

**Name of meeting:** Cabinet  
**Date:** 25 February 2020  
**Title of report:** Collections Development Policy Review

**Purpose of report:**

- To seek Member approval for the review and renewal of the Museums and Galleries Collections Development Policy (CDP)
- To brief Members on the future of museum collections development plans
- To brief Members on key changes to the CDP

<b>Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?</b>	No
<b>Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)</u>?</b>	Key Decision - No Private Report/Private Appendix - No
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	Yes
<b>Date signed off by <u>Strategic Director</u> &amp; name</b>	<b>Karl Battersby - 23.12.2019</b>
<b>Is it also signed off by the Service Director for Finance?</b>	<b>Eamonn Croston - 23.12.2019</b>
<b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b>	<b>Julie Muscroft - 8.01.2020</b>
<b>Cabinet member <a href="#">portfolio</a></b>	<b>Councillor Rob Walker</b>

**Electoral wards affected:** Kirklees Museums & Galleries serves all Kirklees communities and has sites in the following wards: Almondbury; Batley East; Birstall & Birkenshaw; Newsome.

**Ward councillors consulted:** Councillor Rob Walker

**Public or private:** Public

**Has GDPR been considered?** Yes.

## 1. Summary

The CDP (Collections Development Policy) enables the Council to fulfil its responsibility to ensure that its museum collections will exist for future generations of Kirklees residents and visitors. The CDP helps to ensure that the collection is managed in an appropriate way and that adequate resources are in place. The CDP is a policy for our museums and gallery collections, describing the current collections of around half a million objects, identifying what will be collected in the future and what areas will be reviewed. It helps the Museums and Galleries Service to ensure that the collections are:

- Of the best possible quality
- Relevant to the sites we manage (Oakwell Hall, Bagshaw Museum, Tolson Museum, Huddersfield Art Gallery and in the future the proposed new Museum and Art Gallery, part of the Huddersfield Blueprint Cultural Heart)
- Relevant to the priorities of the Service and the Council
- Reflecting the diverse communities of Kirklees and that they are manageable and sustainable.

The CDP sets out:

- Why we collect
- What we do and don't collect
- How we manage the collections effectively through acquisition, review, significance assessment, rationalisation and disposal
- Key priorities for developing the collections in the future
- The legal and ethical framework in which we operate in order to comply with national museum industry standards

The CDP, also known as an Acquisition and Disposal Policy is usually revised every five years to meet the Museums Accreditation Standard, the quality standard for UK museums. Meeting this Standard is very important and has a number of benefits which are:

- Access to cultural and heritage sector funding which would otherwise be unavailable
- Ability to loan to and borrow from other Accredited museums services
- Eligibility to benefit from advice and support from Arts Council England, Museum Development Yorkshire and the National Lottery Heritage Fund.
- An externally verified framework for continuous improvement

The Arts Council Museum Accreditation Standard requires that the CDP must be approved by the museums service's governing body, which in this case is Kirklees Council. It must be published and made available to the public. Arts Council England, the lead sector body for museums, will be notified of any changes to the CDP, and the implications for the future of the collections. The CDP is a working document which is part of the Service's ongoing planning and improvement process.

This CDP sets out that future collecting will be focussed on Kirklees heritage and will support current display needs, and future display and site development plans. The policy also sets a plan for review and rationalisation, through its Collections Review Board process, usually by transfer to other museums, of some collections. The focus of this review will be items that are:

- no longer relevant to the priorities of the Service and its sites
- that the Service is unable to manage effectively
- are of poor quality

The policy sets out the Service's commitment to operate within legal and ethical constraints in accordance with established museum industry standards.

## 2. Information required to take a decision

The CDP is a requirement of the Museum Accreditation Scheme <https://www.artscouncil.org.uk/accreditation-scheme/about-accreditation#section-1> which is administered by Arts Council England (ACE). The scheme sets out nationally agreed standards for museums. There are currently 1,700 Accredited museums in the UK. Meeting the Accreditation Standard is generally a requirement to receive funding, such as National Lottery Heritage Fund (NLHF) and ACE grants, and to work with other museums, on loans, touring exhibitions and other joint activities. For local authority museums, Accreditation is helpful to ensure museums meet the national standard and are well managed, and can be used as a performance indicator, and as a safeguard for potential sponsors and bequests.

Museums are assessed for Accreditation every few years. Kirklees Museums and Galleries sites (including the off-site museum stores) are being invited to renew their Accreditation in 2020. Services that are applying for Accreditation must have a CDP that has been reviewed and approved by its governing body within the past 5 years. Kirklees Museums and Galleries' current CDP was approved in 2012 and therefore renewal is now vital.

The CDP must follow a detailed standard template with large portions which are prescribed, covering a wide range of legal and ethical issues. Approval of the CDP indicates acceptance of these principles, including that the museums service:

- Has a long-term purpose and holds collections in trust for the benefit of the public
- Will work within the parameters of the Museum Association's Code of Ethics <https://www.museumsassociation.org/ethics/code-of-ethics> when considering acquisition and disposal
- Will not undertake disposal motivated principally by financial reasons and that any funds raised through sale as a last resort would be used for the direct benefit of the collections
- Will carry out acquisition and disposal openly and with transparency
- Will only accept objects where there is clear valid legal title to the item in question
- Will only accept objects when the museum is satisfied that the item has not been acquired or exported in contravention of any relevant laws or treaties

Failure to approve the CDP would compromise the ability of the Council to manage the collections adequately and result in their museums and galleries losing their Accreditation status. This would have a significant impact on Kirklees' institutional reputation and result in the loss of status, trust and respect within the heritage sector and professional organisations generally. On a more practical note, it would mean that the Service would no longer be eligible for grants from the NLHF and ACE, nor would it be eligible for support in kind and advice from ACE, Museum Development Yorkshire and similar sector organisations. The Service would also no longer be eligible for loans from other Accredited museums and institutions, e.g. loans from the V&A to Oakwell Hall or Tate Modern loans to Huddersfield Art Gallery. This would impact severely on the service's ability to deliver a high public quality programme and on its ability to secure funding, support and key partnerships.

## Review of the Policy – Key Changes

### Timescales

The CDP was last reviewed in 2012. The CDP's 2017 review was rescheduled in order to tie in with our next Accreditation submission in 2020, due to a significantly reduced Museums and Galleries service from 2017, as a result of service redesign, and delays in the publication of the new Accreditation standard.

The new policy is more streamlined, concise and focused. It has been created as a useful tool for the Service, and it will be referred to regularly when making decisions on the collection. It reflects the Service's current situation and challenges which are:

- Reduced resources and greater focus on sustainability
- Reduced curatorial expertise for most collection areas
- As with most local authority collections, gaps in documentation dating back decades
- Inadequate stores, which do not fully meet British Standard BS 4971:2017, Conservation and Care of Archive and Library Collections, and therefore restrict future collecting, and reduce opportunities to make collections accessible
- Some inadequate display conditions, which limit the nature of loans we can accept

The new policy also references aspirations for the long term future:

- As set out in the Council's vision document for the future of Kirklees Arts and Heritage provision, approved by Cabinet in October 2016 Culture Kirklees, the need to develop strategic masterplans for Oakwell Hall, Bagshaw Museum and the vision for the proposed new Huddersfield Museum and Art Gallery, underpinned by investment plans, will result in associated extensive collections development requirements. Significant capacity and resources will need to be developed in order to achieve this.

Key changes to the CDP since 2012 are as follows:

- **Embedding in wider strategy**
- The Policy is more thoroughly embedded in wider Council policies and ambitions. It takes its lead from strategic policy documents such as the Council's Corporate Plan and, especially Culture Kirklees to ensure that the collections are managed in a way which reflects the aims and future plans of Kirklees Council.
- **Collections rationalisation**
- There is full recognition of capacity problems caused by over collecting decades ago, with a new focus on collections rationalisation as part of sound and effective collections management. This is particularly apparent in Appendix 2, Terms of Reference for the recently established Collections Review Board.
- **Contextual information**
- This policy is concerned primarily with collecting and disposal. It no longer contains descriptions of the sites or discusses storage, as this contextual information is not a required element of a CDP, and these issues will be dealt with instead through site Masterplans and the Service's Forward Plan.

- **Future Collecting priorities**

- Over the past century, up until a decade ago, collecting has at times been excessive. This has resulted in some outstanding and diverse material. Future collecting will be selective and focused on gaps and areas of weakness. Future collecting targets are informed by Culture Kirklees and the ongoing development of the vision for a new Huddersfield museum and gallery offer as part of the Huddersfield Blueprint, and the development of masterplans for each museum site.

- **Procedural Information**

- Procedural details, which belong in the museums service's Documentation Manual rather than the CDP, have been removed. They are subject to frequent change as technology, staff, sector guidelines, etc. are reorganised and do not require Cabinet authorisation.

- **Contextual Information to Inform Decision making**

- Information that officers/councillors need to approve the document, such as defining the Accreditation Scheme and its implications for the council sit better in an accompanying report for the CDP as it goes through the approval process, but are not a part of the actual policy.

- **Layout**

- The layout of the policy has changed as the collection descriptions, which include targets for collecting and disposals, have been separated from the main document, into an easily accessible appendix, Appendix 1: TITLE. This makes it much easier for quick reference by staff, as this is the section that is used on a daily basis.

- **Thematic Descriptions**

- Collections descriptions now focus on themes rather than specific object types. For example, social and industrial history was divided into 17 sections, including numismatics, firearms, costume, music, agriculture and transport. This placed an emphasis on the objects on their own, rather than the way the objects can help us to tell the story of life in Kirklees. There are now two sections looking at two broad areas of human life: industry/work and personal/domestic/community life.

- **Integrated Collection**

- The policy no longer looks at collections development on a site by site basis, because we manage the collections as a single unit, for the whole of Kirklees, not just the specific sites. For example, we have not stopped collecting material relating to Dewsbury even though we no longer manage a museum site there, because in the future there may be potential to display it through more pop ups and with partner organisations and it is important that we continue to recognise and acquire material relevant to the communities of North Kirklees.

- **Educational Handling Collections**

- Handling objects, used for outreach work with schools and community groups are no longer referred to in the policy as these are not part of the core collections.

### **3. Implications for the Council**

The CDP is a key element of effective museum management and as such helps to support activity of the Service as a whole, its commitment to council priorities and in turn to the communities of Kirklees.

#### **3.1 Working with People**

The CDP enables the Council to fulfil its responsibility to ensure that the collection, which represents the people of Kirklees and is held in trust for their benefit, will exist for future generations of Kirklees residents and visitors to the area.

The CDP sets out collections targets in order to fill gaps and ensure that the collection continues to be relevant to the people of Kirklees. Wherever possible and resources allow, we will work with our residents to develop the collections, and we will seek resources to ensure that this is a continuing activity so that the collection always reflects current local issues. Through the principles of the CDP, our existing collections volunteer programme will continue to provide support to professional staff for the care and management of the collection, whilst ensuring hands on involvement from local people.

#### **3.2 Working with Partners**

The CDP must be reviewed in order to achieve Accreditation to secure future relationships with partners, particularly cultural funding partners or other sector partners e.g. other museums we wish to loan to and borrow collections from.

#### **3.3 Place Based Working**

The way the collection is managed and developed has a direct and significant impact on feelings of pride, belonging, identity and wellbeing. Diversity and inclusion is a key principle of the CDP with one of its collection targets being “Material that reflects the experiences of the diverse communities of Kirklees”. It is very important that communities can share their stories with each other through collections in neutral spaces to enable us to, “increase our understanding of our differences, and also what we have in common, provides us with an opportunity to give a voice to every citizen, and work in different ways that draw on our diverse strengths, to enable people to prosper.” (Kirklees Corporate Plan, 2019 Refresh).

#### **3.4 Climate Change and Air Quality**

Some of the collections areas highlighted for retention, particularly natural history collections can play a very important part in reflecting and informing changes to the environment and species linked to climate change, and their use and accessibility will be explored accordingly. These collections have been used in studied to show the impact of environmental changes and remain a rich and important source of information both locally and beyond.

Archival materials required to manage and develop the collections are of good quality and there are low waste levels. By their nature they are designed to last for decades and can be

re-used. Our role is to manage the collection for the very long term so sustainability is an important element of this work.

### **3.5 Improving outcomes for children**

Museum collections are important resources to inspire young minds particularly as learning outside the classroom is proven to have beneficial effects on attainment levels, confidence and communication skills, especially for those who find it difficult to learn in classroom settings. Our museum and gallery sites are popular with children, providing safe spaces to explore and enjoy, where they can be active, engage with others and learn about the world around them. Developing and managing our collections to meet these needs is an important outcome of the CDP.

### **3.6 Legal Implications**

The Museums Association's prescribed terms of the CDP require that the Museums and Galleries service to agree to the following:

- 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. The proceeds of any 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.
- To abide by 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 (ratified by the UK in 2002).
- To obtain the necessary licence under the Human Tissue Act 2004 and any subordinate legislation from time to time in force.
- Not to 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.
- To follow procedures as set out in the Treasure Act 1996 (as amended by the Coroners & Justice Act 2009).
- The Collections Development Policy - especially in relation to the acquisition and disposal of items - is lawful.

To 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. This outlines the agreed principles, actions and guidance regarding spoliation for non-national museums. It requires that museums conduct adequate research into provenance of existing collections and new acquisitions

- **Financial implications**

The CDP follows Council Financial Regulations in its levels of authorisation for disposal of any object from the collection. Levels are set according to financial value but also level of significance of the object.

See Appendix 2: Collection Review Board Terms of Reference.

#### **4 Consultees and their opinions**

The CDP has been produced in consultation with Museum Development Yorkshire, the regional body funded by ACE to support museum management and maintain professional standards. ACE has been approached for advice on their CDP requirements for museum Services in receipt of National Portfolio Organisation status, so that Kirklees' CDP is an aspirational document, meeting the highest standards of these leading organisations and placing us in a position to be able to apply for NPO status at a later stage. Other NPO Museums Service's CDPs (e.g. Wakefield Museums) have been assessed to ensure benchmarking.

Cllr Rob Walker, Portfolio Lead Member for Culture and Environment has been consulted at Portfolio Briefing about the need for CDP review, and provided with the proposed Policy, of which he is supportive.

Museums and Galleries staff team have been invited to comment on the CDP, with particular input from the Curatorial and Technical Team, the Business and Audiences Team and site managers.

The document Culture Kirklees, published in 2016 consulted on the collections and stories residents of Kirklees would like to be exhibited and showcased. Over 1,000 people took part in an online survey and in face to face meetings. The popular results were social history (music, sport, communities of Kirklees), Industry (particularly textiles), local history, natural history and world collections.

Future reviews of CDP will take into account public and stakeholder engagement specifically regarding collections, which will take place during 2020 as part of the current NLHF Resilient Heritage, Bringing out the Best project for the vision for the proposed new Huddersfield Museum and Gallery and Masterplans for Bagshaw Museum and Oakwell Hall. Resulting information will directly inform future reviews of the CDP. The CDP will be reviewed at least every 5 years, though if necessary can be reviewed before that time as required to inform collections development to support the delivery of museum site masterplans and visions.

#### **5 Next steps and timelines**

Approval of CDP at Cabinet on 25 February 2020. Submission portal opens for Accreditation in March 2020, final submission in August 2020.

#### **6 Officer recommendations and reasons**

That Members approve the Collections Development Policy, for the reasons set out in this report.

#### **7 Cabinet Portfolio Holder's recommendations**

That Members approve the Collections Development Policy, for the reasons set out in this report.

#### **8 Contact officer**

Deborah Marsland, Museums and Galleries Manager

[deborah.marsland@kirklees.gov.uk](mailto:deborah.marsland@kirklees.gov.uk)

01484 221000

## **9 Background Papers and History of Decisions**

Collections Development Policy

Appendix 1 Kirklees Museums and Galleries Collections Summary

Appendix 2 Collections Review Board Terms of Reference

The current Collections Development Policy was approved by Cabinet in April 2012

## **10 Service Director responsible**

Naz Parkar, Service Director, Growth and Housing

[naz.parkar@kirklees.gov.uk](mailto:naz.parkar@kirklees.gov.uk)

01484 221000