boundaries, deposition of the archive should be made on archaeological criteria, to prevent illogical division of archives across collecting area boundaries, and provided copies of documentation are deposited with other museum services involved. An example is the archive from the Cambridge-Matching Green Gas Pipeline 2002 which will be deposited at Saffron Walden Museum, by arrangement with Cambridgeshire Archaeology Service and Epping Forest District Museum.

Large quantities of common finds such as potsherds, unworked animal bone, waste products of industrial processes and building materials will be preserved through samples and records rather than in their entirety, unless there are special reasons for preserving all finds from a particular context intact. The Museum will work with excavators and specialists to refine the content of archives before acquisition as far as possible.

Large quantities of common finds from archives already in the collection may be reviewed and sampled in future, in consultation with appropriate specialists, with the aim of maintaining collections within sustainable limits while retaining, through records and scientifically viable samples, the information essential to preserve the archive's usefulness and integrity of purpose. The long-term retention of very small quantities of common finds from evaluations and watching briefs may also be reviewed, if subsequent fieldwork or research shows that they are not significant. Older excavation archives and antiquarian collections with limited contextual data will be priority for rationalisation.

In sampling and disposal, care will be taken to preserve evidence or record of individual sites and ensure every parish in Uttlesford remains represented in the collection, and the collections retained should allow comparative studies of the distribution of sites across the landscape. The

needs of local educational and community projects for access to finds from their own parish will be observed.

Sampling of archaeological material for destructive techniques, such as Radiocarbon dating or DNA analysis, may be permitted if appropriate and the potential gain to information and research outweighs the physical integrity of the object or specimen.

Antiquarian collections with material from outside Uttlesford may be retained where these form a distinct group with its own story or purpose. Examples might include the collection of Joseph Clarke, a distinguished local antiquarian, or a collection amassed for broader comparative purposes e.g. the prehistoric lithics (Stone Age flint and stone tools) which cover south-east Britain, and extend to comparative material from a few French sites.

Guidelines

Guidelines for Deposition of Archaeological Archives with museums in Essex (Essex Museum Workers Group / Museums Essex – under revision 2014)

Archaeological Archives – A guide to best practice in creation, compilation, transfer and curation, Brown, D H, Archaeological Archives Forum 2011

Towards an Accessible Archaeological Archive, 2005, Society of Museum Archaeologists

Guidelines for the Selection, Retention and Disposal of Archaeological Collections, 1993, Society of Museum Archaeologists

Guidance for best practice for treatment of human remains excavated from Christian burial grounds in England, The Church of England and English Heritage, 2005

Guidance for the care of human remains in museums, DCMS, 2005

4.1.2 Social & Local History: Objects, Ephemera and Documents

Scope and Role of Collection

A wide range of objects connected with the history of Saffron Walden and the district of Uttlesford. It includes collections of traditional building material used locally and objects relating to local trades. Of particular interest is the agricultural collection, which contains farm tools and vehicles of local significance. There are also several discrete collections of domestic metalwork, timepieces, medical instruments, scientific pieces, and lighting instruments. The general collection of British coins and numismatics includes a good collection of 17th century tradesmen's tokens, and local bank notes. Examples of Saffron Walden clockmakers' work are also a special local feature. The small collection of toys and dolls has some good examples of 18th-20th century dolls and dolls clothes from the 17th –19th century, which are of regional importance.

There is an extensive collection of documents and ephemera relating to the administration of the town with some items of regional significance. It also includes good documentation on the Museum's own beginnings. Items of national importance include some Robert Southey manuscripts, William Penn letters, and annotated books from Gabriel Harvey's library and a collection of autograph letters collected by George Stacey Gibson. There are some historic maps and large-scale 19th century OS plans of Saffron Walden and the surrounding area.

Collecting Area and Priorities

Additions will only be made to this collection provided that the objects offered are associated with people, places, events or industries in the Uttlesford District, or fill gaps in the existing collections. Small items that do not have a local connection but which illustrate a general trend or local theme, and are of a high quality will be acquired, provided that no other accredited museum has a stronger claim. In future acquisitions of toys and dolls from the 20th century could develop a comparative collection. Toys and dolls with a local connection and that fill gaps in the current collection will continue to be collected.

Priority needs to be given to reflecting the social life and changes in Uttlesford through the 20th century, particularly in domestic and personal life and changes in the local economy and industry. Restrictions of resources, space for display and storage means that items of large machinery and equipment, domestic appliances and vehicles, will not be acquired. The emphasis will be on smaller objects, good examples of printed items and ephemera.

Firearms will only be collected if of local relevance (e.g. local gunsmiths, local militia, poacher's guns) and within the scope of the Curator's Firearm and Shot Gun licences. Prohibited weapons, live ammunition or anything containing explosives or unstable chemicals will not be collected.

Pharmaceutical and medical items containing stable residues of historic identified drugs will be retained intact for research and display, and the appropriate Home Office licence obtained if necessary (the Museum is currently licensed for the possession of opiates in respect of a Victorian doctor's portable medicine cabinet, but may not loan these without a licence to supply opiates).

Guidelines

Code of Practice on Archives for Museums and Galleries in the United Kingdom (3rd edition, 2002).

4.1.3 Pictorial Collections: Prints, Maps, Watercolours, Paintings, Drawings and Photographs

Scope and Role of Collection

Prints, maps, drawings, photographs and paintings form a comprehensive collection of Saffron Walden topographical representations from 18th century to 20th century, with good coverage of other parts of the county. There is a collection of portraits of Essex personalities and some early photographs, though not necessarily of local people. The Clarke collection of Essex views and portraits is the most significant single collection. There are important collections of natural history prints by Thomas Bewick and prints of Roman mosaic floors. The collection of Essex and local maps includes historic printed maps and sets of 19th-20th century large-scale Ordnance Survey maps for the district, some with historical annotations.

Collecting Area and Priorities

Prints, drawings and paintings are acquired primarily as historical or topographical records and must possess aesthetic or historic merit and depict people, places and events in Uttlesford, and/or be by local artists. The Museum does not collect from a 'fine art' perspective and will refer works by the Great Bardfield group of artists (Bawden, Ravilious and associates) and other 20th – 21st-century recent north-west Essex artists to the Fry Art Gallery (North-West Essex Collection).

There are a small number of oil paintings which are largely an outcome of random historic acquisitions, which do not form a coherent collection and most of which are not displayed. Exceptions are a small number with strong local connections, principally portraits of local gentry, work of local 19th century artist J Youngman and the friezes by Cipriani for the Adams' rooms at Audley End House; these are either on display or have potential for display in special exhibitions. An expert assessment (for insurance valuations) in 2006 coupled with the work of the Public Catalogue Foundation since then, has led to a re-assessment of the oil paintings, and as a result a small number of paintings in very poor condition and of no artistic, historical or local merit have been disposed of.

Past and present photographs of named people and places in Uttlesford, especially outside Saffron Walden, should be actively acquired and with copyright, or record of the copyright holder,

wherever possible. Film collections will be referred to the Essex Record Office or East Anglian Film Archive where specialist facilities for their care, use and preservation are available.

Priorities for documents, manuscripts and books should be the acquisition of printed documents, ephemera and where applicable maps that relate to the more recent history of the Museum and the Uttlesford district. Books should not be actively collected as there are current difficulties in storing early books; only volumes in good condition with a very direct relevance to items in the collection should be accepted. Isolated examples of manuscripts or other documents may be collected where these relate closely to objects in the Museum's collection and do not have special archival needs beyond the Museum's scope, such as an account book amongst a group of items from a local shop, or a diary with other belongings of a famous local resident.

Guidelines

Preservation of Photographic Materials, 1999, National Preservation Office

4.1.4 Costume, Footwear, Textiles, Needlework and Accessories

Scope and Role of Collection

This collection ranges from the 17th century to the 20th century with costume and accessories not necessarily of local origin, but able to illustrate stories relevant to life in north-west Essex and its inhabitants, and a range of techniques, styles and materials. Samplers, lace samples and equipment, children's costume and stump work are of regional significance. Important individual items include a late 16th century glove said to have belonged to Mary Queen of Scots. Under Ethnography, there are other items of costume and textile, notably a significant collection of Chinese and east Asian costume and textiles, collected and/or used by the families of Essex residents.

Collecting Area and Priorities

Storage problems in the costume and textile store will restrict acquiring large examples or collections of costume and or textiles for the immediate future. The Museum will acquire locally-related costume and textiles in good condition if they can be accommodated. Priority will be given to sparsely represented items e.g. men's clothing, uniform relating to the First and Second World Wars, work wear for men and women, and clothing reflecting 20th century trends as experienced by people living in Uttlesford. Children's clothing from the 20th century is also a priority, but items over-collected in the past such as christening robes and wedding dresses will not be collected except in exceptional circumstances, if they fill a gap and are accompanied by exceptional contextual information.

Guidelines

Standards in the Care of Collections: Costume and Textile Collections (1998), Museums and Galleries Commission.

4.1.5 Ceramics and Glass

Scope and Role of Collection

Two local benefactors, William Tuke and Dr Henry Stear, made the core collection of British and European ceramics and glass in the late 19th century, with some later additions. This collection contains some pieces of national importance, particularly in the field of tin glazed earthenware, and also includes cream ware, stoneware and English drinking glasses of a high quality. English porcelain, medieval earthenware and Staffordshire figurines are also represented. A small collection of Castle Hedingham pottery (19th century art pottery) provides a local dimension.

Collecting Area and Priorities

Ceramics and Glass will be acquired if the items offered fill a gap, have a local connection or will add to important or high quality pieces already in the collection. The Museum should be actively seeking to acquire donations, bequests or affordable purchases of pieces, which extend the collection into the twentieth century, concentrating on the development of tablewares and domestic pottery. Studio pottery will continue to be represented by long-term renewable loans for the foreseeable future, as acquisition would require funds and expertise beyond the Museum's scope. Braintree District Museum is considered the primary collection of Castle Hedingham ware in Essex, and will be given priority for any pieces offered at public auction.

4.1.6 Furniture and Woodwork

Scope and Role of Collection

One or two pieces of national importance are contained in this collection: a Tudor bed, an oak stool, plus other items of high quality such as chests. The majority of the collection consists of decorated panels and structural timbers of local interest. Occasional additions to the collections are made through local donations or bequests but the Museum does not have the space, purchase funds or in-house expertise to actively pursue collecting.

Collecting Area and Priorities

The Museum will not acquire large items of furniture or woodwork that cannot be adequately displayed or stored; this means that little is likely to be acquired for the foreseeable future. The priority will be to improve care and interpretation of the existing collections, including links with textiles (tapestries), ceramics, glass and social history collections.

4.2 Natural Environment of Uttlesford (north-west Essex) and its regional context

The natural history collections contain about 70,000 specimens of plants, animals, rocks, minerals and fossils. The founders of the Museum and other 19th century naturalists presented most of these specimens. They collected in Essex and the rest of Britain.

Collecting Area and Priorities

Acquisition of specimens found in north-west Essex will be given priority over material from elsewhere in Britain and the rest of the world.

Field collection and survey at sites in Uttlesford will not be undertaken without permission of the landowner. The Museum will not collect or record on Sites of Scientific Interest (SSSI) without official permission.

Sampling, Selection and Retention

Natural history specimens should be accompanied with full data, such as species/object identification, exact location found, method of collection, whether it was found dead as a result of accidental death, date collected, name of collector.

Guidelines

The Museum will support the protection of the natural environment, as outlined in the Museums Association *Code of Ethics for Museums*.

Protected Species: the Museum will comply with British legislation for protection of threatened plant and animal species as provided by the:

- Wildlife and Countryside Act 1981, and amendments.
- Game Act 1831.
- Protection of Birds Act 1954.
- Deer Act 1991.
- Protection of Badgers Act 1992.

- The Conservation (Natural Habitats, etc.) Regulations 1994.
- Countryside and Rights of Way Act 2000.

Birds' Eggs: it has been illegal to take birds' eggs from the wild since the Protection of Birds Act of 1954. Since 2004 it is illegal to possess any eggs acquired since 1954 under the 2004 Amendment to the Wildlife and Countryside Act. Museums can be deemed to be in legal possession if eggs are held by a museum for research or education. Eggs will not be acquired if they do not have documentation to prove that they were collected legally before 1954. Egg collections without data will not be acquired.

Geology: the Museum will follow the guidelines for collectors of rocks, minerals and fossils published by the Geological Curator's Group.

4.2.1 Plants

Scope and Role of Collection

The historic herbarium is of considerable regional importance. It contains about 14,000 dried specimens of flowering plants, ferns, mosses, liverworts, fungi, lichens and algae. Essex botanists such as George Stacey Gibson, Joshua Clarke, W.L.P. Garnons and Frederick Brocas collected many of these plants in Britain during the 19th century. The Museum has a copy of G.S. Gibson's *Flora of Essex* and some field notebooks of wild flowers records.

Collecting Area and Priorities

Biological records of sightings of plants in north-west Essex. The Museum coordinates and undertakes surveys of plants at sites designated under the Special Roadside Verges Project in Uttlesford.

The Museum will collect voucher specimens of plants that are found in north-west Essex.

4.2.2 Animals

Scope and Role of Collection

Mammals, birds, amphibians, reptiles, fish, insects, molluscs and other invertebrates can be found in the zoology collections. A small collection of mainly British mammals includes the famous "Wallace the Lion" who was born in Scotland, but later belonged to menagerie-owner George Wombwell, who came from a village near Saffron Walden. Historic specimens of British birds form the main part of the bird collection. Joseph and Joshua Clarke, Jabez Gibson, John Gould, Stephen Salmon, and Mr Stevenson presented birds. There is a field notebook of bird records. The birds' egg collection includes material from W.M. Tuke and H.E. Smith. Breastbones from different species of birds are part of the bone collection.

The insect collection includes large numbers of British beetles, butterflies and moths, including micro-moths. Shells from Britain are found in the mollusc collection and the local material has extensive data.

Collecting Area and Priorities

Biological records of sightings of animals in north-west Essex.

Mammals and birds found in north-west Essex. The Museum may acquire historic mounted specimens with data and modern specimens that have died of natural or accidental causes.

Birds' eggs will not be accepted unless they have paperwork to prove they were legally collection before 1954, the specimens have collection data and the eggs fill gaps in the collection.

Specimens of insects and other invertebrates from north-west Essex will be collected, however, the acquisition of butterfly and moth collections is not a priority unless the collections have full data.

4.2.3 Fossils

Scope and Role of Collection

Fossil remains of animals from the Chalk and Red Crag seas that once covered East Anglia are the strengths of the fossil collection. It is particularly rich in Crag fossils from Essex, Suffolk and Norfolk, amassed into a collection by G.S. Gibson. There are local chalk and boulder clay fossils and remains of animals from the Ice Ages of the Pleistocene period. Most fossils date from the Caenozoic and Mesozoic eras of geological time.

Collecting Area and Priorities

Caenozoic and Mesozoic fossils found in north-west Essex.

4.2.4 Minerals and Rocks

Scope and Role of Collection

The mineral collection contains specimens from Britain collected in the 18th and 19th centuries by Sir John St. Aubyn, Dr W. Babbington, G.S. Gibson and J.E. Drew. Many of the mines in Cornwall, Derbyshire and northern England where these minerals were collected are now closed. The rock collection has examples of igneous, metamorphic and sedimentary rocks.

Collecting Area and Priorities

Rocks, minerals and fossils found in north-west Essex.

4.3 Human History and Culture – the Wider World

4.3.1 Egyptian and Mediterranean Antiquities

Scope and Role of Collection

A small historic collection formed mainly in the 19th and early 20th centuries. Mediterranean antiquities are principally Greek and Cypriot pottery. Egyptian antiquities range from pre-dynastic to Ptolemaic, including one human mummy. These collections are heavily used by the Visitor & Learning Services Officer for teaching National Curriculum topics on Ancient Egypt and Ancient Greece to visiting school classes, Saffron Walden Museum being the only museum in Essex to offer Ancient Egypt as a standard and popular part of its schools' programme. Most of the Egyptian antiquities are common items from funerary contexts but some are more significant, such as a Middle Kingdom double statue, a stela and a pot for sacred milk from the temple of Hathor. In recent years, research has continued to shed new light on important exhibits: the CT scan of the Roman-period mummy of a young boy attracted much attention and led to significant new information, while other re-identified objects include a rare *Book of Breathings* funerary papyrus and shabti figures from the tomb of Seti I.

Collecting Area and Priorities

The Museum does not intend to actively add to these collections: besides the relative restrictions on acquiring ancient Egyptian and Mediterranean antiquities today, purchase costs, lack of space and lack of appropriate curatorial staff in these fields make it inappropriate. Offers of small items by gift or bequest may be considered only if they fit with the existing collections and are of sound provenance. Efforts will be concentrated instead on researching and widening the uses of the existing collection, through involvement with The Fitzwilliam Museum /University of Cambridge museums, British Museum and other appropriate networks.

4.3.2 Ethnography

Scope and Role of Collection

An internationally important collection of some 6,000 objects, mostly domestic artefacts, worldwide in scope. Significant early acquisitions include the Bennet collection (Polynesia), Helder Wedge collection (Australia) and objects reflecting the native cultures of North America. Oriental collections include an early suit of Samurai armour and East Asian costume and textiles, notably a

collection of costume from a Chinese family spanning 1870 to 1970 and a collection of embroidered textiles from the Middle East to China. The collection asserts the creativity and skills of many different historic cultures around the world, and records cultures which have since disappeared (often as a result of European intervention) or changed dramatically in the last two hundred years. It also reflects the trading, missionary and colonising context, in which the ethnographic collections were made during the 19th century, and the stories of individual local collectors and their travels. In recent decades, Saffron Walden Museum has also become the repository for small collections of ethnography from other museums in Essex; therefore it also holds a countywide responsibility for historic collections relating to Essex collectors and travellers in general.

Collecting Area and Priorities

Acquisitions will be restricted to donations of provenanced items, which relate to or complement existing collections, and especially any associated with collectors, residents or explorers from north-west Essex. In assessing offers for the collection, the Museum must be able to establish that the object(s) were not exported illegally from the country of origin.

The Museum will not collect human remains from outside the UK (see Archaeology above), unless as artefacts incorporating small amounts of human tissue (e.g. hair, teeth). Active collection from present-day communities is outside the Museum's scope, so the Museum will concentrate on interpreting historic collections in their context.

In recent years, the Museum and the ethnography collections have benefitted considerably from the award of an MA Monument Fellowship to Len Pole (former curator and ethnographic specialist) and subsequent Effective Collections grant to work with four other small ethnographic collections in the region (Bishop's Stortford, Hertford, Wisbech and Time & Tide (Great Yarmouth) museums). In addition to improving the documentation and use of the collection in the Museum, it has also increased awareness of potential links with these and other collections through themes and geographical areas of interest, collecting histories and early collectors.

In considering any future acquisitions and rationalisation, reference will be made to these and other specialist and to other museums with specialist ethnographic collections in the region, as appropriate (e.g. Cambridge University Museum of Archaeology & Anthropology, Sainsbury's centre for the Visual Arts, Norwich; Ipswich Museum; Horniman Museum).

Guidelines

Guidelines on Management of Human Remains, 1994, Museum Ethnographers Group

Guidance Notes on Ethical Approaches in Museum Ethnography, 2003, Museum Ethnographers Group

Working Group on Human Remains Report, 2003, DCMS

4.4 Natural Environment - the wider world

Material was collected from Europe and all over the world during the 19th century. These specimens illustrate the natural environments of continents around the world.

Collecting Area and Priorities

Not a priority unless specimens represent groups not found in the collection and can be used for education; for example to illustrate animals found in different habitats, or the types of materials found around the world.

Guidelines

The Museum will support the protection of the natural environment, as outlined in section 8 of the Museums Association *Code of Ethics for Museums*.

It will comply with international legislation for protection of threatened plant and animal species as provided by CITES (the Convention for International Trade in Endangered Species of Wild Flora and Fauna), European Community Wildlife Trade Regulations (numbers 338/1997 and 407/2009) and the European Habitats Directive (Council Directive 92/43/EEC of 21 May 1992 on the conservation of natural habitats and of wild fauna and flora).

The Museum will support the UNESCO Convention on the means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property as it applies to specimens of scientific importance.

4.4.1 Plants

Scope and Role of Collection

The herbarium has a small number of plant specimens and tropical seeds collected outside Britain. The collection also contains some examples of products from the cotton and rubber industries.

4.4.2 Animals

Scope and Role of Collection

The Mammal collection contains some European material. Birds were collected from Europe and there is a wealth of fine artistic Victorian taxidermy with examples of humming birds, Birds of Paradise and other species from Africa, Asia, North and South America and Australia. A small number of foreign Reptiles and Amphibians are represented.

Local Essex donors have presented insects and other invertebrates from Africa, the Middle East and Asia. Shells from around the world are found in the mollusc collection.

4.4.3 Geology

Scope and Role of Collection

Some fossils, minerals and rocks were collected in elsewhere in the world. There is an interesting collection of volcanic rocks.

4.5 Handling & Educational Loan Collection

It is the policy of Saffron Walden Museum to regard all collections as of educational value and to make all objects and specimens available for educational purposes in ways compatible with their nature and preservation. Nevertheless safeguards have to be in place to prevent any objects or specimens from the Museum collection being exposed to excessive risk from repeated handling or use off the Museum premises without Museum staff present. For this reason, the Museum's Visitor & Learning Services Officer maintains a separate Handling & Educational Loan collection of objects, specimens and replicas specifically for frequent handling by educational groups and/or for Loan Boxes to be used by teachers in the classroom. (These are distinct from Museum objects or specimens which may be *occasionally* shown or handled under supervision of Museum staff for specific purposes).

Objects and specimens diverted to the Handling & Educational Loan Collection will be duplicates or otherwise surplus to the Museum collection, and be suitable for handling by all age groups or for use in school classrooms and other educational situations on a regular basis.

Donors offering items which are unsuitable for the Museum collection, but accepted for the Handling & Education Loan Collection, will be informed of the difference in risk and status, and must consent to the item(s) being allocated for handling and schools loan use. This should be noted on the signed Entry Form.

The interests of other accredited museums take precedence where an object or specimen, which is not acquired or required for Saffron Walden Museum's collection, may be suitable for handling and educational loans but also meets acquisition criteria for another accredited museum which wants to acquire it.

5. Themes and priorities for rationalisation and disposal

5.1 The museum recognises that the principles on which priorities for rationalisation and disposal are determined will be through a formal review process that identifies which collections are included and excluded from the review. The outcome of review and any subsequent rationalisation will not reduce the quality or significance of the collection and will result in a more useable, well managed collection.

5.2 The procedures used will meet professional standards. The process will be documented, open and transparent. There will be clear communication with key stakeholders about the outcomes and the process.

Additional commentary relating to themes and priorities for rationalisation and disposal of collections at Saffron Walden Museum detailed below:

5.2 Human History and Culture of North-West Essex

5.2.1 Archaeology

Finds identified in conjunction with researchers and specialists as having insufficient context or research potential to justify retention.

Isolated finds or small groups of finds from other parts of Britain, where they do not contribute significantly to understanding the archaeology of Uttlesford and its context, and another accredited museum could put it to better use.

5.2.2 Social & Local History: Objects, Ephemera and Documents

Objects that have no local connection or provenance, or cannot be used to illustrate a local story, and the condition of which is such as to necessitate more conservation work than their significance merits will be prioritised for disposal.

Duplicate items such as single examples of common tools and other common equipment or household items will be assessed for disposal and other uses as part of the transfer of collections to the new off-site store. Care will be taken however to preserve intact collections of associated tools from named local workshops or craftsmen.

The Museum's small collection of horse-drawn vehicles is a particular issue, due to lack of a display venue and inadequate storage. Unless this is resolved by the building of the new off-site store and other developments, as set out in the Forward Plan, vehicles may be considered for disposal to appropriate accredited museums which can preserve and display them.

5.2.3 Pictorial Collections: Prints, Maps, Watercolours, Paintings, Drawings and Photographs

Offers of historic manuscripts such as deeds, wills and other documents with specialist archival needs will be referred to the Essex Record Office. This will include comprehensive archives from local businesses, such as series of ledgers, accounts and long-term diaries kept by Essex residents.

Maps, especially historic Ordnance Survey editions, have already been the subject of a cataloguing and rationalisation programme 2009-2012, which resulted in duplicate copies being disposed of to appropriate local sources, historic reference maps being accessioned due to accrued historic significance, and a small number being transferred to the Essex Record Office because of links with other records held there. A similar process will be applied to other categories of prints as work through the collections progresses.

Antiquarian collections of brass rubbings from various counties will be considered for disposal to relevant museums or archives where possible, with only Essex examples or samples retained as appropriate.

Disposal from photographic collections (including glass plates and lantern slides) will be considered to remove non-local and unprovenanced images which do not form part of a coherent collection.

Rationalisation of oil paintings without local connections will continue, to consider the disposal of paintings which could be better curated and displayed in other institutions, preferably accredited galleries or museums.

5.2.4 Costume, Footwear, Textiles, Needlework and Accessories

Continuing contact with other museums collecting costume and textile in the county and region to establish collections which specialise in certain types of costume or textiles, e.g. the Warner Archive in Braintree.

5.2.5 Ceramics and Glass

Damaged pieces where a duplicate in better condition exists or can be acquired, unless part of a set. Specialist advice will be sought if any disposal is contemplated.

5.2.6 Furniture and Woodwork

There is little scope for rationalisation or disposal envisaged at present, and expert advice would need to be sought if any were contemplated.

5.2.7 Biological Specimens (Animals and Plants), Geology (Fossils, Rocks and Minerals)

Categories for disposal are duplicates of common species, or specimens, which do not have associated data and are in poor condition.

Objects that pose a health and safety hazard that cannot be controlled or isolated.

5.2.8 Egyptian and Mediterranean Antiquities

No scope for rationalisation and disposal is seen in the foreseeable future; the collection includes a small number of items of significance, and others, which are likely to benefit from further research.

5.2.9 Ethnography

Fuller documentation and research may reveal a small number of unprovenanced, duplicate items suitable for handling collections or disposal, otherwise disposal is not envisaged.

A large collection of items placed on long-term loan by the Cuming Museum in the 1960s has been re-assessed with the Cuming Museum; items in store have been returned to the Cuming Museum and the remaining 120 objects on display will be returned in phases during the period covered by this policy 2013-18.

In the event of the Museum receiving any requests for repatriation of artefacts, each request will be considered on its own terms and advice will be sought from the Museum Ethnographers Group and other sources of appropriate expertise and guidance.

There are no human remains in the ethnographic collection, except for human components such as hair and teeth used in a few artefacts. Two Toi moko (Maori preserved and tattooed heads), which were previously in the collection from the mid-19th century, were repatriated to New Zealand in 2005.

5.2.10 Handling & Educational Loan Collection

Objects and specimens from the Museum collections, which are diverted to the Handling & School Loan collection, should be deaccessioned, i.e. formally removed from the Museum collection, subject to the approval of the Board of Saffron Walden Museum Society Ltd. This process should ensure that items of potentially high research potential are not placed at unnecessary risk, and keep the Museum's governing body aware of specific educational developments. It should also free parts of the collection for more imaginative use.

Because they are unaccessioned or deaccessioned, items in the Handling & Educational Loan collection are not subject to the disposal policy in this document. However, a register of items in the Handling & Educational Loan collection will be maintained by the Visitor & Learning Services Officer, and the loss, damaged or disposal of any item, and the reason, will be recorded in that register.

6 Legal and ethical framework for acquisition and disposal of items

6.1 The museum recognises its responsibility to work within the parameters of the Museum Association Code of Ethics when considering acquisition and disposal.

7 Collecting policies of other museums

7.1 The museum 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 specialism, in order to avoid unnecessary duplication and waste of resources.

7.2 Specific reference is made to the following museum(s)/organisation(s):

Work in Essex and the region on collecting, and the network of subject specialist groups, are likely to establish county and regional priorities and centres of specialisation in future, which will be accommodated into this policy as they arise.

In particular, Saffron Walden Museum will liaise regarding acquisitions of common interest with local museums and galleries which are accredited or actively seeking accredited status, and other institutions:

- a. Fry Art Gallery, Saffron Walden – paintings and other works by North-West Essex artists
- b. Great Dunmow Museum – local history objects from or relating to the town of Great Dunmow and Little Dunmow
- c. Neighbouring museum services in Essex, Hertfordshire and Cambridgeshire on acquisitions which cross collecting area boundaries and interests. Saffron Walden and Bishop's Stortford

museums have agreed to share information on local history and archaeological acquisitions from Uttlesford parishes (Essex) bordering Bishop's Stortford (Herts.): Birchanger, Farnham and the Hallingburys. Acquisitions of objects and specimens from border locations, especially where county and district boundaries have changed, need particular consideration.

- d. Saffron Walden Town Library - printed and hand-written documents, photographs, pictures, books and other sources of information on Saffron Walden's history. Like the Museum, the Town Library is a special legacy of learned local benefactors from the mid 19th century, and there are close connections between the Town Library's and the Museum's collections.
- e. Essex Record Office, Chelmsford – historic documents and archives that can be more appropriately cared for, interpreted, used and accessed in a record office with archivists and specialist conservation facilities for documents.
- f. Essex Regiment Museum, Chelmsford – items relating to the Essex Regiment

8 Archival holdings

As Saffron Walden Museum holds and, in certain circumstances, may acquire certain types of archival material, such as 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 (3rd edition, 2002).

9 Acquisition

9.1 The policy for agreeing acquisitions is:

9.1.1 Aim of Acquisition

To improve the scope, quality and relevance of Saffron Walden Museum's collections, within sustainable limits, in order to fulfil the Service's stated aims.

9.1.2 Definition

To **accession** is formally to enter an object or specimen into the Museum collections. A record of the object or specimen is made in the Saffron Walden Museum Accession Register and a unique accession number is issued for the object or specimen.

9.1.3 Methods of Acquisition

Collections may be acquired by the following methods: donation, bequest, purchase and field collection (for natural history and archaeology in certain circumstances).

- a. Anyone intending to bequeath items to the Museum will be encouraged to discuss and agree future bequests with the Museum, which will keep a record for future reference. Bequests or conditions made without the Museum's prior knowledge and agreement cannot be regarded as binding on the Museum.
- b. Loans will only be accepted for a specific time period and purpose, such as a special exhibition or for comparative study as part of a research project. 'Indefinite loans' or 'permanent loans' are not accepted. Items loaned for the long-term, usually for long-term display, will be accepted as renewable loans and the loan agreement will be reviewed and renewed by both lender and Museum at regular intervals, of not more than five years. Loans will not be accepted simply for storage or 'safekeeping'.

9.1.4 Limitations on Collecting

Saffron Walden Museum will take into account limitations on collecting imposed by such factors as staffing, storage or care of collection arrangements. In cases where extensive conservation of an acquisition would be necessary, the cost and benefits must be weighed.

9.1.5 Shared Acquisitions

Occasionally it may be beneficial for Saffron Walden Museum to seek joint acquisition of an exceptional item with one or more other museums. This may be considered where it is the best or only way of acquiring an important item for public collections, or where a strong interest is equally shared between museums and cannot be addressed by ordinary loan arrangements. In such cases, the terms and responsibilities and administrative obligations of the joint acquisition must be agreed with participating museums before acquisition and recorded in full.

9.1.6 Authority for Acquiring Items

9.1.6.1

For donations and bequests, authority to determine acquisitions is delegated to the Curator, acting in consultation with other curatorial staff as appropriate in accordance with this policy, and with external expert advice if necessary.

9.1.6.2

For purchases, permission must be sought from the Saffron Walden Museum Society Ltd, which provides the purchase funds. This should be by the Board of Directors of the Society in accordance with its articles and memorandum.

9.1.6.3

Acquisitions outside the current stated policy will only be made in very exceptional circumstances, and then only after proper consideration by the Museum's governing body, having regard to the interests of other museums. The Museum's governing body is the Museum Management Working Group (MMWG), which comprises four Saffron Walden Museum Society representatives and four members of Uttlesford District Council. Decisions affecting the collections (acquisitions outside the policy, loans, purchases and disposals) must first be agreed by the Board of Directors of Saffron Walden Museum Society Ltd (owners of the collections) before being referred to MMWG.

9.2 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).

9.3 In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, 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.

10 Human remains

- 10.1 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.**

Human remains from archaeological excavations in Uttlesford may be acquired for long-term research, reference and educational purposes where permitted under Home Office licence, and with the consent of the appropriate church or religious authority for remains from Christian burial grounds. Human remains from burials of other existing religious faiths are not anticipated, given the rural nature of the district, but if they do occur then the same principle of liaison with the appropriate religious organisation will apply. Saffron Walden Museum recognises the special status of human remains which under UK law cannot be 'owned' in the same way that other collections are. Human remains from elsewhere in the UK or from other countries will not be acquired. The only exception may be if human tissue forms an integral part of an artefact, for instance if human hair or teeth have been used in jewellery.

11 Biological and geological material

- 11.1 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.**

12 Archaeological material

- 12.1 The museum will not acquire archaeological material (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.**
- 12.1 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 (i.e. the Coroner for Treasure) as set out in the Treasure Act 1996 (as amended by the Coroners & Justice Act 2009).**

13 Exceptions

- 13.1 Any exceptions to the above clauses will only be because the museum is:**
- acting as an externally approved repository of last resort for material of local (UK) origin**
 - acting with the permission of authorities with the requisite jurisdiction in the country of origin**

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. The museum will document when these exceptions occur.

14 Spoliation

- 14.1 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.**

15 The Repatriation and Restitution of objects and human remains

- 15.1 The museum’s governing body, acting on the advice of the museum’s professional staff, if any, may take a decision to return human remains (unless covered by the ‘Guidance for the care of human remains in museums’ issued by DCMS in 2005) , objects or specimens to a country or people of origin. 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 16.1-5 will be followed but the remaining procedures are not appropriate.**
- 15.2 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’, DCMS 2005.**

16 Disposal procedures

- 16.1 All disposals will be undertaken with reference to the SPECTRUM Primary Procedures on disposal.**

At Saffron Walden Museum deaccessioning is defined as ‘a museum process that objects or specimens undergo before being removed from the collection’, and disposal is defined as, ‘the act of removing material from the collection using various different methods’.

Saffron Walden Museum will keep full records 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.

- 16.2 The governing body will confirm that it is legally free to dispose of an item. Agreements on disposal made with donors will also be taken into account.**
- 16.3 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.**

16.4 When disposal is motivated by curatorial reasons the procedures outlined below will be followed and the method of disposal may be by gift, sale, exchange or as a last resort - destruction.

The principle curatorial reasons for disposal at Saffron Walden Museum are:

- Items are too badly damaged or deteriorated to be of further use for the purposes of the collections; or are at risk of damage and deterioration because the Museum is unable to preserve them in appropriate conditions; or where the condition of the items would require more conservation work than their significance and usefulness merits.
- Items do not fall within the scope of the Museum's Collections Development Policy; or are duplicate or unprovenanced items that have no discernible role or relevance within the collection; or could fulfil a much greater role if deaccessioned and transferred to a more appropriate use or institution.
- Items posing a Health and Safety risk to staff, the public or to the building or other collections, where the risk cannot be sufficiently reduced or eliminated.

16.5 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 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. 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.

16.6 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 or manager of the collection acting alone.

A report outlining the case for disposal will be submitted to the Board of Directors of Saffron Walden Museum Society Ltd by the curator. Any decision made to dispose must be made by Saffron Walden Museum Society Ltd and confirmed by the Museum Management Working Group (the Museum's governing body, comprising four directors of Saffron Walden Museum Society and four members of Uttlesford District Council, to whom the collections are leased).

16.7 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.

16.8 Any monies received by the museum governing body from the disposal of items will be applied solely and directly 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.

- 16.9** The proceeds of a sale will be allocated so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard. Money must be restricted to the long-term sustainability, use and development of the collection.
- 16.10** Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. 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.
- 16.11** If the material is not acquired by any Accredited museum to which it was offered 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 a notice on the MA's Find an Object web listing service, an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).
- 16.12** 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

- 16.13** The nature of disposal by exchange means that the museum will not necessarily be in a position to exchange the material with another Accredited museum. The governing body will therefore ensure that issues relating to accountability and impartiality are carefully considered to avoid undue influence on its decision-making process.
- 16.13.1** In cases where the governing body wishes for sound curatorial reasons to exchange material directly with Accredited or non-Accredited museums, with other organisations or with individuals, the procedures in paragraphs 16.1-5 will apply.
- 16.13.2** If the exchange is proposed to be made with a specific Accredited museum, other Accredited museums which collect in the same or related areas will be directly notified of the proposal and their comments will be requested.
- 16.13.3** If the exchange is proposed with a non-Accredited museum, with another type of organisation or with an individual, the museum will place a notice on the MA's Find an Object web listing service, or make an

announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).

- 16.13.4** Both the notification and announcement must provide information on the number and nature of the specimens or objects involved both in the museum's collection and those intended to be acquired in exchange. A period of at least two months must be allowed for comments to be received. At the end of this period, the governing body must consider the comments before a final decision on the exchange is made.

Disposal by destruction

- 16.13** If it is not possible to dispose of an object through transfer or sale, the governing body may decide to destroy it.
- 16.14** It is acceptable to destroy material of low intrinsic significance (duplicate mass-produced articles or common specimens which lack significant provenance) where no alternative can be found.
- 16.15** Destruction is also an acceptable method of disposal in cases where an object is in extremely poor condition, has high associated health and safety risks or is part of an approved destructive testing request identified in an organisation's research policy.
- 16.16** Where necessary, specialist advice will be sought to establish the appropriate method of destruction. Health and safety risk assessments will be carried out by trained staff where required.
- 16.17** The destruction of objects should be witnessed by an appropriate member of the museum workforce. In circumstances where this is not possible, e.g. the destruction of controlled substances, a police certificate should be obtained and kept in the relevant object history file.



SAFFRON WALDEN MUSEUM
UTTLESFORD MUSEUM SERVICE

CUSTOMER CARE POLICY 2014

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Approved by Museum Management Working Group: _____ Date _____
[checked by two members of MMWG for Accreditation submission, to go to MMWG
on 18 June 2014]

Date for review: _____ 01 May 2019

1 Policy Aims

- 1.1 Saffron Walden Museum aims to give people inspiration and a sense of place in Uttlesford district / north-west Essex, through exploration of our wide-ranging collections and the histories they represent.
- 1.2 We are dedicated to providing exhibitions and activities that inspire and educate our visitors, and provide enjoyment for all.
- 1.3 We conserve, interpret, and make our collections available in a safe and secure environment, and our staff and volunteers are dedicated to the provision of a high quality, customer focused, and friendly service to all our users.
- 1.4 Our staff and volunteers are committed to promoting the visions and values of our organisation as set out in our Forward Plan, and to delivering the standards contained in this policy.
- 1.5 This policy complements the Uttlesford District Council Customer Charter and combines Council Policy with additional Museum-specific customer care needs.

2 Our Customer Commitments

2.1 Access for all to knowledge, education, and activities:

Entrance to the Museum and Grounds is free for those aged 18 and under.

A small entry fee is charged for adults (£1.50) and concessions (75p). We also offer season tickets (Adults £5 and Concessions £2.50). We do occasionally charge an entrance fee those aged 18 and under, or increase the fee for adults and concessions, for special events, and charges and concessionary rates are clearly displayed when this occurs. All our galleries and facilities are accessible to all our visitors. The Museum is committed to documenting its collections in order to ensure that information about the collections is accessible and that its responsibilities to donors, researchers and lenders are fulfilled.

2.2 Investing in people and developing potential

Saffron Walden Museum is committed to providing an environment in which the workforce is encouraged, through training and development, to be effective and motivated to give their best.

2.3 Demonstrating excellence

We strive for excellence in all that we do and communicate this to our visitors. We will continue to strive to meet the high standards demanded by the awarding body of VAQAS, as well as meeting performance indicator targets set by Uttlesford District Council

2.4 Innovation and improvement

We are committed to delivering new, well presented, and relevant exhibitions and events to our audience, and will encourage our staff to be innovative in their approach and judgement of audience expectation.

2.5 Monitoring, Feedback and Seeking Audiences' Views

We carry out regular surveys of users' experiences of the Museum and Museum Service. We also monitor our support services regularly to improve the Service in response to verbal (informal) as well as written (formal) feedback and complaints.

2.6 Working through partnerships

We are committed to working in partnership with other museums, organisations and stakeholders to achieve our objectives, demonstrate the wealth in our collection, and contribute to a nationwide appreciation of our heritage.

We will develop and nourish partnerships within, and beyond, our local community that are beneficial to our audiences. We are committed to providing exhibitions, events and activities that celebrate our diverse communities and that are inclusive.

2.7 Equal Opportunities

We will strive to ensure equal, inclusive, and courteous treatment of all our visitors and staff, and foster a positive approach to Equal Opportunity in keeping with Uttlesford District Council's Equal Opportunities Policy. We will identify barriers to participation and learning, and work with our staff, our visitors, our community and our supporters to remove them.

3 Our Promise to our Customers

- 3.1 Our standards of service are designed to support the aims and objectives of Saffron Walden Museum in pursuit of its purpose to "give people inspiration and a sense of place in Uttlesford district / north-west Essex, through exploration of our wide-ranging collections and the histories they represent."
- 3.2 We pursue a reputation of excellence for our exhibitions, facilities and services and ensure that they are accessible to all our visitors, both physically and intellectually.
- 3.3 We consult with our visitors about our services, and listen to what they have to say.
- 3.4 We operate a simple and effective complaints procedure, designed to resolve problems, prevent them re-occurring, and improve our services.

- 3.5 Formal complaints will be dealt with as outlined in Uttlesford District Council's Customer Charter (Written Communication). They will be given a high priority for investigation and will receive a written response.
- 3.6 Informal verbal complaints and feedback will be dealt with as appropriate by the relevant member of staff
- 3.7 We publicise and market our exhibitions and facilities to the widest possible audience.
- 3.8 We will provide accurate information, and promotional material about our exhibitions, activities, events, and facilities.
- 3.9 We provide clearly displayed information signage regarding access to the museum, ticketing charges, special events, gallery closures and equipment failure.
- 3.10 Our staff and volunteers offer high standards of courtesy, helpfulness and knowledge, are identifiable to our visitors, and will deal efficiently and courteously with all enquiries.
- 3.11 We encourage comments and feedback from all our users and visitors, and provide a visitor comments book for this purpose, which is located in our Information and Reception Desk/Welcome area. We also have visitor comments cards on occasion in our galleries for special exhibitions.
- 3.12 We will monitor our standards of service through evaluation of visitor comments and complaints, and regular visitor surveys.
- 3.13 Telephone calls, during Museum opening hours, will be answered within 6 rings or, where possible, be received by an accurate voicemail message.
- 3.14 All general enquiries to the Museum by e-mail, letter and telephone will be responded to within 10 working days (following the UDC Customer Charter).
- 3.15 All information, whether on the web or on site, will be clearly displayed.

4 Comments and Complaints Procedures

- 4.1 Saffron Walden Museum encourages comments and feedback from visitors.
- 4.2 Saffron Walden Museum aims to provide a high standard of customer care in all departments to all its users and stakeholders. While great care is taken to ensure that all our services are provided efficiently, courteously, and to a high standard, the museum accepts that complaints will be made.
- 4.3 A complaint is a valid expression of dissatisfaction, and however it is made, by email, letter, telephone, or verbally, it will be investigated, and used as means to improving our service standards.

4.4 Saffron Walden Museum will deal with complaints quickly and will take prompt action to ensure that complaints of a similar nature do not arise again.

5 How to Complain

Stage 1

You can log a complaint in person to any member of staff, or by telephoning the Museum and asking to talk to a member of staff. Alternatively you can write or email the Museum at the address below:

Saffron Walden Museum
Museum Street
Saffron Walden
Essex
C1010 1JL

Tel: 01799 510333

Email: museum@uttlesford.gov.uk

Stage 2

We will respond to all written complaints within 10 working days (as outlined in Uttlesford District Council's Customer Charter). If you are dissatisfied with the outcome and investigation into your complaint then you can appeal to the Curator, Carolyn Wingfield.

Information on how to make compliments, suggestions and complaints can also be found on Uttlesford District Council's website
<http://www.uttlesford.gov.uk/complimentsandcomplaints>



SAFFRON WALDEN MUSEUM
DOCUMENTATION POLICY and PLAN 2014

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Approved by Museum Management Working Group: Date
[checked by two members of MMWG for Accreditation submission, to go to MMWG on 18
June 2014]

Date for review:

01 May 2019

DOCUMENTATION POLICY

1. Introduction

- 1.1 Saffron Walden Museum is the public museum service for Uttlesford District, in north-west Essex. It is operated by Uttlesford District Council under the terms of a lease and a management agreement with Saffron Walden Museum Society Ltd (charity 1123209) which owns the buildings on the Saffron Walden sites and the collections.
- 1.2 Saffron Walden Museum aspires to the standards set out by the Accreditation Scheme and by SPECTRUM for documentation.
- 1.3 The Museum recognises that to care for, develop and enable access to our collections, we require accurate and effective documentation of the objects we hold.

2. Purpose

- 2.1 The purpose of this documentation policy is to guide the work of the Museum in the field of collections documentation. It will ensure that the Museum:
 - improves accountability for its collections;
 - strives towards best practice for collections documentation, whilst maintaining at the least the minimum professional standards;
 - extends access to collections information to the workforce and beyond, primarily through improvements to the computer database;
 - strengthens the security of the collections through improved location and movement control and other documentation.

3. Context

- 3.1 The Documentation Policy should be read in conjunction with the Forward Plan (2013-2018), the Collections Development Policy (2013), the Documentation Procedural Manual (2014) and the Access Policy Statement (2013). Key Aim 2 of the Forward Plan (2013-2018) is to “improve management, accessibility and display of collections by developing the collections database”.
- 3.2 This policy will be reviewed every five years or following any significant change.
- 3.3 This policy is informed by relevant legal and ethical frameworks. Saffron Walden Museum is bound by, and adheres to, the Data Protection Act, the Freedom of Information Act and any additional legislation relevant to the storage of data and information. We abide by and follow the Museum Association Code of Ethics.

4. Cataloguing

- 4.1 Saffron Walden Museum is committed to creating and maintaining good quality, up-to-date information about the objects in our collections, which conforms to appropriate standards wherever possible. We record sufficient information that allows us to identify and locate all objects in our collections, including objects that are on loan to the Museum and objects which are loaned by the Museum to other venues.
- 4.2 We strive towards best practice for collections documentation, whilst maintaining at least the minimum level of documentation for all objects for which we are legally responsible. We are committed to following SPECTRUM and meeting the minimum standards for the eight SPECTRUM primary procedures:
- Object Entry
 - Acquisition
 - Location and Movement Control
 - Cataloguing
 - Object Exit
 - Loans In
 - Loans Out
 - Retrospective Documentation

Further information about meeting the standards for the SPECTRUM primary procedures can be found in the Documentation Procedural Manual (2014).

- 4.3 Details of gaps and backlogs of documentation are kept and a plan for completing these gaps is in place and progressing as resources permit. Further information on documentation backlogs and plans can be found in the Documentation Plan below.
- 4.4 To avoid increasing the documentation backlog, we aim to accession all objects within 3 months of acquiring them. In the case of large assemblages (e.g. archaeological site archives, cabinet of natural history specimens) a group record will be created within 3 months of acquisition and a phased plan will be made to complete more detailed cataloguing.
- 4.5 All staff and volunteers responsible for collections documentation receive appropriate training and are required to comply with the Documentation Procedural Manual 2014.

5. Access to Collections Information

- 5.1 We are committed to extending access to collections information for our staff and volunteers and for researchers, enquirers and visitors.
- 5.2 The primary way in which we aim to extend access to collections information is through improving our collections database (using software Modes Complete) as stated in Key Aim 2 of our Forward Plan (2013 -2018). We aim to increase the number of database records, by transferring information from card indices and paper records to the database, and improve the quality of those database records that already exist. Priority here will be to audit and edit or create computer database

records for all objects and specimens which have moved store from 2014 onwards, when the new off-site store at Shirehill in Saffron Walden becomes operational.

- 5.3 All objects and specimens accessioned from April 2014 will be catalogued directly onto Modes and catalogue cards will no longer be created. Location card systems operating in some stores will be phased out as collections are catalogued on Modes.

6. Security

- 6.1 Security of collections information is taken very seriously. This includes the information contained in the collections themselves as well as the information held about them in hard copy and digital form. Security refers to both the physical security of the information and data and its long-term preservation.
- 6.2 Paper documentation is stored in the secure museum store-rooms and in the Documentation and Natural Sciences offices, which are locked when museum staff are absent. Accession registers are stored in a fire-proof safe and a security microfilm copy is kept off-site.
- 6.3 Electronic records are stored on Uttlesford District Council's central servers and are backed up every night. Archaeological contractors depositing archives will be required to deposit digital archives with the Archaeological Data Service for long-term preservation of the digital records and migration to new software for public access.
- 6.4 We are committed to regular reviews of our documentation systems to ensure that they are fit for purpose and that collections information is safeguarded against potential future obsolescence of the systems.

7. Future Developments

- 7.1 During the period of this policy, the plans for documentation will focus on these objectives for Key Aim 2 of the Forward Plan (2013-2018):
- Auditing and re-editing the locations of all objects and specimens that are moved to new storage areas once the new off-site store at Shirehill in Saffron Walden becomes operational (by end of 2014).
 - Digitising collections that are not yet on computer, focusing on archaeology, local history and geology.
 - Editing and enhancing content of records already on computer, including standardising data and terminology and adding images.
 - Providing an appropriate level of public access to the collections database in the Museum for specific collections where there will be a high public demand, such as local history photographs.

Further information about future developments relating to documentation can be found in the Forward Plan (2013-2018) and the Documentation Plan below.

DOCUMENTATION PLAN

1 Forward Plan Key Aims

The relevant Key Aims from the Forward Plan are:

1. Improve and rationalise the storage of collections in off-site storage and in the Museum, through the construction of a new off-site store and a revised collections policy [Stage I]
2. Improve management, accessibility and display of collections by developing the collections database [Stage I and Stage II]

2 Estimates and Collections Summary

2.1 Current types of record

The primary records of the collections are the series of Accession Registers A – Q and other registers (e.g. early loans registers and subject indices) which cover the entire history of the Museum's collections from its foundation in the 1830s until the present. Location card indices are kept in the stores for the contents of that store, or in the Natural Sciences office. These are gradually being superseded by catalogue entries on the computer database (software: Modes Complete) with images where appropriate. Location cards and Modes records form the basis in which the state of documentation is assessed below. There are numerous other historic card systems, lists etc. from the Museum's 179 years of existence but these have been discounted for the purpose of this assessment.

2.2 Summary of Collections

The table below summarises the estimated size of the current collections by broad subject area, and indicates how much is covered by manual card catalogues and how much by catalogue entries on the collections database (Modes Complete). In recent years, the return of a large historic loan of ethnographic objects to the Cuming Museum and small scale rationalisation of some other collections (unaccessioned / duplicate maps and coins) has very slightly reduced the potential backlog, but not significantly in terms of the total.

For minimum estimates, accessioning and cataloguing by group has been used for:

Natural Sciences – large collections of fossils, insects etc recorded by box or drawer where appropriate. An inventory of the natural sciences collections has continued since 1994 when the first Natural Sciences Officer was employed at the Museum. Large collections of specimens (geology, insects, molluscs, bird's eggs) housed in cabinets and boxes have been documented on computer by drawer/box, collector/provenance and by the groups of specimens that they contain e.g. wasps, clam shells, birds' eggs. Therefore it is possible to locate objects that are not catalogued to individual specimen level via the Modes database. Work will continue to document specimens as resources permit.

Archaeology – archives from fieldwork recorded at site level (global accession number for whole site). Individual small finds from excavations (which are stored separately), together with other finds (antiquarian, casual finds, metal detector and treasure finds, lithics collection) are recorded individually.

For maximum estimates, a fuller level of cataloguing would include bulk finds and environmental remains from archaeological excavations by context bag or box, and this is shown in blue in the table. Another factor is the large quantity of excavation archives to be deposited in the new store, which has been taken into account as far as possible, however accurate estimates of archive size and contents are currently unavailable for most of the

large archives to be deposited. Development in the district is also expected to result in an increase in archaeological excavations in the medium term.

Total Collections Estimates

On current estimates, using the minimum standard for calculations, the total collection is around **124,000** items. 79% are on the Modes database and 87% are on location cards in the stores with a large degree of overlap between the two. It is estimated that **over 90% of the collections have at least a basic record on a card and/or Modes**, the backlogs existing mainly in archaeology (site archives and recent small finds) and social history (mainly documents, prints, ephemera and glass plate photos).

Taking into account the full impact of archaeological depositions over the next few years and development of a fuller catalogue of excavated bulk finds by context bag / box, the total rises to around **154,000**.

If 10% contingency is added to allow for underestimates and additional unnumbered objects found in store, as well as other new acquisitions, 170,000 may be a more realistic working estimate for the total collections anticipated by the end of the current Forward Plan 2013-18.

Collection	Estimated No.	% on Cards	% on Modes	Notes
Geology	17,383	100%	100%	Specimen, or to box/drawer level
Natural History	52,836	100%	100%	Specimen, or to box/drawer level
Archaeology: site archives (evaluations to large excavations) Minimum estimate	172 Another 133+ to be deposited in new store =305	0	16%	Accession number allocated to site and basic paper record in file awaiting transfer to Modes database
Archaeology: individual small finds (antiquarian, casual, excavated) Minimum estimate	15,000	73%	20%	May be some overlap between cards and Modes.
Archaeology: bulk finds by context/bag, including archives to be deposited. Maximum estimate	Approx 30,000	-	-	Bulk finds and environmental remains by context box / bag or box.
Numismatics: coins, tokens, seals (mainly antiquarian collection)	6,700	96%	0	Excludes excavated coins treated as small finds in archaeological site archives, but includes hoards acquired through Treasure Act
Social / Local History	25,638	59%	48%	Includes textiles, documents, prints, photos etc
Decorative Arts	2,462	89%	100%	New acquisitions & updates only
World Cultures	4,058	71%	100%	New acquisitions & updates only
Total estimated minimum standard	124, 382	87% of all collections	79% of all collections	Estimate over 90% covered by card /or Modes record
Total including fuller catalogue of bulk finds	154,382			

3 Recent and Current Documentation

3.1 In 2008 the Museum was awarded a £1m Heritage Lottery Fund grant for the Heritage Quest Centre project, which would have provided a new off-site resource centre (store with some public access) and staff and budgets for 3 years to tackle documentation backlogs. This project had to be abandoned due to a series of difficulties beyond the Museum's control and a more basic but purpose-built off-site store (funded by Saffron Walden Museum Society Ltd and Uttlesford District Council) is now due for completion in 2014. This will provide a much better facility for care of collections. The resources to tackle documentation backlogs remain an issue.

3.2 However, in recent years some progress has been made where funding and/or suitable volunteers have been available:

- Local history photos digitised (project funded by Museum Society 2011-12)
- Map collection rationalised and maps retained are listed on Excel spreadsheet (which can be transferred into the Modes database to create basic inventory records)
- Local history documents listed and being put on Excel (long-term project with two experienced volunteer local historians) to be transferred into Modes database
- Miscellaneous coins sorted and backlog accessioned, stored and location cards completed (part of long-term project 2013- with experienced volunteer from Essex Numismatics Society)

3.3 The Documentation & Exhibitions post underwent a period of frequent staff changes for a variety of reasons and was then frozen June 2013 – March 2014 due to cuts and an impending restructure. This post has been revised as Collections Officer (Human History). There is a small backlog of recent acquisitions to be catalogued as a result, though acceptance of new acquisitions was temporarily suspended December 2013 – April 2014 to control this while there was a temporary lack of staff to deal with human history collections and associated services.

3.4 Due to recent staffing circumstances, the emphasis has been on keeping up with current acquisitions and not letting new backlogs develop.

Human history – there is an estimated backlog of around 100 objects to be accessioned, which is currently being worked through by Collections Officer (Human History). These objects are given full records. Existing documentation is currently being improved on an ad-hoc basis (for example, when objects are taken out of storage for display or research).

Natural sciences – documenting recent acquisitions and offers, converting records in Access to Excel and transferring data to Modes database, improving the quality / completeness / standardising format of existing Modes records, documenting protected species in the collections on Modes (now a requirement of international, European and UK laws). Documentation is carried out by the Natural Sciences Officer and Support Worker (under supervision).

4 Accreditation Backlog, New Storage Locations and Other Priorities

4.1 Accreditation standards and minimum estimates

From the table in 2.2, most of the collections are covered by card and / or Modes (computer database) records to the minimum SPECTRUM standard (see Documentation Procedural Manual 5.1.2):

Object Number	Acquisition (method, date, source)
Object Name	Location
Number of Items	Recorder's name
Brief Description	Date recorded

to which we will also add

Condition note

Conservation element group

to record Lab numbers, conservation treatments or recommendations where appropriate

However, movement of collections to the new off-site store (Forward Plan Phase I) and subsequent improvements envisaged for the Museum (Forward Plan Phase II) will mean that location records for a large proportion of the collections will need updating, making existing location cards redundant, and requiring an audit and update of collections against catalogue entries on the computer database (Modes Complete). The obvious solution is to get all collections onto computer at minimal inventory level as part of this process to meet Accreditation requirements and lay the foundations for improving access to collections, their care, management and use in displays, research and learning activities. This process should include adding digital images where required.

There are some sub-collections where statutory licensing or other important conditions require more detailed, specific information to be recorded on the catalogue record. This needs to be dealt with by curatorial staff and is already in progress for Natural Sciences (updating records for CITES and other wildlife legislation). There are discrete sub-collections in human history which need tackling (e.g. firearms; archaeological treasure)

4.2 Improving Collections Management and Insurance Valuations

Condition and Conservation notes will be included where appropriate in Modes catalogue entries, including the Lab number to link with existing conservation records which consist of notes, drawings and photos on a manual card system (Care & Conservation Policy 8.6).

The long-running issue of providing up-to-date insurance evaluations for all collections could be tackled once it is possible to generate lists and comprehensive inventories from computer-based records (as already done with the ceramics collection). In particular this affects social history and elements of the archaeology and natural science collections. Updating insurance valuations would still require some additional financial resources to pay for the services of external valuers, but this could be targeted where most needed and phased according to budget available.

4.3 Gallery re-displays, research and public access

The proposed extension of the Museum (Forward Plan phase II) and re-display of local history and archaeology galleries requires considerable investment of staff time and a sound database which enables staff to research collections and associated information to create new story-lines and display briefs. This will require catalogue entries on the computer database to be developed for key objects and specimens, where extended entries do not exist already, but this should be integral to work on displays and increasing

public access and will be targeted at specific collections (this has already happened where small-scale projects have permitted e.g. digitisation of the local history photo collection).

Options on improving future public access to collections include:

- On-line searching via Museum’s website
- Touch-screens in galleries for exploring aspects of the collections in greater depth
- Production and marketing of reproductions and learning materials, e-publications, research publications and souvenir guides

5 Documentation Assessment and Plan

The table quantifies the work needed to address

- Accreditation backlogs (archaeology and social history)
- Updating of storage locations for new store and development of the Museum

It also prioritises projects for developing fuller catalogue records on the Modes database according to identified priorities.

Priorities for Natural Science collections

The next priorities for cataloguing natural science collections to specimen level are:

- Geology collection
- Birds’ eggs
- Non-flowering plants

For new acquisitions, such as a cabinet of natural history specimens, a group record will now be created within 3 months of acquisition and a phased plan will be made to complete more detailed cataloguing.

Priorities for Human History collections

The immediate priorities are:

- Archaeological site archives
- Archaeological treasure and small finds (mix of location updates and new records)
- Firearms and edged weapons
- Local and social history documents, ephemera and prints

Other themes for fuller cataloguing will be developed by work for re-display of the galleries and significant groups which are under-utilised e.g. the historic autograph collection.

Estimating Time Needed

Level of Documentation Required	Records edited or created per hour
Update location for existing Modes record	30 (2 minutes per record)
Inventory level (SPECTRUM min. Standard) on Modes database	12 (5 minutes per record)
Full catalogue record on Modes This will vary greatly according to the amount of research needed in old registers and other records, consultation of reference works and published reports, and amount of detail needed.	1 which may rise to 5 (12 minutes per record) when cataloguing a group of similar objects or specimens

To calculate approximate no. of days, 1 day = 7 hours

COLLECTION With current location and comments	NEW STORAGE LOCATION (and Forward Plan Phase)	ACCREDITATION BACKLOG and/or LOCATION UPDATED after moving store Min. Standard: Spectrum inventory with digital image where appropriate Accession by group for 'bulk' finds and specimens Est. no. of items to enter / edit Days work		FULLER CATALOGUE DEVELOPED more detailed catalogue entry on computer, acc. to research and display needs and opportunities Priority and est. no. of items Days work	
Geology & Fossils (Newport), mainly local / Essex but also British and worldwide elements. Total collection 17,383 but most catalogued to inventory level by box.	Shirehill I	17,126 Update location records after move to new store.	81 = 16 weeks	15,047 fossil, rock and mineral specimens need individual inventory records on Modes. Local material will be the priority. Specialist identification assistance is needed.	179 = 36 weeks
Natural History (Museum / Newport) Total 52,836 of which 32,325 will be at Shirehill. Flora already 88% catalogued. Zoology collections catalogued except for birds' eggs and invertebrates which are inventoried to box / drawer level.	Shirehill I	32,325 Update location records after move to new store.	153 = 31 weeks	1,647 non-flowering plants, 6,958 birds' eggs and 27,589 invertebrate specimens need individual inventory records on Modes. Will need some specialist identification assistance.	20 83 328 = 86 weeks
Archaeology (Newport), site archives from excavations already deposited + to be deposited	Shirehill I	305 New records on new template for Site file, estimate average 3 per hr	15	30,000 bulk finds and environmental remains by context bag / box, inventory level	360 = 72 weeks
Archaeology small finds (non-metals at Newport and metals at Museum)	Shirehill I	15,000 estimated total of which 3,000 on Modes need location edit 12,000 need inventory on Modes	14 143	Full catalogue entries for 3,000 selected objects and themes, prioritised for display and learning,	86 = 17 weeks
Numismatics (Museum) Options on moving to Shirehill with archaeology or retaining in Museum with Firearms and Edged Weapons	Option: Museum or Shirehill I	7,000 estimated total which all need Modes inventory record with new storage location	83	Full catalogue entries for around 2,000 on extended coin template. Essex tokens, hoards and priority areas like Ancient British and Anglo-Scandinavian coins.	57
Social History (Newport) Large objects, tools, horse-drawn vehicles, agricultural equipment.	Shirehill I	1,250 need inventory on Modes	15	Worley's saddlers tools (665) Displayable groups of craft, trade and agricultural tools (450)	19 13
Social History (Organics, Schoolroom building) Organic materials, including carved wood, wall painting samples, framed oil paintings and large rolled textiles.	Shirehill II Small element may go to	3,680 to edit location and add images.	18	1,500 domestic objects (5 per hour) prioritised for display and learning	43

3680 (all objects) currently on Modes.	Museum?				
Social History (Museum, '2D' store and Workroom), prints, maps, documents, letters, ephemera, Museum archive. About 800 documents are not on up-to-date card indexes and are an Accreditation backlog priority. Box contents have been listed by volunteers and are being put on Excel spreadsheets which can be read into Modes.	Shirehill II	800 priority for inventory on Modes 10,000 other items needing inventory on Modes	10 120	300 autographs (5 per hr) Selected 2,000 items for display and learning themes (Local history researchers are also likely to add more depth to existing records)	9 58
Social History (Inorganics, Museum) Objects mostly small and boxed or shelved, domestic, personal and some trade and militia. 1780 objects on location cards; 482 currently on Modes.	Museum (elements may be transferred to Shirehill)	482 to audit, edit location and add images 1298 to inventory on Modes, with images.	2.5 16	Selected topics and groups for display and learning, say 600 (5 per hour)	17
Social History (Firearms and Edged Weapons) 46 firearms and about 50 edged weapons. Firearms are listed for licence purposes, but not on computer database.	Move within Museum to modified Arch Metal store	46 firearms and 50 weapons to inventory on Modes, with images.	1.5	Historic research notes and correspondence need incorporating into catalogue records (allow 3 per hr)	5
TOTAL		Priority Backlog and Location Edits	672 = 135 weeks	Further Desirable Work to Develop fuller records for key collections and themes	1,277 = 255 weeks

6 Resources and Action Plans

6.1 Resources for Priority Backlog and location edits, estimated at 135 weeks

The Museum should aim to complete this within 2 years, by the end of 2016.

Natural Sciences collections: 47 weeks equivalent

Human History collections: 88 weeks equivalent

The audit and editing or creation of comprehensive inventory records on computer for collections moving into the new off-site store will require an immediate and concentrated project with a dedicated workforce, managed and supervised by curatorial staff with fixed-term project staff and volunteers to undertake the bulk of routine data inputting.

Curatorial staff will be able to spend Mondays working at the Shirehill store (when the Museum is closed) which will afford the opportunity to set up regular collections working parties with volunteers. However the spread of responsibilities covered by the small staff team place limitations on the amount of time permanent staff can spend on documentation.

Staff	Contribution to documentation (rough estimate, average week)
Curator	1 day per week on documentation, targeted at small high-priority projects (archaeological sites, treasure, firearms) and supervising temporary staff and volunteers on archaeological documentation projects.
Collections Officer, Human History	2 days per week Targeted at high priority social and local history projects and new acquisitions and supervising temporary staff and volunteers on documentation projects.
Natural Sciences Officer	2 days per week With Support Worker, could tackle some updating of location records (equivalent of 47 weeks total) but will need additional help from temp staff and/or volunteers.

Documentation can be broken into a number of small projects for different collections, which could facilitate short-term posts or grant-aided projects.

Potential sources of assistance to be investigated include:

- One-off capital project or matching funding for external grant (Council, Museum Society)
- Grants from external source, e.g. HLF Our Heritage, AIM, subject specialist organisations
- Internships for documentation assistants (may suit recent graduate students)
- Volunteers (with Museum Society assistance)

The creation of a collections volunteer workforce (summer 2014) to assist with the move into the new store may identify some volunteers to help with documentation, however it is not always easy to find volunteers who are willing and able to edit Modes database records, and both the new Collections Officer and Curator need some additional training on Modes before undertaking large-scale documentation exercises.

6.2 Action Plan for Priority Backlog 2014-2016

What	When	Who
Investigate potential sources of funding	June – July 2014	Curator and all curatorial staff
Purchase documentation materials: labels, archival pens, marking kits, object movement forms and tickets (museum budget) for store move	June – July 2014	Collections Officer
Modes Administrator training	July 2014	Collections Officer
In-house refresher training on Modes	Aug-Sept 2014	Curator / Collections Officer
Recruit and train volunteers, form collections task force, identify volunteers for documentation projects	July-Aug? (dependent on timetable for move to new store)	Curatorial staff and Museum Society with Council support (H&S)
Apply for funding for short-term documentation assistant posts and projects	Autumn 2014 onwards	Curator with Collections Officer and Natural Sciences Officer

6.3 Action Plan for Developing Fuller Records after 2016

Natural Sciences collections: 122 weeks equivalent

Human History collections: 133 weeks equivalent, of which social history 33 weeks and archaeology 89 weeks, numismatics 11 weeks

Key areas for human history display work will need to be considered from 2015 onwards as plans for extending the Museum and redisplaying the ground floor galleries (archaeology and local history) advance. More staff time (Curator and Collections Officer) will have to be allocated to researching and preparing display briefs once the Priority Documentation is in hand, but some additional assistance will be needed to help work up documentation for key display and learning topics in:

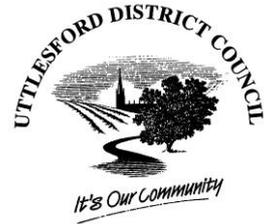
Archaeology – about 17 weeks equivalent

Social History – about 30 weeks equivalent

Some or this could be linked to funding applications for re-display of the archaeology and local history galleries (Forward Plan Stage II)

Cataloguing archaeological bulk finds and environmental remains by context (estimated at 72 weeks equivalent) would be suitable for tackling as a series of discrete projects with volunteers, work experience students and local history societies (by site or by parish), coupled with re-boxing and sorting some older archives. Some incoming archives may have lists on digital format which could be read into the Modes database, with some editing, thus saving time.

Other social history, numismatic and natural sciences documentation will need varying degrees of specialist help, either voluntary or paid, to be assessed independently.



SAFFRON WALDEN MUSEUM
UTTLESFORD MUSEUM SERVICE
ENVIRONMENTAL SUSTAINABILITY POLICY 2014

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Approved by Museum Management Working Group: _____ Date _____
[checked by two members of MMWG for Accreditation submission, to go to MMWG
on 18 June 2014]

Date for review: _____ 01 May 2019

1. Statement of Purpose

1.1 Aim and purpose:

The Museum Service's aim as the public museum service for Uttlesford district is: To give people inspiration and a sense of place in Uttlesford district / north-west Essex, through exploration of our wide-ranging collections and the histories they represent

The key purpose of the 2013 – 2018 Forward Plan is

To improve public use of and benefit from all the Museum's collections, whether on display, in store or on-line,

in order to contribute to the Museum's long-term sustainability and development through increased use, income and public support.

1.2 This policy sets out how the Museum Service operates a sustainable service within the constraints of the Accreditation scheme for museums, the Museums Association's *Code of Ethics* and *Ethical Guidelines on Acquisition*, and current levels of funding and staffing.

1.3 This Policy should be read in conjunction with the Forward Plan (2013-2018), the Collections Development Policy (2013) and the Access Policy Statement (2013).

2. Aims of the Environmental Sustainability Policy

The aim of this policy is to ensure that the work of the Museum is environmentally sustainable. The Museum service aims to do the following:

2.1 To value and protect natural and human environments. Take action as far as possible to prevent abuse of places of scientific, historical or cultural importance, for instance by exercising due diligence when acquiring or borrowing items; upholding appropriate national and international conventions and treaties on protection of natural and human environments.

2.2 Be sensitive to the impact of the museum service and its visitors on natural and human environments. Make best use of resources, use energy and materials responsibly and minimise waste.

2.3 Contribute to the sustainable social and material vitality of the museum service's surrounding area by attracting users, sustaining economic activity, offering satisfying and rewarding employment and pursuing local purchasing policies.

2.4 Develop purchasing and resale policies that address environmental and human rights' issues, e.g. in sourcing of stock for the Museum's shop.

2.5 Make all growth sustainable. Evaluate the long-term impact of introducing, operating and maintaining new developments.

3. Objectives

The Museum Service will:

- 3.1 Consider the conservation of biodiversity in all areas of the museum service operation. The service will seek to secure the maximum positive impact on biodiversity from its daily functions and from future developments at the Museum and Castle grounds.
- 3.2 Conserve natural resources by using materials efficiently and by using renewable, recycled and recyclable products wherever possible.
- 3.3 Use environmentally friendly products where possible. Avoid using environmentally damaging products such as peat or tropical hardwoods.
- 3.4 Minimise waste wherever possible and recycle or reuse materials. Dispose of waste via the District Council's green, brown and black bin system. Dispose of hazardous waste responsibly and safely in compliance with the relevant environmental legislation and Uttlesford District Council (UDC) Health and Safety and COSHH procedures.
- 3.5 Seek to reduce the amount of energy used by the museum service by conserving energy, improving energy efficiency, and taking advantage of opportunities to utilise renewable energy resources.
- 3.6 Reduce the effects of atmospheric pollution from staff vehicles by planning journeys to minimise mileage and by car-sharing. Museum Service Car Users must service and maintain their vehicles regularly in accordance with UDC policy.
- 3.7 Provide a museum service that is accessible to all members of society.

4. Activities to Achieve the Objectives

4.1 To protect natural and human environments and conserve biodiversity the museum service will:

- a) Adhere to the Collections Development Policy (2013) which prohibits the acquisition of an object or specimen that has been exported from its country of origin illegally, been illicitly traded, been collected / sold / transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty, or if appropriate legal procedures were not followed during the recovery of archaeological antiquities.
- b) Protect and enhance the cultural and environmental heritage of the district e.g. via the Portable Antiquities Scheme, having regard to the presence of legally protected species at museum sites of operation, and coordinating the Uttlesford Special Roadside Verges scheme.

- c) Liaise with UDC Environmental Services to ensure that nature conservation areas in the grounds at the Museum are managed in accordance with best practice. Ensure that no work is carried out on hedgerows and trees during the nesting bird season.
- d) Support the collection of biodiversity data by organisations involved in biological recording in the county of Essex.
- e) Support the Essex Biodiversity Project in work to achieve the Essex Biodiversity Action Plans for Essex.
- f) Use formal and informal education to provide opportunities for all age groups to learn about their environment. Promote public awareness, enjoyment and knowledge of the natural, historical and archaeological heritage of Uttlesford district. Provide opportunities for local people to become involved in the study, protection and monitoring of their local wildlife.

4.2 To conserve natural resources, minimise environmental damage and minimise waste from the museum service we:

- a) Installed water-saving taps in cloakrooms at the Museum and will install them at the new store.
- b) Report leaks immediately to achieve prompt repair.
- c) Use hand dryers to eliminate paper towel waste.
- d) Do not use peat based compost in the Bug Cage display and any planting done by the Museum.
- e) Use fair trade products for refreshments and purchase supplies locally wherever possible.
- f) Use rechargeable batteries in appliances.
- g) Reduce, re-use and recycle paper.
- h) Ensure that products sold in the museum shop are ethically sourced.
- i) Participate in the district recycling scheme.
- j) Encourage school groups and participants in activities to recycle and dispose of waste responsibly and raise awareness of the Museum's environmental sustainability agenda. This includes recycling waste from activities, not using unnecessary resources, as well as taking home the debris from packed lunches to dispose of and recycle where possible.

4.3 To reduce the amount of energy used by the museum service we:

- a) Converted the Museum heating system from oil to gas central heating. Use of renewable energy and some technologies is restricted by the listed status of the museum building and the site being a scheduled ancient monument, but we will work with the Council and Saffron Museum Society Ltd (owners of the building) to incorporate energy efficiencies into improvements and extensions to the Museum as the Forward Plan progresses.
- b) Improved insulation levels in the roof to comply with recommendation of the Energy Efficiency officer at Uttlesford District Council.

- c) Participated in a review of the lighting systems in offices and galleries and will continue to convert to more energy efficient lighting as opportunities allow. Most galleries have already been changed to low-energy, low carbon footprint lighting systems.
- d) Will build a new off-site store that is a well insulated, energy efficient building with a stable internal environment.

4.4 To provide a museum service that is accessible to all members of society we will:

- a) Ensure that the Museum provides an accessible public amenity in a large district town with facilities for people wishing to access the museum collections, take part in life-long learning activities and participate in volunteering and employment opportunities. (see Forward Plan Key Aim 5)
- b) Deliver an exciting programme of activities at Saffron Walden Museum that is accessible to all users, supplemented by outreach activities around the Uttlesford district as resources permit.
- c) Document and photograph museum collections to extend access via the internet. (see Forward Plan Key Aim 2)

4.5 The museum service recognises that:

- a) All members of staff and volunteers need to work together to ensure the effective implementation of the environmental policy.
- b) We need to encourage partner organisations to adopt good practice in order to improve their environmental performance.
- c) The performance of the museum service is measured against Government and District Council targets and local performance indicators. It will report progress to the Saffron Walden Museum Society and the Museum Management Working Group (Saffron Walden Museum Society and Uttlesford District Council joint working party) on a quarterly basis.

4.6 With regard to the purchase of goods and services, and within the legal and financial frameworks governing Saffron Walden Museum Society, Uttlesford District Council and other funding providers (such as the Heritage Lottery Fund), and the specialist nature of some goods and services required by museums, the museum service shall:

- a) Support and encourage contractors, suppliers and other relevant partners to minimise their impact on the environment through the communication of the organisation's environmental policy and strategic purchasing and contract policies.
- b) Actively seek to influence others within its sphere of influence and operation to adopt environmental policies and good environmental management.

- c) Use and specify the use of used, reclaimed or recycled materials wherever appropriate and possible.
- d) Actively seek to purchase materials locally and appoint local contractors whenever such materials and skills exist locally, subject to quotations and the financial policy and regulations of Uttlesford District Council.



SAFFRON WALDEN MUSEUM
UTTLESFORD MUSEUM SERVICE

Learning Policy 2014

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Approved by Museum Management Working Group: _____ Date _____
[checked by two members of MMWG for Accreditation submission, to go to MMWG
on 18 June 2014]

Date for review: _____ 01 May 2019

1. Policy and Learning Mission Statement

1.1 Learning is at the heart of Saffron Walden Museum. As such, this policy informs all activities across the organisation and is not restricted to the work of the Learning Officer. Learning considerations are given due weight in all areas of Museum decision-making.

1.2 This document introduces the framework within which the policy operates. This Policy supports Saffron Walden Museum's Forward Plan (see Key Aims 2d, 3a-g, 4d, 5d, 6a-d) and should be read in conjunction with the Museum's Access and Customer Care Policies.

1.3 'Educational provision at Saffron Walden Museum aims to provide pathways to greater understanding and enjoyment of the museum's collections. These pathways are created by learning experiences designed to be appropriate for different audiences who use the museum.'

This is the education mission statement of the Museum and this policy sets out the ways in which the mission statement is carried out by defining:

- The principles which guide educational practice at Saffron Walden Museum
- The target audiences the museum wants to work with
- What audiences can expect from the learning service
- The resources that are available for this work
- The ways in which learning experiences are delivered

All members of staff are concerned to some extent with the provision of learning experiences. This policy has been written after a consultation process with the Museum staff, as well as Service users.

2 Guiding Principles of the Education Service

2.1 Learning is at the heart of the Museum Service

2.2 All users of the education service, including children, young people and vulnerable adults, are treated with equal respect and sensitivity

2.3 Their safety and physical comfort are of primary importance

2.4 As a centre for lifelong learning, the Museum's learning service must take differing learning styles into account by being flexible and imaginative in the ways that learning is delivered.

2.5 Learning activities should always be object- or specimen- based.

2.6 Consultation with users and non-users is constant and evaluation of learning activities regularly takes place.

2.7 Access to learning activities is made available to all.

3 Target Audiences

The learning provision at Saffron Walden Museum is aimed at all users of the Museum Service but with limited staffing and resources certain target groups have been identified to concentrate resources effectively. Visitor surveys and a non-user survey were used as evidence (surveys used data from 2012, 2013, 2014).

Target groups are subject to constant review as new opportunities or needs arise. For learning services the target groups are:

- 3.1 Family groups with children aged 3 - 12 years.
- 3.2 School groups, especially pre-school, Key Stage One, Key Stage Two and home educated children.
- 3.3 Adults with special interests in areas covered by the collections.
- 3.4 Young people aged 13 - 18 years (secondary school, Key Stages Three and Four and Sixth Form), and in general young people 16 – 29 in keeping with the Museum Service's audience development priorities.

4 What audiences can expect from the learning service

Saffron Walden Museum is committed to serving the needs and exceeding the expectations of existing and potential audiences. This is achieved through a broad range of programmes and services based on the collections and drawing on the expertise of staff within the organisation. Visitors can therefore expect us to adhere to the following principles.

Learning principles

- 4.1 Experiences will be stimulating, enjoyable, relevant and appropriate for the visitor, setting museum objects in a contemporary framework, thereby motivating visitors to learn.
- 4.2 Programmes will maximise the potential of the museum and museum grounds as unique learning environments and explore the many stories and interpretations that they offer in a way that is relevant to our audiences.
- 4.3 Programmes will recognise that people learn in different ways and have different strengths and interests, so multiple ways of exploring are always provided with a great variety of activities.
- 4.4 Learning will be built onto the framework of visitors' existing knowledge. Interdisciplinary approaches will be used to aid this process as they tap into a range of existing experiences and create new links and understanding.
- 4.5 Opportunities for intellectual progression will be provided where possible to ensure visitors are challenged, stimulated and can develop. When this is not

possible partnerships will be developed with other learning providers allowing us to 'signpost' visitors to other developmental opportunities.

- 4.6 We will evaluate the impact of our learning services and always seek ways in which to improve.

5 Resources

- 5.1 Saffron Walden Museum holds collections that are varied and extensive. The collections have been built up since the foundation of the Museum in 1835 by the Saffron Walden Museum Society, and are being developed continually but selectively according to the Museum Service's Collections Development Policy (formerly known as the Acquisition & Disposal Policy)*. The collections contain significant objects from many different time periods and cultures as well as natural history specimens and local history. Artefacts selected from the reserve collections are used for object handling sessions and as visual aids.
- 5.2 Staffing - There is one full time Visitor Services and Learning Officer, who dedicates 2 days per week to the delivery of learning sessions. Other staff are involved in the delivery of learning, especially the Curator, Natural Sciences Officer and Collections Officer (Human History).
- 5.3 Learning through Work Experience and Student Placements – When staffing and projects allow, the Museum offers placements, e.g. to students in further and higher education, including annual placements for trainee teachers from Cambridge University's Department of Education.
- 5.4 The Museum has a dedicated education room that holds groups of up to 35 seated adults. An area in the Museum gallery space can be used for similar sized groups.
- 5.5 Walled grounds laid to grass and trees, containing the ruins of a 12th century castle, surround the Museum.
- 5.6 A loyal audience of family and school groups has been established.
- 5.7 The service is operated by Uttlesford District Council with additional support from Saffron Walden Museum Society.
- 5.8 New partnerships have been established with bodies such as the North and West Essex Adult Community College, Saffron Walden Archive Point, Saffron Walden Library Service and Uttlesford SureStart.

6 Ways in which Formal Learning is delivered at Saffron Walden Museum

- 6.1 'Drop in' sessions for families held during the school holidays. These usually take the form of art or craft based activities suitable for children.
- 6.2 'Museum Minis', monthly activity sessions for 2-5 year-olds and their parents or carers (currently suspended, hoping to resume in September 2014).
- 6.3 Booked sessions for schools and other education-based groups, including object handling workshops led by a museum learning specialist.

- 6.4 Object loan boxes, covering both natural and human history topics from the National Curriculum, on request from school and other educational groups.
- 6.5 Activity days with re-enactor groups, artists or performers suitable for all ages.
- 6.6 Workshops for adults with special interests led by experts.
- 6.7 Lecture series for adults with invited speakers.
- 6.8 Talks given to adult groups at venues outside the Museum.
- 6.9 Practical sessions for adults or families - e.g. how to classify pottery finds, drawing in the museum.
- 6.10 Reminiscence Loan Boxes and/or sessions on request for care homes and day centres in Uttlesford.
- 6.11 Practical sessions for young people - e.g. film making, spray painting inspired by the collections.
- 6.12 Natural history based investigations in the Museum grounds.

* The Museum was founded by the Saffron Walden Natural History Society, later renamed the Saffron Walden Museum Society. The Society (now Saffron Walden Museum Society Ltd), which is a registered charity, still owns the Museum building and the collections. Museum and collections are on long-term lease to Uttlesford District Council, which operates the Museum Service under a management agreement with the Society.



SAFFRON WALDEN MUSEUM
UTTLESFORD MUSEUM SERVICE

CARE & CONSERVATION POLICY and PLAN 2014

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Approved by Museum Management Working Group: _____ Date _____
[checked by two members of MMWG for Accreditation submission, to go to MMWG
on 18 June 2014]
Date for review: _____ 01 May 2019

1. Policy & Context: Managerial, Legal and Ethical Considerations

1.1 The purpose of the Care & Conservation Policy is to set out the principles and standards which guide and determine the care of collections in the Museum, with reference to relevant legislation, regulations, professional codes and best practice. The Care & Conservation Plan describes the procedures and actions to put this into practice within the framework of the Museum's Forward Plan 2013-18. Specific issues addressed in the Policy and Plan are the loss of in-house conservation (redundancy of Conservation Officer in January 2014 and planned vacation of Schoolroom/Lab building) and the replacement of the inadequate off-site store at Newport with a purpose-built off-site store at Shirehill, Saffron Walden, which is due to come into operation before the end of 2014.

The Museum's Forward Plan 2013-18 identifies two Key Aims relating to the care and conservation of collections, which are critical in setting the foundations for further service improvements:

1. Improve and rationalise the storage of collections in off-site storage and in the Museum, through the construction of a new off-site store and a revised collections policy;
2. Improve management, accessibility and display of collections by developing the collections database.

1.2 The collections are owned by Saffron Walden Museum Society Ltd (charity 1123209) but are leased to Uttlesford District Council, which operates the Museum under the Management Agreement and associated Lease. The Council is responsible for management, repair and maintenance and insurance of buildings and collections, and for revenue budgets; Museum staff are Council employees. The Museum Society has funds that it applies for purchase of acquisitions and for specific projects directly concerned with the collections, their care and display.

1.3 Purchases, disposals and loans to other institutions and special care and conservation projects funded by the Society are decided by the Board of the Museum Society, after considering recommendations from the Curator and staff, and reported to the Museum Management Working Group (MMWG). MMWG considers and approves all policies relating to the Museum and its collections. Grants are sought where available to improve collections care and advance priority projects, e.g. the conservation of a fragile silk colour of the 17th Essex Volunteer Rifles was undertaken in 2013 by a specialist textile laboratory with a grant of £3,000 from the Essex Heritage Trust and the balance was funded by the Museum Society.

1.4 The Museum is committed to training its workforce (staff and volunteers) to appropriate levels in collections care for the safe and efficient day-to-day management of the collections and operation of the service. It continually seeks relevant training opportunities to consolidate and improve performance in this area.

1.5 The Museum will obtain and hold appropriate licences for objects and specimens as required by legislation, regulations and professional ethics (this includes certain firearms, drugs and natural history specimens).

1.6 The Museum will act in accordance with the Museums Association's *Code of Ethics* and ethical guidance for collections, including issues of particular sensitivity, such as cultural and interpretative issues associated with world cultures (ethnography) and human remains (archaeological collections). It will use *Benchmarks in Collections Care v2.0* and other professional guidance for specific types of collection in the care and conservation of objects and specimens. In the case of human remains, this includes *Guidance for best practice for treatment of human remains excavated from Christian burial grounds in England*, The Church of England and English Heritage, 2005 and *Guidance for the care of human remains in museums*, DCMS, 2005.

2. Buildings & Security

2.1 The Museum will work with the Council to maintain its buildings, especially areas where collections are stored, displayed or used, in good condition to minimise risk of deterioration, damage or loss of collections, and with reference to its Environmental Sustainability Policy 2014 and statutory requirements for historic buildings (the Museum building was purpose-built in 1834 and is listed Grade II).

2.2 All Museum buildings are kept locked and alarmed out-of-hours; intruder and fire alarms have a dedicated line linked directly to a monitoring station. A minimum of two staff must be present to unlock and lock up the Museum and at all times during working hours, in accordance with Fire Safety, Health & Safety and insurance requirements and Police advice. A third person (volunteer or casual-contract Museum Assistant) is needed to staff the welcome desk during public opening hours. Council / Museum risk assessments and lone working policy and procedures are applied to lone working in the schoolroom and off-site store at Newport and to evening meetings at other venues which curatorial staff travel to alone.

2.3 All offices and stores are kept locked when not occupied by staff and keys for all stores, offices and displays are kept in a locked key cabinet with access restricted to Museum staff. Procedures to account for keys and issue of keys to keyholders are maintained. For the security of collections, access to all keys (buildings, stores, displays) must be rigorously controlled with appropriate levels of key-holding and access for permanent and casual staff and volunteers. Only Museum staff have access to locked key cabinets and are responsible for key control. Volunteers and researchers must never be left unsupervised in stores.

2.4 Appropriate provision must be made for the security of collections in transit (e.g. between stores or on loan) subject to generic or specific risk assessment or loan conditions. For objects and specimens of high value and significance, or with special handling requirements (e.g. weight, fragility) the responsible member of staff should be accompanied by a second staff member or officer of the Museum Society.

3. Storage

3.1 The Museum will seek to improve the conditions in which collections are kept and cared for through providing a new off-site store at Shirehill, Saffron Walden (Forward plan Stage I) and subsequent improvements to storage and work areas in

the Museum (Forward Plan Stage II). The Museum seeks to provide adequate quantity and quality of space to store, process and use all collections safely within the Museum buildings.

3.2 Collections will be packed and supported with appropriate types of racking and packing materials, or at least raised off the floor to protect them from flooding (excepting hand-drawn and horse-drawn vehicles which cannot be palletted). Conservation and archival grade packaging materials will be used as recommended for all sensitive objects and specimens.

4. Housekeeping

4.1 All incoming objects and specimens, including potential acquisitions for consideration, will be given a condition check and all organic items carrying a risk of insect infestation (whether visible or not) will be frozen to eliminate the risk of transferring problems to other collections.

4.2 Regular checks will be carried out in all areas where collections are kept and used to guard against insect pest infestation, damp, mould, dust and other pollutants.

4.3 A programme of cleaning for all storage areas and displays will be maintained.

5. Handling

5.1 Labelling and marking objects and specimens, packaging and associated information will be carried out according to the Museum's Documentation Procedural Manual (2014).

5.2 Risk Assessments (generic, specific or dynamic) will be carried out for moving and using collections, according to the Council's Risk Assessment framework to minimise risk to people, collections and Museum property. These must take into account the use of appropriate Personal Protective Equipment (PPE) such as gloves, supports and equipment, and specialist help where required.

5.3 Proper instruction and guidance will be issued to volunteers, work experience students, researchers and other users and borrowers in handling of collections. This will be part of induction for new staff and volunteers, and refresher training will be provided for long-term volunteers and Museum Assistants (casual contract).

6. Environmental Monitoring

6.1 A programme of regular environmental monitoring for Temperature and Relative Humidity (RH) will be maintained for stores and galleries and records will be kept for a minimum of 5 years to provide a long-term profile.

6.2 Light levels (lux and UV) will be checked regularly in galleries where light-sensitive exhibits are displayed.

7. Environmental Control

7.1 Target levels of Temperature, Relative Humidity (RH) and Light will be established for all areas where collections are kept or used (taking account also of the nature of activities and micro-climates provided by display cases, for example).

7.2 Appropriate measures will be taken to maintain stable and optimum levels of Temperature and RH in these areas through improvements to buildings (insulation), efficient heating controls and use of suitable equipment (e.g. dehumidifiers and humidifiers) where necessary. A programme for checking and maintaining equipment such as dehumidifiers and air-conditioning units will be maintained.

7.3 Light is excluded as far as possible from storage areas and controlled in galleries as far as practical and depending on the light-sensitivity of the exhibits and limits advised for the type of objects or specimens concerned. Improvements to lighting will be made according to the Environmental Sustainability Policy and conservation needs. For textiles and other long-term exhibits at particular risk from prolonged light exposure, a programme of rotating exhibits (every 5 years or less) should be maintained.

7.4 Improvements to buildings and procedures will be instigated to minimise ingress of particulate pollution (dust) and gaseous pollution.

8. Conservation

8.1 The post of Conservation Officer was lost due to budgetary reductions in 2013-14 and the Museum's in-house Conservation Laboratory (in the Schoolroom building on the Museum site) is currently used as a general cleaning and layout area. Within the life of the current Forward Plan 2013-18 the Schoolroom building will be vacated so that it can be rented out to raise income, and all facilities and operations on the Museum site brought within the extended Museum building. This necessitates a new approach to remedial conservation, now entirely dependent on external expertise.

8.2 Priorities for conservation will be identified during routine checks (assessment of incoming acquisitions, condition checks in stores, research and display projects, and damage sustained).

8.3 A record and timetable will be kept so that funding and expertise available can be directed to the most urgent and important work. A note of condition will be added to Modes catalogue records where treatment is required (see Documentation Plan 2014).

8.4 A training programme for the Museum workforce (staff and volunteers) will be set up to ensure everyone working with collections meets at least basic standards to an appropriate level in preventative conservation such as handling, moving, packaging and condition checking. This process will begin with training of the staff and volunteer team to effect the move to the new Shirehill store in 2014. Untrained staff and volunteers should not attempt remedial conservation work.

8.5 For advisory visits (at least once every 5 years) and conservation work, the Museum will use professionally-qualified conservators registered with ICON. Use will be made of regional conservation networks for advice and support through SHARE, the East Anglian Conservators Forum and larger museums (e.g. University of Cambridge museums).

8.6 Existing paper and card records of conservation treatments will be maintained and Lab Numbers will be recorded on Modes catalogue records. The long-term aim will be to integrate conservation records digitally with the Modes collections database by scanning paper and card records (which often include photographic prints and line drawings) and attaching these to the Modes catalogue entry.

9. Surrogate Copies and Digital Media

9.1 Surrogate copies of fragile, light-sensitive and/or heavily used collections (e.g. local history photos) and historic records (e.g. registers) will be provided wherever possible to reduce unnecessary handling. Enhancing the database of digital images will progress in tandem with the Documentation Policy and Plan 2014 (See Forward Plan Key Aim 2).

9.2 Digital reproduction will be by flash-free photography as far as possible. Scanning should be on a 'once-only' principle to create a digital record of documents and pictures. Photocopying should not be used.

9.3 The Museum will continue to obtain microfilm security copies of accessions registers as soon as each register is completed for long-term archiving, but will also investigate the feasibility of making digital copies (PDFs) of registers made for research use and specifically to aid the Documentation Plan 2014 and reduce wear by handling of important but fragile early registers. Advice will be needed on best archiving practice for digital media.

9.4 The Museum will take steps to ensure that digital media (CDs, DVDs) acquired as part of archives (e.g. oral history projects, archaeological fieldwork) are appropriately stored with records of software and file formats, and location of duplicate or printed copies. The Museum is unable to take on the task of continually migrating digital media to new formats and applications, therefore steps should be taken to ensure that significant files are either uploaded and attached to the collections database (Modes Complete) so that they will be regularly backed-up and incorporated in future upgrades, or are preserved through other organisations and/or by printed hard copy. For local and social history, the Essex Record Office and East Anglian Film archive may be appropriate sources of advice or repositories. For archaeological archives, it should be ascertained whether excavators have deposited digital records with the Archaeological Data Service (ADS) and will follow the *Guidelines for Deposition of Archaeological Archives in Essex* (under revision 2014 by Museums Essex). As work on the new off-site store and Museum progresses, the museum will seek to improve the storage of digital media and reference material.

10. Emergencies and Salvage

10.1 The Emergency Plan, which includes a copy of the Council's Out-of-Hours Emergency manual, will be checked and updated annually and four copies kept: Museum; off-site store (Newport transferring to Shirehill); Schoolroom / Lab and Curator (home, Saffron Walden). When the Schoolroom / Lab building is eventually vacated this copy should be kept either by the Security Officer or at the Council Offices in Saffron Walden. The Shirehill store will initiate a review of, and changes to, emergency planning when it comes into use (by end of 2014).

10.2 Supplies of materials and equipment for salvaging collections in a disaster will be kept in the main Museum and off-site.

10.3 There will be regular liaison with Police and Fire Services with advisory visits at least once every 5 years for a security inspection (Essex Police) and for issues arising in the event of a major fire (in addition to statutory and Council inspections and in-house drill procedures).

11. Loans Out

11.1 Loans Out to other institutions are decided by the Board of the Museum Society after considering recommendations from the curator and staff, and are reported to the Museum Management Working Group (1.3 above).

11.2 Borrowing institutions will need to meet full Accreditation standards or be able to demonstrate that they meet the equivalent and can provide evidence (e.g. facilities report) that the standards of security, care and environment will be appropriate for the objects or specimens loaned. The conditions of loan form must be signed and returned by the borrower before the loan arrangements are finalised (see Documentation Procedural Manual 2014).

11.3 All packaging, transport arrangements and display methods must be discussed and agreed with the Museum as a condition of loan, and the borrower will be responsible for providing any special packaging, transport or display materials and services. Packing will be done by Museum staff or with a member of Museum staff present. The Museum reserves the right to appoint a courier to accompany exceptional loans, at the expense of the borrower.

11.4 Loans Out will be made for specific purposes and time-periods only. Loans will not be made on a 'permanent' or unspecified 'long-term' basis but can be made on a 'renewable' basis for a maximum period of 5 years.

11.5 For small-scale loans of non-sensitive material requested by *bona fide* researchers for short-term research projects, the curator has delegated authority to agree such loans but will report them to the next Board meeting of the Museum Society (for example, loan of potsherds or animal bone from archaeological excavation archives to specialists for research projects).

CARE & CONSERVATION PLAN

1. Context : Management, Legal and Ethical Requirements

1.1 Forward Plan: Specific Objectives

The two key aims and associated objectives concerning care of collections are:

Key Aim 1 Improve and rationalise the storage of collections in off-site storage and in the Museum, through the construction of a new off-site store and a revised collections policy

- a. Acquire / build and fit out new store of sufficient capacity to appropriate standards
- b. Move collections from off-site store at Newport Depot into new store
- c. Remove the horse-drawn vehicles from temporary storage (formerly at Hempstead, now at Ashdon) to new store or display on-site
- d. Large intake of archaeological project archives (Stansted Airport, A120 and others)
- e. Specific collections from the Museum site to be re-housed in off-site store
- f. Audit and re-edit of location records for collections which have been moved
- g. Identify and research potential items for transfer or disposal or deaccessioning for handling use

Key Aim 2 Improve management, accessibility and display of collections by developing the collections database

- a. Agree an integrated IT Plan for the Museum Service to improve speed and efficiency of access to programmes and data, especially the Modes collections database, throughout all Museum buildings including the new store
- b. Digitisation of collections not yet on computer, focusing on archaeology and local history and geology (display and documentation priorities)
- c. Editing and enhancing content (including images) of records already on computer, see Objective 1f
- d. Provide an appropriate level of public access to the collections database in the Museum for specific collections where there will be a high public demand, starting with local history photographs

1.2 Care of new acquisitions including loans

(a) Incoming objects will receive a condition check from the relevant member of curatorial staff (Collections Officer Human History or Natural Sciences Officer). Objects and specimens of organic material which may harbour insect pests are to be double-bagged, labelled and frozen in the Conservation Freezer (Workshop) for a minimum period of one week to remove the risk of importing insect pests. Basic

cleaning within the competence of staff or volunteers will be undertaken as necessary and objects and specimens will be packed in appropriate packaging materials (conservation grade for sensitive objects and specimens) and marked clearly with any special instructions on risks to the objects / specimens or handler (fragile, heavy etc.).

(b) Offers for the collections and recommendations to the Museum Society board for loan requests and purchases will be determined in monthly collections meetings (attended by the Curator, Collections Officer Human History and Natural Sciences Officer). The initial location and accession number (for offers accepted) are noted on the Entry Form; the Entry Form number and store or display location allocated on entry to the collections are noted in the Accession register. Thereafter the location will be recorded and updated on the Modes database catalogue entry according to the Documentation Procedural Manual.

1.3 Training for Museum workforce

The table below assesses the training programme envisaged which takes into account the staffing restructure, the move of collections to the new off-site store and the need to involve casual contract Museum Assistants and volunteers to a greater degree in assisting with collections care.

Training	Provider / Leader	Timetable	Staff perm.	Staff casual	Vols
Manual & Object Handling	H&S Officer (UDC) and curatorial staff	For move to new store, summer 2014	LM	✓	✓
Packaging Collections	Curatorial staff	For move to new store, summer 2014		✓	✓
Condition Checking	Look to SHARE to update skills and knowledge. Curatorial staff can give basic training.	For move to new store, summer 2014	(✓)	✓	✓
Calibration & operation of environmental monitoring equipment	The Museum's former Conservator has volunteered to provide training	By end July 2014	LM, SK, SS		
Pest Monitoring	Natural Sciences Officer	By end July 2014	LM SS		
Security procedures	Security Officer, Curator	After move into new off-site store (late 2014)	✓	✓	
Emergency Plan and disaster salvage	Look to SHARE to update skills and knowledge. Security Officer, Curator	After move into new off-site store (late 2014)	✓	✓	

1.4 Licences and statutory procedures for specific collections

(a) Firearms: although most of the firearms in the Museum's collection are antique and do not need a licence, a small number of firearms and shotguns do require licences. The Curator maintains personal firearms and shotgun licences, renewed on inspection every 5 years, on behalf of the Museum and the licence costs are reimbursed by the Council. The Museum does not qualify for the Museums Licence because this is for Prohibited Weapons, which the Museum does not collect.

(b) Drugs: the Museum requires a licence for possession of opiates from the Home Office in respect of historic residues of opiates in three bottles of a Victorian doctor's travelling medicine chest. The Curator is responsible for keeping the licence up-to-date and making any necessary returns. The Museum will not loan out items which require drugs licences to supply (Museum) or possess (borrower) because of the disproportionate time and cost of applying for additional licences.

(c) Natural Science collections: the Natural Sciences Officer is responsible for ensuring that specimens are collected legally and that the Museum holds an Article 30 Licence for display of specimens on CITES (Convention on International Trade in Endangered Species of Wild Fauna and Flora). The Museum will also be applying for licences to store and transport specimens of species that have European protection and / or are covered by the Wildlife & Countryside Act.

1.5 Ethical considerations for specific collections

(a) Human remains are handled and displayed sensitively with reference to DCMS Guidelines 2005 and other relevant guidelines (Collections Development Policy 2013-18). Improvements to storage of human remains from archaeological excavations will be made in the new off-site store by providing dedicated space on static shelving at one end of the ground floor storage area. The treatment of human remains as remains of people should be at the centre of their care and interpretation.

(b) World cultures: due regard will be given to cultural sensitivities in the care, handling and display of objects from world cultures, according to expert advice (e.g. through the Museum Ethnographers Group and visiting researchers).

(c) Scientific research – use of destructive techniques: occasionally the Museum will be asked to allow very small samples of objects or specimens to be taken for a research programme (examples since 2000 include the DNA testing of the 'Viking' skin from Hadstock Church and the sampling for tuberculosis of the Anglo-Saxon skeletal remains from Wicken Bonhunt). Each case must be assessed on its own merits, to establish that the wider research and public benefits through knowledge gained will outweigh the effects of any invasive or destructive process. Aspects to be considered and recorded will be the aims and instigator of the research project; the competence of the practitioner; the nature of the technique; the size and position of sample taken; the information gained (and where published) and any further remedial treatment needed to stabilise or display the object or specimen.

2. Buildings & Security

2.1 The Security & Premises Officer and Curator will make an annual inspection of Museum buildings with a Council surveyor to plan maintenance and repairs (this will

normally be timed to meet budgetary cycles each autumn). Daily checks are made on opening and closing of the Museum (weekly for the off-site store at Shirehill) and stores in the Museum are checked at least weekly during environmental monitoring and other work. The Security & Premises Officer will make regular condition inspection of buildings, at minimum once a quarter, and report any repairs and problems to the Council's Housing Repairs and Curator. Parapet, gutters and drainage hoppers on the Museum roof (accessed by trained staff only in pairs using safety harness) will be checked quarterly by the Security & Premises Officer with trained Council staff to prevent leaves, snow or ice blocking drainage off the roof and causing leaks into galleries and stores.

2.2 The Security & Premises Officer keeps a record of all keys and issue of alarm fobs to Museum staff, and maintains locked key cabinets to house all keys to buildings, stores, offices, display cabinets and safes. Bunches of keys issued to Museum keyholders will be recorded and signed for in a book kept by the Curator. Staff must use proxy name tags when taking keys from a key cabinet, so all keys can be instantly accounted for.

2.3 Freezers used to treat or store Museum objects and specimens (conservation freezer to eliminate insect pests; natural history deadstock freezer) will be housed in more secure Museum buildings as the Forward Plan progresses. Plans are to house a new conservation freezer at the Shirehill off-site store (Stage I) and bring existing conservation and deadstock freezers from the external Workshop on the Museum site into a refurbished lean-to store in the Museum (Stage II).

3. Storage

The Forward Plan describes the sequence of improvements to the care and management of collections through the provision of a new off-site store (Stage I, Key Aim 1a and 1b) and improvement of storage spaces in the Museum (Stage II). The new off-site store at Shirehill, Saffron Walden will allow for the evacuation of the old and unsatisfactory off-site store at Newport (Stage I, Key Aims 1b and 1e) and provide a much more secure and buffered environment, greater storage capacity with mobile racking and superior facilities for working on collections, including cabling for computers and internet access. Subsequent extension and improvement of the Museum in Stage II will also permit the evacuation of the Schoolroom building on the Museum site where there is a store for some social history (Organics). This will bring all collections and facilities into the Museum building and allow the old Schoolroom building by the driveway gates to be used to raise income for the service through commercial letting.

In summary, collections storage will change as follows:

Collection	Current Storage	Improved storage	Stage of Forward Plan and priority within stage
Geology	Off-site Newport	Off-site Shirehill, 1 st floor	Stage I a
Natural History	Museum roof-space	Off-site Shirehill for most	Stage I a

	store (overcrowded)	collections, 1 st floor. Specimens which are frequently used and checked for pests (birds, mammals, insects) retained in Museum with a more accessible layout in the store.	
Archaeology	Off-site Newport and with contractors awaiting deposition.	Off-site Shirehill for all archaeology collections and archives.	Stage I a
Archaeology – metal finds	Currently in small overcrowded store at Museum	Transfer to new low humidity storage room at Shirehill.	Stage I b
Social History – Agriculture, tools and large objects	Off-site store at Newport	Ground floor at Shirehill	Stage I a
Social History – horse-drawn vehicles	Temporary off-site accommodation nr. Ashdon till 30/09/14	Essex Hay Wagon to be retained at Shirehill. Disposal process under way for others which are non-local and cannot be accommodated.	Stage I a
Social History – 2D store (photos, prints, documents etc)	Museum, cramped 2D store	Shirehill off-site store, 1 st floor	Stage I b
Social History – maps in plan chests	Museum workroom, access to plan chests difficult	Shirehill off-site store, 1 st floor	Stage I b
Social History – Schoolroom store (currently 'Organics')	Store in Schoolroom building	Mostly to Shirehill, domestic and personal items to Museum	Stage II a
Social History – Ground floor store (currently 'Inorganics')	Store in Museum, ground floor	Refit store to improve capacity with mobile racking and some hanging space for costume. Use this store for domestic, civic and personal objects. Move any tools and large items to Shirehill.	Stage II b
Social History – Costume and Textiles	Small overcrowded store in Museum 1 st floor, all boxed with no hanging space	Hang larger items in improved ground floor store. Re-organise existing store for small items and accessories.	Stage II c
Firearms and Edged Weapons	Stored in Museum in a tiny room with very low ceiling and poor access	Upgrade security of former metals store (Police advice 2014) to take firearms and edged weapons	Stage II a
Ceramics and Glass	Museum 1 st floor, next to Costume, stored on open shelves	Consider improving storage of glass and figurines in glazed cabinets.	Stage II c
Ethnography	Museum – 2 nd floor store (which has mobile racking)	No urgent priorities following recent work and return of stored historic loans from Cuming Museum. May	Stage II c

		consider transferring some weapons to Firearms and Edged Weapons store in Museum	
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4. Housekeeping

The restructure of staffing and new off-site store (2014) has prompted a revision of procedures for routine preventative conservation measures: cleaning and inspection for agents of decay such as insect pests, dust or ingress of damp (especially in the Museum building which is an historic building with public access). Other basic and regular cleaning tasks, such as cleaning marks from glass on display cases, are undertaken by Museum Assistants (Casual Contract) at weekends and volunteers during the week. Public areas of the Museum, the kitchenette and offices are cleaned daily during the week by Council agency cleaners, but cleaning of all other areas including stores, and displays, is organised by Museum staff.

Procedure	Method	How Often	By Whom
Insect Pests	Insect traps, contents recorded, visual inspection. Spray suspected pest areas with Costrain and freeze any items suspected of infestation.	Every 3 months	Natural Sciences Officer, Collections Officer (Human History) assisted by Security Officer
Cleaning Exhibits on Open Display	Inspection and thorough dusting with clean anti-static dusters or gentle brushing with vacuum (nozzle netted) to remove dust.	Every 3 months	Natural Sciences Officer, Collections Officer (Human History) assisted by Casual staff
Cleaning Displays (case interiors)	Remove or lift exhibits as far as possible, dust with clean anti-static dusters or gently brush with vacuum (nozzle netted).	Annual clean	Curatorial staff assisted by Casual staff, trained volunteers and work experience placements
Cleaning Stores	Dust and vacuum all floors, exposed shelves and box tops, check dust sheets over large items.	Annual deep clean	Curatorial staff assisted by Casual staff, trained volunteers and work experience placements
Regular Gallery Checks	Tick-box sheet for recording anything in need of attention to be introduced (Collections Officer)	Weekly	Casual staff and trained volunteers

5. Handling

5.1 Labelling and Marking kits and procedures for making paraloid have been instituted by the Collections Officer (Human History) April 2014 and will be maintained in the museum for use by staff and Museum Assistants (casual contract) and volunteers who have been trained to help with marking and labelling (See Documentation Procedural Manual).

5.2 Supplies of frequently-used packaging materials and PPE, which are currently split between various locations in the Museum, Lab and offsite store at Newport, will

be rationalised and redistributed to new storage locations in the new store at Shirehill and the Museum as the Forward Plan improves provision of space. Appropriate equipment for handling and supporting different types of objects and specimens will be upgraded to reflect improved storage and access to collections for the Museum workforce and researchers at the Shirehill store. Priorities will be:

- a) Stepladders and heavy-duty trolleys for moving collections between storage areas and the store's workroom
- b) Archival supports and accessories for viewing historic books, documents, prints and maps (but see also 9 below on use of surrogate copies)

5.3 Training in safe handling of collections for Museum Assistants (casual contracts) and volunteers will be instigated with the move to the new Shirehill off-site store (2014) and annual refresher training provided thereafter (see Training schedule in 1.3 above). Expert advice will be sought in moving objects and specimens which present special hazards on account of weight, size, fragility or other factors.

6. Environmental Monitoring

6.1 Environmental monitoring equipment consists of a number of thermohygrographs and a digital hand-held probe for measuring **temperature** and RH, and a light meter. A radio-telemetric Hanwell system was acquired for the off-site store at Newport some years ago, but subsequent problems with the transmission of data between the store and Museum have rendered this unusable at present. This system needs transferring to the new store at Shirehill for reassessment so it can be put to use, upgraded or replaced as necessary. Collections meetings will periodically review recent results of monitoring to determine control measures necessary. The Museum will investigate and invest in time-saving and accurate digital monitoring systems as storage plans and budgets available allow, with priority given to new storage areas and stores where sensitive collections are kept.

6.2 Monitoring of all areas where collections are kept for temperature, RH and light levels, and calibration of monitoring equipment will be undertaken by the Security & Premises Officer, supervised by the Collections Officer (Human History) and the Natural Sciences Officer according to the following timetable:

Area	Frequency	Method
Museum galleries	Once a month	Probe and light meter
Special exhibitions gallery	Weekly, continuous record	Thermohygrograph (on top of case) and light meter on installation
Museum stores	Weekly, continuous record	Thermohygrograph
Schoolroom Organics store	Weekly, continuous record	Thermohygrograph
Offsite store Shirehill	Continuous from commissioning in summer 2014, to monitor building's behaviour and establish environmental controls required.	Thermohygrographs until Hanwell system can be set up or replaced.

6.3 Each storage area will have a store summary sheet giving the target range of temperature and RH for that storage area. Records will be retained for a minimum of 5 years to establish and check long-term profiles and show where improvements are needed.

6.4 Light levels (lux and UV) will be monitored whenever exhibitions or exhibits of light-sensitive nature are changed. Blinds, adjustable lighting and UV film are already in use and will be re-assessed as galleries are re-displayed (Forward Plan Stage II).

7. Environmental Control

7.1 The Museum has a fixed air conditioning unit and a humidifier in the Natural History Store and 7 dehumidifiers (+ 2 in 2014 at Newport) operating in the following stores:

Museum: 2D with duct to Archaeological Metals; Ethnography, Inorganics, Natural History, Schoolroom / Lab: Organics store.

Off-site store Newport: 2 (plus 2 additional on loan from Council to correct environment after flood in February 2014).

These will be re-located as the new off-site store comes into operation and other storage areas are changed or refurbished during the course of the Forward Plan, guided by results of environmental monitoring and target environments.

7.2 Dehumidifiers will be checked and emptied at least once a week by the Security & Premises Officer and Natural Sciences Officer. The Natural Sciences Officer will arrange annual servicing of the air conditioning unit in the Natural History store by contractors.

7.3 Priorities for reviewing light exposure for, and rotation of, light-sensitive exhibits during Forward Plan 2013-18:

Exhibits / Gallery	Date	Forward Plan
Local History – gallery redisplay with extension of displays through Foyer to special exhibitions area	2018	Key Aim 3b
World Cultures	2018	Key Aim 3d
Costume and textiles, first floor	Not prioritised in current Forward Plan (costume selection recently changed) but due for consideration from 2018	
Tapestry fragments, first floor landing		

7.4 Measures to reduce ingress of dust and particulate pollution, in addition to housekeeping routines (4 above) are:

- a) Dusting / wiping down of all boxes and free-standing objects before moving into new or refurbished storage areas, to prevent import of dust
- b) Improving sealing of storage areas (e.g. seals on doors) with new-build and refurbishment projects as the Forward Plan progresses
- c) Continued improvements to packaging and boxing of collections as work through storage projects proceeds

8. Conservation

8.1 It is intended to maintain the Conservation Lab in the Schoolroom building as a general layout and cleaning room until the Schoolroom building is made redundant by the provision of the new Shirehill store, which includes a Cleaning Room and Workroom, and the extension of the Museum to provide a new Learning & Activity Room. The collections in the Organics store will be re-housed to Shirehill with elements being retained in refurbished storage in the Museum (Forward Plan Key Aims 1a and 1b).

8.2 A list of ICON-registered conservators in the region, including those previously / regularly consulted or used by the Museum for specific projects (e.g. textiles, works on paper, taxidermy) will be kept and updated by the Collections Officer (Human History) and Natural Sciences Officer.

8.3 An inspection by a qualified conservator will be arranged once every 5 years, the first to be due in 2019.

8.4 A programme of training will be instigated with the move to the Shirehill store (Forward Plan Key Aim 1e) to involve casual staff and volunteers in basic condition checking and collections care tasks, under the supervision of curatorial staff. The longer-term aim after the store move is to create and foster a 'collections care team' of staff and volunteers for tackling store projects and cleaning of stores and displays.

9. Surrogate Copies and Digital Media

Specific measures to enhance collections care through surrogate copies and use of Digital Media will be:

9.1 Addition of digital photos / scans to Modes collections database as backlog documentation and audit of existing records progresses (Documentation Plan 2014).

9.2 Project to investigate the digitisation of accessions registers, starting with 19th century historic registers, subject to budget available (Collections Officer).

9.3 Update policy and procedures regarding retention and use of digital media according to external specialist advice and guidelines, starting with a revision of *Guidelines for the deposition of Archaeological Archives in Museums in Essex* (Museums Essex archaeological curators group considering this issue from June 2014).

9.4 Consider storage needs (volume and specifications) for digital storage media such as CDs, DVDs and provide suitable storage equipment such as data safes in the off-site store at Shirehill and in the Museum.

10. Emergencies and Salvage

10.1 The Emergency Plan and location of copies will be reviewed by the Security & Premises Officer with curatorial staff after the move to the new off-site store at Shirehill (by end of 2014). Thereafter, the Security & Premises Officer will review the

Emergency Plan annually and incorporate a copy of the latest edition of the Council's Out of Hours Emergency Manual.

10.2 The Collections Officer and Security & Premises Officer will maintain salvage kits on both sites (Museum and Shirehill) from 2014 onwards and from 2015 onwards arrange an annual training exercise, which may be combined with other training refresher sessions for the collections team (curatorial staff, casual staff and collections volunteers).

10.3 In addition to statutory and regulation inspections of the Museum by Fire Service and Council officers, the Curator and Security & Premises Officer, in liaison with the Council's Health & Safety and Fire Safety officers, will arrange the following:

- a) Fire Service familiarisation visit every 5 years (last visit February 2012, next due no later than 2017)
- b) Security advice inspection by Essex Police (last visit 2013, next due no later than 2018)

The planned extension and improvement of the Museum within the next 5 years allows for fire safety and security advice to be incorporated into the design therefore the Museum will be seeking advice on fire and safety issues within the next few years.

11. Loans Out

11.1 Loan Out requests will be considered as they are received. During the life of the Forward Plan 2013-18, there may be times when loans out have to be suspended due to the priority of major storage and display projects.