

MUNICIPAL YEAR 2016/2017 - REPORT NO.

**ACTION TO BE TAKEN UNDER
DELEGATED AUTHORITY**

**PORTFOLIO DECISION OF
Cabinet Member for Environment,
Children's Services and Protection**

REPORT OF:

Director of
Contact officer and telephone number:
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Agenda - Part:	Item:
	Subject: Approval of Forward Plan; Collections Development Policy; Documentation Policy; Care & Conservation Policy and Access Policy statement for Enfield Museum Service for the Arts Council England (ACE) Accreditation Scheme for Enfield Museum.
	Wards: All Key Decision No: (if applicable)
	Cabinet Member consulted: Councillor Ayfer Orhan

1. EXECUTIVE SUMMARY

The Arts Council England (ACE) Accreditation Scheme sets nationally agreed standards for UK Museums. It is a requirement of Accreditation that the governing body of museums in the UK (in this case the Local Authority) approves its Forward Plan, Collections Development Policy, Collections Care & Conservation Policy, Documentation Policy and Access Policy Statement (attached as appendices i –iv).

2. RECOMMENDATIONS

That the Forward Plan, Collections Development Policy, Collections Care & Conservation Policy, Documentation Policy and Access Policy Statement for Enfield Museum Service are approved, enabling the application for full accreditation to be made.

3. BACKGROUND

- 3.1.1 The Museum Libraries and Archives Council (MLA) Museum Registration Scheme was established in 1988. Enfield Museum at Forty Hall was registered, under the higher phase II of the scheme, in June 2003. In 2004 the scheme was renamed Accreditation to reflect the purpose and achievements of those museums which met the standards it set out. The renamed scheme was developed by MLA and the museum community to keep pace with the expectations of the general public and Forty Hall museum was invited to apply for and subsequently gained accredited status in 2008. To ensure that Museums keep up to date they are asked to re-apply for accreditation every 4-5 years. In 2011, Arts Council England (ACE) took over the accreditation scheme and Enfield Museum was invited to reapply in 2012 and most recently in 2016.
- 3.2 The Accreditation Scheme sets nationally agreed standards to which museums in the UK must adhere. They focus on caring for and documenting collections, governance and management, and information and service for users. The scheme encourages innovation and improvement through the use of materials and resources produced by ACE and its partners relating to collections, access, learning, inclusion and diversity. These materials provide support and guidance in meeting and exceeding the current standards, in order that the museums can support the needs of visitors whilst safeguarding their collections for future generations.
- 3.3 The Collections Management Network on behalf of ACE provides guidance for writing these policies that meets the Accreditation Standard. These models enable the museum to achieve accreditation and are the basis of Enfield Museum Service's policies (attached as appendices i-iv).
- 3.4 The Museum Service moved out of Forty Hall into exhibition space at Thomas Hardy House in spring 2010. In November 2012 it doubled in size with the completion of the Enfield Life and People and Places galleries on the first floor. The Museum's location in the centre of Enfield Town has ensured wider engagement among local people as a result of its more accessible position. It has also raised the profile of the service and the borough as a whole, as the guardian of valued collections and a key player in the London-wide network of local museums. The provision of this venue has further increased confidence in the museum and supports the principles that underpin the Accreditation scheme.
- 3.5 The Forward Plan, Collections Development Policy, Collections Care & Conservation Policy, Documentation Policy and Access

Policy statement has to be formally approved by the museum's governing body (in this case, the Local Authority).

4. ALTERNATIVE OPTIONS CONSIDERED

The option not to re-apply for Accreditation has been considered and rejected. Accreditation is the UK standard for museums and galleries. It defines good practice and identifies agreed standards, thereby encouraging development. It is a baseline quality standard that helps guide museums to be the best they can be, for current and future users. It is important that Enfield Museum retains Accreditation, as the standard fosters confidence in museums as institutions that hold collections in trust for society and provides a benchmark for grant-making bodies, sponsors and donors wishing to support museums.

5. REASONS FOR RECOMMENDATIONS

- 5.1 To enable the Accreditation Assessor to submit Enfield Museum's application for accreditation in December 2016 with the recommendation that full Accreditation is re-awarded.
- 5.2 To obtain ACE Accreditation.

6. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS

6.1 Financial Implications

- 6.1.1 These Policies may include future activities that will have a cost but does not commit the Council to any specific level of expenditure and in such case these will be kept within the financial resources available to the Museum service.
- 6.1.2. Retaining accreditation status is essential because it will enable the service to bid for grant funding as it is a requirement for many grant awarding bodies.
- 6.1.3 These policies reflect asset management best practice and will also support the Annual Governance Statement, which forms part of the Council's Annual Statement of Accounts. It demonstrates how the Council puts in place proper arrangements for the governance of its affairs and facilitates the effective exercise of its functions. As such, it will also contribute to the better management of risks the Council faces, which in turn helps to provide external auditors and other commentators with assurance that the Council ensure good value for money in its financial management.

6.2 Legal Implications

6.2.1 Section 12(1) of the Public Libraries and Museums Act 1964 gives a local authority a power to 'provide and maintain museums ...within its administrative area ...and may do all such things as may be necessary or expedient for or in connection with the provision or maintenance thereof'. In addition Section 111(1) of the Local Government Act 1972 gives a local authority 'power to do anything ...which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions'.

6.2.2 The recommendations in this report comply with the above legislation

6.3 Property Implications

6.3.1 Strategic Property Services will assist the museum service with any accommodation needs and storage solutions.

6.3.2 There will allocated Museum Space in the refurbished Edmonton Green Library for when it reopens next year

7. KEY RISKS

The risk of not re-applying for ACE Accreditation would be to reduce confidence in the museum as an institution that holds collections in trust for society. Accreditation also provides a benchmark for grant-making bodies, sponsors and donors wishing to support museums.

8. IMPACT ON COUNCIL PRIORITIES

The Council's 3 strategic aims, each of which is supported by a number of priorities, can be supported by the Museum Service in the following ways:

8.1 Fairness for All

- By providing a programme of displays, exhibitions and activities that are free at the point of delivery
- Working with the communities to establish displays at local community venues
- By giving equality of access to information and learning opportunities for people of all ages

8.2 Growth and Sustainability

- Being involved with the conservation of the Borough's significant historical and cultural assets
- Seeking opportunities to extend the reach of the Museum Service within major regeneration projects

8.3 Strong Communities

- Encourage a sense of belonging and citizenship by ensuring that exhibitions and displays reflect the diverse communities within the Borough
- To engage the newer communities with Museum activities, in particular to explore developing collections of their cultural artefacts and creating displays in local community venues

9. EQUALITIES IMPACT IMPLICATIONS

It is not relevant or proportionate to undertake an equality impact assessment/analysis of the decision to apply for Arts Council accreditation of Enfield's Museums Service, as taking part in the Accreditation Scheme sets nationally agreed standards for UK Museums that will benefit users of museums from all of Enfield's communities.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

The principles that underpin the museum accreditation scheme, and therefore the accreditation itself, are fundamental in helping drive improvement in the museum.

11. PUBLIC HEALTH IMPLICATIONS

See impact on Council Priorities (above)

Background Papers

None.

Enfield Museum Service Forward Plan

The purpose of this document is to ensure

- Long term guardianship of the collections
- Everyone internally and externally is clear about what the museum is trying to achieve
- Effective use of resources
- A framework within which strategic decisions can be made
- That it acts as a reference point for all stakeholders
- Effective monitoring of progress towards our goals
- We are able to demonstrate credibility and viability

The Museum's vision and key aims embrace the Council's principles detailed below and in addition are informed by Government policy and Museum Association Guidelines.

Council Strategies

Enfield Council's Business Plan sets out the key priorities and major projects for the period 2014-2018 which will deliver the aims and objectives set out in the Corporate Strategy 'A Fairer Future for All'. The Museum Service embodies the values of the Council and strives to be 'more flexible, collaborative, creative, empowered, representative, customer focused and respectful.'¹

Enfield Council's vision is

'To make Enfield a better place to live and work, delivering fairness for all, growth and sustainability and strong communities'.

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¹ Enfield: A Fairer Future for All. The Council Business Plan 2014-2018

Appendix ii to Delegated Authority Report for Museum Accreditation

Strong Communities

- Encourage a sense of belonging and citizenship by ensuring that exhibitions and displays reflect the diverse communities within the Borough
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The Council's approach is embodied by values which were developed through consultation with staff and are seen as enabling the Authority to meet the challenges of the future.

These values are: -

- One team
- Customer First
- Achieving Excellence
- Empowering people

The Museum Service also fully supports the following local strategies and plans.

Enfield Strategic Partnership (ESP) brings together major public sector organisations, local businesses, community and voluntary groups to work together to improve the quality of life for local people. The ESP Board has a strategic overview of the Sustainable Community Strategy, and Thematic Action Groups which work towards achieving the ESP priorities.

Enfield Strategic Partnership has four overarching priorities. They are:

- **Prosperous Communities** – covering economic prosperity, employment and training opportunities and educational attainment
- **Cohesive Communities** - covering community engagement and capacity building for the local community
- **Healthier Communities** – addressing health issues across the Borough and across all communities
- **Safer Communities** – covering community safety and to the built environment.

The Leisure and Culture Partnership is a Thematic Action Group of the ESP and is responsible for supporting this plan in relation to leisure and cultural activity in Enfield. The ESP is committed to engaging with the community, promoting active citizenship and involving local voluntary and community organisations through its Community Cohesion Strategy.

Community Cohesion Strategy "Enfield Together" looks to *'building a cohesive borough that all people can identify with, feel proud of and where everyone is valued, built upon positive relationships within and across local communities that create a sense of belonging.'*

Key aims are to create a borough where:

- Local people play an active part in civic and community life, and contribute to local decision making
- Local people feel safe and are safe

The strategy aims to promote equality of access and engender good relations between all residents, using the ESP as a community leader, to share information and learning to help achieve this.

The Museum Service supports these aims by:

- Providing high quality exhibitions and displays that are meaningful to Enfield's diverse communities
- Working with community groups and stakeholders to ensure that the Museum collection reflects the heritage and cultural history of the Borough
- Providing activities for young people in the Museum space in the Dugdale Centre
- Providing access to heritage materials to schools through the artefact loan service administered by the Schools Library Service

Sustainable Community Strategy sets out the vision of ESP to make Enfield "A *healthy, prosperous, cohesive community living in a borough that is safe, clean and green*". It is the overarching framework for all key services in the borough and the needs of the community are at the heart of this strategy, which seeks to improve the borough for the benefit of all. The key commitments of the strategy relating to the Museum service are:

- Improved community cohesion
- Improving communities' confidence through better engagement
- Active citizenship and involvement in decision making
- Increased skills levels

Finance, Resources and Customer Services – since 2014 the Museum Service has been part of Enfield Council's *Finance, Resources and Customer Services* directorate. The departmental plan states that:

As a Department, we provide a wide range of services to Enfield residents and we are the first point of access for most of the Council's customers. We see our focus for the future as:

- A major **provider** of customer services
- A key **enabler** and deliverer of major projects
- A key **driver** of the Council's efficiency
- Having firm **control** of the Borough's resources

As well as leading the Council's transformation programme, our Department is in a unique position to influence and advise services across the Council and to bring about step change in service delivery through effective use of IT and resources, ensuring services are competitive and delivering value for money. The economic recession brings with it significant challenges and risks but we have effective corporate and financial governance that ensures compliance to legislation and good practice.

Until August 2016 the Museum was part of the Customer Service Division but has recently been uncoupled from the Library Service, of which it has been a part since 2002, and moved into Leisure and Culture Division. The Museum Service supports the Departments key themes by contributing to people's understanding of the heritage of their local area. Whilst, much of the work of the Museum Service is informal the delivery of this high quality service can make a huge difference to people's lives.

The Enfield Plan 2010-2025

The Council's aim to build prosperous communities throughout the borough is set out in this strategy which recognises that regeneration is not only concerned with changing and improving the physical landscape of the borough, but is also about building prosperous communities.

It means planning to conserve the Borough's attractive built heritage areas, including its archaeology, parkland and open landscapes whilst enhancing the environment elsewhere to bring it up to the standard of the best.

The Museum Service supports these aims by:

- Providing stimulating opportunities for learning and discovery
- Helping people to develop a sense of belonging to their community through access to the borough's heritage collections
- Bringing together people from different backgrounds, cultures and ages in safe and comfortable spaces to build stronger, safer and more sustainable communities
- Enhancing wellbeing, including mental health, by firing people's imagination and inspiring them to get involved in a range of activities including volunteering

Priority regeneration areas

Enfield's Local Plan focuses change in the areas of the Borough that need it most – the south and east. It also aims to protect and enhance those parts of the Borough which already offer a good quality of life to residents.

Recreation, leisure, sport, culture and the arts contribute significantly to quality of life and wellbeing of communities and their cohesion, enhancing learning and contributing to regeneration and the economy. They cover a wide variety of activities and industries.

The Core Strategy states that 'The Council will seek to protect existing assets and provision, and promote and encourage the increased use of recreation, leisure, culture and arts facilities in the Borough by:

- Resisting the loss of existing recreation, leisure, heritage, culture and arts facilities, unless it can be demonstrated that they are no longer required or will be provided elsewhere
- Supporting the implementation of Council's strategies which help to identify current and future needs for recreation, leisure, culture, heritage and arts facilities in the Borough.

Enfield Museum Service's Vision is:

Enfield Museum Service will bring together and celebrate the history and diversity of Enfield; its people and places. By collecting, caring for and interpreting objects, we will create opportunities for everyone to experience, learn from and enjoy the past and present.

We will make this material available in a variety of formats and in an educational, entertaining and inclusive manner.

Review of previous forward plan

Since the previous forward plan was ratified in 2013 there have been several major changes to the Museum service, specifically to do with premises and staffing.

The Service has bedded in well to its new spaces in the Dugdale Centre and, with the opening of 'Enfield Life' a new permanent local history gallery on the first floor, has turned the original museum space on the ground floor into a temporary exhibition area for a rolling programme of locally-themed and very successful exhibitions.

Due to the sale of part of the site and the refurbishment of Palmers Green Library, the stores and back room functions, previously at the Library Resources Unit had to be moved in the summer of 2013 and were found space in the Enfield Business Centre in Enfield Highway. The Museum staff themselves, were absorbed into the office space at the Civic Centre.

Being based in 3 different buildings spread across the borough was occasionally problematic for the service and meant working in a very different way from previously. Recently this has been alleviated by the office function moving into Thomas Hardy House where the Dugdale Centre and Museum is based. This has proved a more natural fit for the service and a much easier way to provide excellent customer service.

The new storage area at the Enfield Business Centre was refurbished prior to our moving in there in August 2013. The Museum space is in a basement that can only be accessed by stairs but the stores are well fitted out, secure and environmentally stable whilst providing a reasonable amount of space. The staff there have been extremely helpful and welcoming and understand our requirements in terms of access and security. Museum staff have become embedded in the daily life of the building and attend user group meetings regularly.

Where we are now: The Current Museum Service

Staffing

Changes to Local Authority funding necessitated the complete restructuring of the Library and Museum Service in October 2011 and as a result the Museum team consisted of three permanent staff (2.5 FTE) – 1 Museum officer and 1.5fte museum assistants. This situation prevailed until a more recent restructuring of the whole council under the banner of the Enfield 2017 Transformation Plan led to further consolidation of staffing and resources. Since March 2016 the Museum has 1 permanent full time member of staff with additional occasional help from volunteers.

In August 2016 the museum was uncoupled from the Library service and is now part of the Culture, Sport and Arts Department and managed by the Head of Service who is also responsible for, amongst other things, all the other facilities and services in the Dugdale Centre. Since 2011 the Centre staff have provided a Front of House service for the museum and this has now been formalised by the 2 teams coming together. The new department now also provides marketing for the Museum.

The Museum Collections

The present borough wide collections, which are currently stored at the Enfield Business Centre in Enfield Highway, were formed largely as the result of the amalgamation of the collections belonging to the previous boroughs of Southgate, Enfield and Edmonton in 1965. The collection currently numbers around 16,000 artefacts in the Main collection and 2,500 in the Handling collection. There are both permanent and temporary displays in the Museum (in the Dugdale Centre) and in other venues around the borough such as Forty Hall, Community House, Edmonton Green and Ordnance Unity Centre Libraries and the Civic Centre.

Previously the collections did not go very far in representing the diverse communities of the borough and there were also gaps in other areas. A campaign of active collection and purchase of items commenced some years ago and filled in some of the major gaps. Both active and passive collecting is done very much with the previous and current gaps in mind.

The current stores are reasonable in terms of facilities and environmental conditions. They are checked for pests and any problems with the fabric weekly and the environment is monitored continuously. The displays in the main museum are also checked and monitored weekly and displays in outlying venues checked 3-monthly.

There are no in-house facilities for conservation but this is carried out by external contractors as needed. The priority for conservation is decided with reference to the set of conservation audits that were carried out in 2008-09, on the main parts of the collection; by identifying what is needed for display and on the basis of the weekly visual checks of stores and exhibitions.

Exhibitions:

Background –

The period between our last application for Accreditation in February 2013 and the present has been incredibly busy in terms of exhibitions and displays. The museum service sees this as one of the major ways that residents can engage with our collections and as a vehicle for increasing our profile in all parts of the borough.

The Museum consists of a permanent local history gallery and art gallery on the first floor and a temporary exhibition area for a rolling programme of exhibitions on local themes on the ground floor.

Major exhibitions –

Since 2013 there have been four major exhibitions in the ground floor space:

‘Water, Water Everywhere; 400 years of the New River’ opened in April 2013, to celebrate the 400th anniversary of the completion of the New River, neither new nor a river, but a man-made waterway and an early attempt to bring fresh water into London and one of the iconic features of the current landscape in Enfield and environs. 16,000 people visited the display and took part in the family events. The exhibition could not have happened without loans from several major institutions including the Science Museum and Thames Water. This was also the first time that the Museum hosted a day conference for interested adult audience in conjunction with The Enfield Society, something that has become a regular event. Over 100 people attended an extremely interesting day of talks, walks and performances.

The new river exhibition was followed in 2014 by **‘Enfield at War: 1914-1918’** one of the major contributions by the Borough to the commemorations for the centenary of the First World War. The exhibition itself proved very popular with 20,000 visitors during its run including many schools and uniformed organisations visiting particularly around Remembrance Day. Again, loans from major institutions - the Imperial War Museum, the Science Museum, Royal Armouries and the Royal Artillery Museum - plus many local individuals, allowed us to bring together an amazing collection of material in one of the most well received and popular exhibitions of the last 15 years.

Associated events for all ages from babies to adults took place through the year including Meet the Curator sessions, a City Reads event hosted with Enfield Libraries and another well-attended day conference held in September. A drama character ‘Cecil Arnold’ a journalist who witnesses the shooting down of the SLII Airship in 1916, was commissioned from Spectrum Drama and proved a hit with schools and community groups, both in the museum and outside. Two books related to the exhibition – a new expanded edition of the 1985 book *‘Enfield at War 1914-18’* and *‘Enfield’s Night to Remember’* about the SL11 airship - were also published by the museum during 2014. External funding allowed 2 other projects to take place – The Enfield Society funded work on the production of a new WWI schools loan box and the museum also took part in an HLF funded ‘Enfield at War’ project run by our colleagues in the Local History team.

2015 saw a very different exhibition in the form of **‘Just Married: 150 years of Enfield Weddings’**. This provided the opportunity to conserve and display a large part of the excellent collection of wedding dresses and accessories dating from the 1870s to 1963 already in the Museum collection. These are mostly white wedding dresses but loans from local people enabled us to broaden the scope of the exhibition and cover other faiths, cultures and customs including Sikh, Hindu, Muslim, Jewish, Chinese, Royal and same-sex marriages. Once again a full programme of family events ran alongside the exhibition and included a sell-out talk about the wedding dress exhibition at the Victoria & Albert Museum by one of their senior costume curators.

The current exhibition is **‘The Enfield Society - 80 years of Action’** and celebrates the 80th anniversary of one of the most influential Civic action groups in the country. It runs until early January 2017 and it is planned to follow it with an exhibition on toys and games, featuring the locally produced Matchbox vehicles and Spears games.

Smaller exhibitions and displays -

Aside from major, long-running exhibitions the Museum service puts on smaller displays at various locations around the borough:

There are 4 showcases in the **Civic Centre** that contain displays on local themes and are changed on a regular basis. Over this period the themes have varied from hobbies and pastimes and Enfield's role in the Arctic Convoys of WWII to a display of Civic regalia and municipal material to celebrate the 50th anniversary of the creation of the Borough in 1965. Conscious that the audience in the Civic Centre is limited to staff and their visitors, we recycle these displays at other, more accessible venues.

The **foyer of the Dugdale centre**, immediately adjacent to the Museum's temporary exhibition area, has provided us with another space for display. With the encouragement of the centre manager we have had small displays including Greek antiquities, Enfield in Bloom trophies and royal weddings. The area is currently occupied by material linked to the Enfield Society 80th anniversary exhibition. The area allows for separate displays or the ability to stretch the temporary exhibitions with new material. These too are recycled around the borough as appropriate.

The largest display in the foyer to date has been '*Number Please*', a collaborative project with the Science Museum and funded by the AHRC. This included a display of a section of Enfield's first telephone exchange, a series of linked events and the gathering of oral histories. The work done and stories garnered fed into the Science Museum's new permanent communication gallery '*Information Age*', which opened in October 2014.

Displays in Libraries continue to be one of the major ways that residents can engage with the collections. Libraries have favourable opening hours and are often located in parts of the borough where residents are not natural museum-goers. During the period since the last Accreditation return Edmonton Green Library has had displays on a local Red Cross nurse, local Edmonton Pearly Kings and Queens, 1960s clothing and a newly refurbished and working longcase clock paid for by Residents Priority fund money. The Museum is currently part of the team working on the expansion of this Library where there will be a dedicated museum and local history section on the first floor. The newly built Ordnance Unity Centre, which replaced Ordnance Road library opened in 2014 with museum displays on medical equipment, toys and games and historic libraries. The refurbished Palmers Green Library reopened in September 2015 with a small display on the adjacent Broomfield House and Park and the Museum advised on the display of new murals in the children's section at Enfield Town Library.

The Museum Service assisted and advised with the minimalist **redisplay of Forty Hall** prior to it's reopening in summer 2013. Much of the furniture and many of the oils on display there belong to the Museum's collection and the service continues to oversee them in situ. A low key project to conserve and restore the furniture is ongoing.

Annual displays - The service continues to put on displays for annual, borough wide events such as Black History Month, Holocaust Memorial Day and the Enfield Town autumn show.

Education and Life-Long Learning:

Background -

Learning for all is a key service priority. The dedicated Museum Education Officer post was lost in May 2012 after the restructuring of the Library & Museum service but we continue to respond to requests from the borough's teachers and encourage the use of the Museum and its collections as much as resources allow. The services currently available include a schools artefact loan service (administered by the Schools Library Service),

costume and handling sessions at the Museum and other venues, INSET training for teachers (in conjunction with the Schools Library Service and the Local History Unit) and existing online educational packs and teaching / learning resources.

Museum Web Presence:

The museum no longer has its own microsite but instead has become part of the main LBE website. We work closely with our colleagues in the web team and the marketing officer to continually update information about the services we offer, current exhibitions and educational services. They also assist us in marketing the service by keeping our events in the public eye using various forms of social media.

Schools Loans Service:

The Museum service continues to develop and oversee the 16 large and 10 small artefact loan boxes, which are available to local primary and secondary schools. Other groups, such as community groups and residential homes and schools outside the borough, are able to borrow the boxes if they are not required by local schools. The boxes are marketed and administered by the Schools Library Service (SLS) and can be borrowed alongside the books and teachers resources already available from them. It is also possible to book the boxes on-line through the Museum Service web pages. The themes of the large boxes are linked to specific areas of the curriculum and include Romans, Victorians, World Wars I and II, Slavery and Toys. The 15 small boxes offer a cross curricular approach to themes such as Writing, Currency, Sewing & Mending and Wartime food.

Resource Packs

The Service has been producing educational resource packs on an ad hoc basis for several years. The first resource focused on one individual – Vincent Campbell – and placed a strong emphasis on Citizenship. It was aimed at Key Stage 2 pupils and has been distributed to all Primary and Special schools within the borough.

This pack has now been added to, with the citizenship resource produced from the Ordinary People, Extraordinary Lives exhibition that was distributed to schools in autumn 2008. Also in 2008, 2 resource packs, tailored specifically to Primary and Secondary teachers, were developed and used alongside the 'Enfield and the Transatlantic Slave Trade' exhibition and its offshoots during the period 2007-2009. In 2014 the WWI resource pack developed as part of the new artefact loan box was also added to the site. These resources are still available online and continue to be popular with schools, particularly during BHM.

Events:

Annual events - Every July since 2003 the Service has organised, in conjunction with Enfield Archaeological Society and recently, the Forty Hall team, a family activity day to celebrate the British Festival of Archaeology. A major achievement has been to gain listed monument consent from English Heritage and the DCMS each year in order that Enfield Archaeological Society can conduct excavations on the site of Elsyng Palace, in the grounds of Forty Hall, and allow the public to view the dig in progress.

Another annual event in September has been the organisation of a stand at the Enfield Town Show, originally in conjunction with the Enfield Archaeology Society, but latterly with Enfield Libraries.

The museum also organises a display or event for Holocaust Memorial day in January.

Family events - are organised regularly during the school holidays on themes that reflect the content of the exhibition that is on at the time. Recently these have included sessions for babies and toddlers and involved actors, speakers and make & take craft sessions. (see exhibitions section above).

Other Activities:

Increased access to collection

Becoming a partner in the Public Catalogue Foundation's project to publish catalogues of all the oil paintings in public collections has enabled all our oils to be accessed via the **Art Uk** website. A hard copy catalogue covering the North London area has been published and the Museum is hoping to be part of a similar project enabling watercolours to be made accessible.

Provision of professional advice

Over the past few years the service has become more involved in the provision of advice and answering of Queries from Councillors, community groups, senior managers and other services within the Council. We continue to help and work with the local interest groups hoping to restore Broomfield House and have recently become involved with the various groups interested in creating a Museum about the secret listeners of WWII in the mansion at Trent Park, and have just been asked to comment on the plans so far.

Internally, staff had an input into the Leisure and Culture strategy (January 2015), were asked to run a session for the 'Enfield Thinks' project (May 2015) and have recently been asked to contribute to the updating of the 2008 Heritage Strategy. We also worked with colleagues in Regeneration on the interpretation of the Grove Road open space in the New Southgate regeneration area. Again with colleagues in Regeneration, we put on an exhibition about the local area in WWII in St Matthew's church, Ponders End as part of the events to commemorate the destruction of the Two Brewers pub and its occupants in 1944.

September 2016 saw the centenary of the shooting down of the SLII airship and the museum worked closely with a team from Northaw & Cuffley parish council to put on an exhibition and run various commemorative events. The exhibition was an opportunity for

the museum to show its collections and expertise outside the Enfield area and was well received and attended by local residents and schools.

Consultation and Evaluation

Finding out what our visitors think of our services is important to the Museum and we use a variety of fairly low-tech ways to elicit this information. Both the permanent and temporary exhibitions utilise a comments book and there is a wider Library & Museum service comment card available too. All comments are collected and entered on an online spreadsheet that is then examined quarterly by senior managers.

All events, such as family half term events, are evaluated by encouraging participants to complete the evaluation forms handed out at the time. Results are analysed immediately and fed back to the Museum staff and senior managers. All information gleaned in this way is fed into the annual work plans.

Questions about the museum service also appear when appropriate in the annual, borough-wide Residents Survey and, as resources allow, the Museum commissions the occasional exit survey, visitor survey and focus group. In Autumn 2015 the Museum was itself the subject of a residents consultation on whether the ground floor space (temporary exhibition gallery at the Dugdale centre) should be lost as part of the wider Council cuts in funding. A larger than average number of residents responded and made it clear they valued the work of the museum and the exhibitions and didn't want to lose the space. The space remains open.

Appendix ii to Delegated Authority Report for Museum Accreditation

**Strengths
And Opportunities:**

Establishment of new ways of working
Office space in same building as Museum
Digitisation of Museum objects and records
An inclusive, people focused agenda
A service that continues to champion cultural diversity
An exhibition strategy that builds links with the community
Schools artefact loan service
Important partnership projects and links with other groups both internal and external, to the council
Partnership working with Local History, Libraries and other parts of the Council
Partnership working with the Millfield House/Dugdale team
The Dugdale Centre at Thomas Hardy House as home for the Museum with new, modern displays, good access and public transport facilities
Vastly increased opening hours
Free access to Museum building and exhibitions and free activities for families
Popular activities and exhibitions for families
Funding and training from The Arts Council (ACE) and London Museum Development organisation
Good track record of securing funding
Good collections

Analysis Of Present Service

Weaknesses and Threats:

- Low staffing levels, with only 1 member of staff
- Lack of resources to digitise backlog of 10 000 objects on manual record cards and 2500 recent acquisitions
- No parking for large coaches/school transport vehicles near the Dugdale centre
- Public perception that the borough does not have a Museum
- Public perception that Forty Hall is still the borough's Museum
- Change in administration
- Budget reductions
- Reduced support from ACE due to funding cuts on a national level
- Funding programmes not suited for our initiatives
- Reliance on Dugdale Centre to provide Front of House services

Developing the Service: Where We Are Going

The move from Forty Hall to the Dugdale Centre in 2010, the re-organisation of the service and staff structure in 2011, the office and stores move in 2013, the threat to the temporary exhibition space and subsequent restructuring and decrease in staff to a 1-person team in 2015 has meant the service has had a very challenging time over the past 5 years. Other challenges have included the decrease in funding both from local and national sources and a turn over of staff.

The ideal scenario for the next few years up to 2019 would be to:

- Consolidate the service as part of the Dugdale centre team and the wider Culture, Sport and Arts team and build on the excellent connections, collections and new facilities the service now has.
- Tackle some of the documentation backlog. Plenty of detailed work has been done on the collection and storage since 2013 and all the collections are accessioned, numbered, stored and located but lack detailed catalogue records. Ideally a source of funding would be identified that would allow us to employ a casual cataloguer.
- Work with the Culture, Sport and Arts marketing officer to promote the museum and its facilities in the Dugdale centre and work with Forty Hall staff to plan for museum-linked merchandise.
- Work with Forty Hall Education staff to engage with schools and other formal educational establishments and maintain our offer to them as resources allow.
- Increase the involvement of volunteers in the service and source those who have specific talents and experience and who want to volunteer in museums.
- Increase our offer of experience and expertise to our Council colleagues in all areas. Increase our currently good links with the Local Studies unit, Libraries and local history groups with potential joint publications and events.

Action Plan 2016-2019

Objectives & Key Actions ¹	Timescale		Measuring Progress & Success			Lead	Resources
	Start	End	Milestones	Targets	2016-17		
Museum Service Key Aim 1) Maintain fit for purpose museum buildings and facilities							
1.1 Regular maintenance and housekeeping of Museum galleries	2016	2019	A clean environment maintained and all maintenance reported and completed	Regular checks and requests for work	Regular checks and requests for work	Jan Metcalfe	Existing resources & staff time
1.2 Regular attendance at Thomas Hardy House user group (THHUG) and Enfield Business Centre (EBC) user group meetings	2016	2019	Input into THHUG and EBC meetings to ensure Museum remains on the agenda	ongoing	ongoing	Jan Metcalfe	Staff time
1.3 Ensure adequate security of Museum premises and ability to borrow items from National Museums	2016	2019	Loan items from National Museums on display	Loan items from Museum of London on display	ongoing	Jan Metcalfe	Existing resources and staff time
1.4 Permanent environmental monitoring established in Museum and store	2016	2019	Continued use of existing freestanding Hanwell monitors	ongoing	ongoing	Jan Metcalfe	Existing resources and staff time

Appendix ii to Delegated Authority Report for Museum Accreditation

1.5 Maintain theft insurance	2016	2019	Continued theft insurance taking into account loans and movement of artefacts	Adequate Insurance remains in place	Adequate insurance remains in place	Adequate insurance remains in place	Jan Metcalfe/Vivian Uzoeche	Internal funding
1.6 continued use of visitor counter technology	2016	2019	Accurate visitor figures reported quarterly	ongoing	ongoing	ongoing	Jan Metcalfe/Frankie Macrow	Existing resources and staff time
1.7 Continue Museum-specific induction training for Front of House at the Dugdale centre	2016	2019	All new Dugdale centre staff fully briefed and trained on Museum-specific issues	Ongoing training for new staff and at the start of new exhibitions	Ongoing training for new staff and at the start of new exhibitions.	Ongoing training for new staff and at the start of new exhibitions	Jan Metcalfe	Staff time
1.8 Maintenance of the Museum stores	2016	2019	Maintain stores at Enfield Business Centre as clean, pest free and secure environment	ongoing	ongoing	ongoing	Jan Metcalfe, FM & architectural services	Staff time and external funds

Appendix ii to Delegated Authority Report for Museum Accreditation

Museum Service Key Aim 2) Increased access to collections									
2.1 Begin to use CALM for cataloguing	2016	2019	Explore funding for cataloguing assistant	Cataloguing if successful	Cataloguing if successful	Cataloguing if successful	Cataloguing if successful	Jan Metcalfe	External resources and staff time
2.2 Regular turnover of temporary exhibitions at the Museum (ground floor)	2016	2019	Programme of exhibitions	Deliver exhibition for 80 th anniversary of TES	Exhibition on local toy and games manufacturers	Adult and family events in conjunction with exhibition	Exhibition tbc	Jan Metcalfe	existing resources & staff time
2.3 Events organised in conjunction with temporary exhibitions	2016	2019	Programme of specialist and family holiday events	Deliver study day Nov16	Adult and family events in conjunction with exhibition	Adult and family events in conjunction with exhibition	Adult and family events in conjunction with exhibition	Jan Metcalfe	Existing resources & staff time
2.4 Regular turnover of exhibitions at venues other than the Museum			Produce displays in collaboration with local communities Encourage use of Fore Street library showcase by local community groups	Displays in Libraries and other venues	Displays in Libraries and other venues	Displays in Libraries and other venues	Displays in Libraries and other venues	Jan Metcalfe	existing resources
2.5 Regular Loans out to other museums and borrowing artefacts from other museums	2016	2019	Loan artefacts on display in Museum exhibitions	Loan artefacts in next exhibition	Loan artefacts in next exhibition	Loan artefacts in next exhibition	Loan artefacts in next exhibition	Jan Metcalfe	Existing resources

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2.6 Respond to enquiries and requests from researchers	2016	2019	Enquiries answered within corporate timescale and researchers given access to collections	ongoing	ongoing	ongoing	Jan Metcalfe	Existing resources
Museum Service Key Aim 3) Achieving wider engagement among local community								
3.1 Re-engagement with, and ensure the Museum includes and reflects the diversity of, Enfield's communities	2016	2019	Consultation with local community as appropriate	Ongoing consultation	Ongoing consultation	Ongoing consultation	Jan Metcalfe	Existing resources & staff time
			Produce some displays in collaboration with local community	At Museum & other venues	At Museum & other venues	At Museum & other venues	Jan Metcalfe	Existing resources & staff time
			Collect and purchase objects relevant to all communities in borough	Liaison with community groups	ongoing	ongoing	Jan Metcalfe	Existing resources & staff time
			Events organised reflecting communities in borough	ongoing	ongoing	ongoing	Jan Metcalfe	Existing resources & staff time
			Publication of Roman Enfield book in conjunction with EAS	Contribute to research, images and artefacts	Publication, launch event and marketing	Stock in Dugdale/Forty hall shops and Local Studies	Jan Metcalfe	External resources and staff time

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Museum Service Key Aim 4) Partnership working with other public services						
2016	2019	Partnership working with Local Studies and archives	Contribute to Local Studies projects (tbc)	ongoing	ongoing	Staff time & existing resources & external funding
4.1 Development of relationship with other LBE teams		Partnership working with Local Studies and archives	Contribute to Local Studies projects (tbc)	ongoing	ongoing	Jan Metcalfe
		Partnership working with wider Council colleagues	Contribute specialist knowledge and expertise as appropriate	ongoing	ongoing	Jan Metcalfe
		Partnership working with Dugdale, Millfield and Forty Hall teams to improve marketing and educational offer	Contribute to projects as appropriate	ongoing	ongoing	Jan Metcalfe
Museum Service Key Aim 5) Raise the Profile of Enfield Museum Service						
2016	2019	Prominent internal and external signage at Dugdale	ongoing	ongoing	ongoing	Existing resources
5.1 Implement marketing strategy		Prominent internal and external signage at Dugdale	ongoing	ongoing	ongoing	Jan Metcalfe & Paul Everitt
		Improved marketing and online facilities and webpages	ongoing	ongoing	ongoing	Jan Metcalfe & Victoria Sanderson
		Investigate Museum-specific merchandise	ongoing	ongoing	ongoing	Paul Everitt

Service Development: Funding Strategy

The Museum Service is dependant on funding from its governing body, the London Borough of Enfield, for its day to day running.

However other, external sources of funding will need to be secured, to continue to run an active and popular service.

Spending Plan

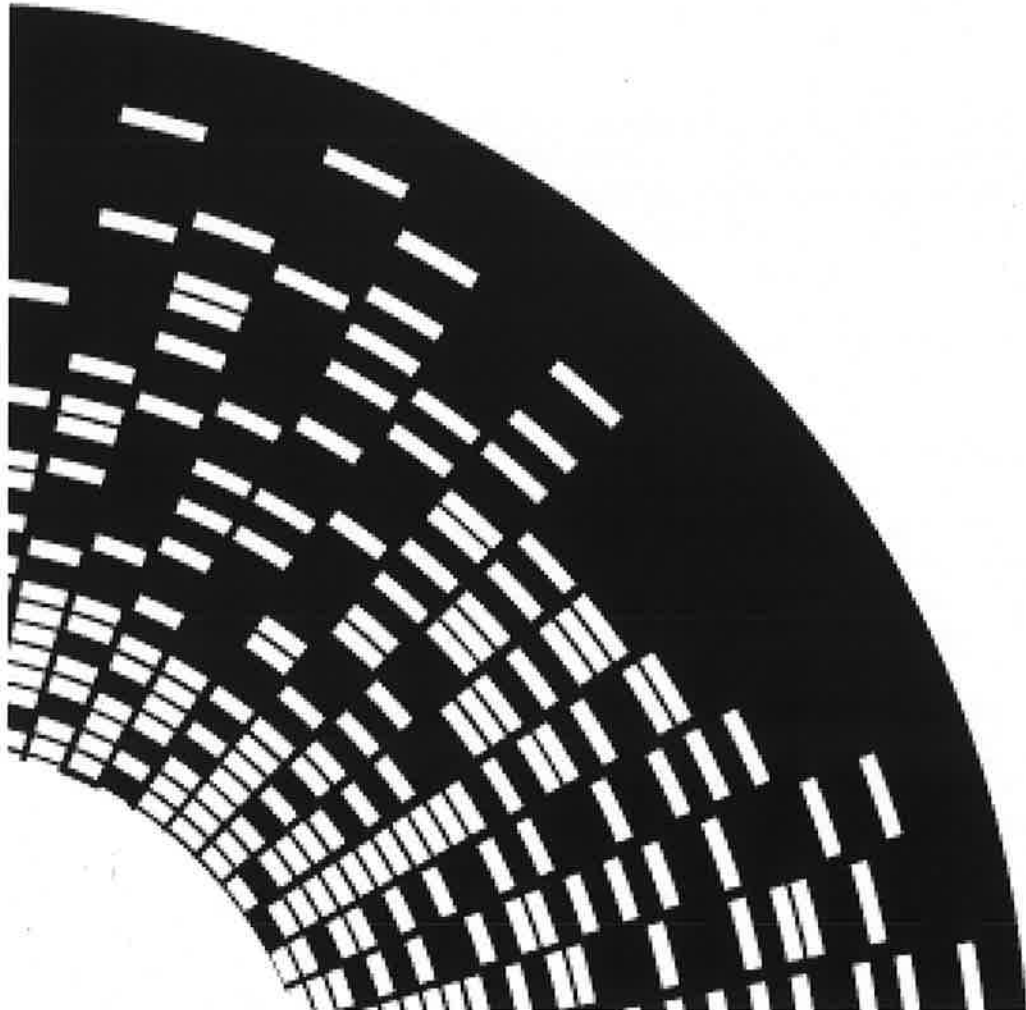
	Spending Plan 2016-17	Spending Plan 2017-18
Controllable expenditure	£	£
Employees	35,000	35,000
Premises	134,310	134,310
Supplies and Services	20,000	20,000
Income and recharges	-500	-500
Total	199,810	199,810
Uncontrollable expenditure	52,030	52,030
Grand total	251,840	251,840
External Funding	0	0



ACCREDITED
MUSEUM

Accreditation

Collections development policy Template



2014

Name of museum: *Enfield Museum*

Name of governing body: *London Borough of Enfield*

Date on which this policy was approved by governing body: *October/November 2016 tbc*

Policy review procedure: *Reviewed by Museum Officer in conjunction with Head of Service and re-approved by Governing body.*

The collections development policy will be published and reviewed from time to time, at least once every five years.

Date at which this policy is due for review: *October/November 2019*

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.

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

1.1. The museum's statement of purpose is:

Enfield Museum Service will bring together and celebrate the history and diversity of Enfield; its people and places. By collecting, caring for and interpreting objects, we will create opportunities for everyone to experience, learn from and enjoy the past and present.

We will make this material available in a variety of formats and in an educational, entertaining and inclusive manner.

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. The museum will not undertake disposal motivated principally by financial reasons

2. History of the collections

Like many Local Museums the collections of Enfield Museum have built up in a relatively ad hoc way. Originally the Borough had 2 museums – Broomfield House in Palmers Green, which housed the local and social history collections, including natural history artefacts and Forty Hall, where the decorative and fine art collections were stored and displayed.

Broomfield House, a Grade II house with a Tudor core, developed as a Museum almost by accident. It had been purchased by the then Southgate Urban District Council in 1903 along with the park, but with no real idea of what it would be used for. Museum collections had been building up since the discovery of mammoth bones and teeth in the Palmers Green areas a few years previously. These had been lodged at Southgate Town hall with a view to displaying them at some point in the future. The publicity surrounding them seemed to encourage residents to donate other local history related artefacts and eventually it was decided that some of the downstairs room in Broomfield House would be turned into a Museum and the House was opened to the public in 1925.*

The permanent displays of local and natural history and a full programme of temporary exhibitions were a very popular with visitors to the House, which also included a café and baby clinic. It was well loved and thought of by locals and is still remembered very fondly by older residents. It lasted until 1984 when the house suffered the first of several catastrophic fires. The collections were then put into storage in Forty Hall and eventually amalgamated with the rest of the, by then, LBE's collections.

Forty Hall, a small Grade I listed Jacobean mansion was bought by Enfield Borough Council in 1951 from its last private owners, with the express intention of turning it into a Local Museum for Enfield. It was refurbished and opened in 1955. For quite a while, particularly in the 1960s and 70s, it could not really have been described as a local museum as it was largely a display of historic room settings augmented by displays of decorative and fine art objects from the collection. The then curator appears to have had a good budget for purchasing items and chose to buy good examples of both fine and decorative art, although not many of them had any particular relevance to Enfield.

From the mid 1980s Museum provision in the borough was centred on Forty Hall and many well-received exhibitions on local themes were held there. Despite threats to its very existence, this continued on and off until 2010 when the Hall was closed for refurbishment and the Museum was moved into the Dugdale Centre, a far more accessible building in Enfield Town Centre. Here a permanent Local History gallery and small art gallery are augmented by a temporary exhibition area, once again displaying local material in exhibitions on local themes.

The current Museum Officer joined in 2002 and one of the first jobs was a complete examination of the collections to enable a plan for conservation to be drawn up and decisions to be made on where the gaps were and what type of material would continue to be collected.

3. An overview of current collections

The collection currently numbers around 17,000 artefacts, which illustrate the local, social and political history of the people of the London Borough of Enfield (the geographical area as defined by the Local Government Act of 1963).

The collections date from the earliest periods to the present day and include:

3.1 Social History

Includes items relating to community, domestic, family, personal and working life. The majority of the items date from the late Victorian period to the present day. The collection includes a quantity of costume consisting of male, female and children's dress together with accessories; uniforms and civic regalia. The costume mainly dates from the 20th century but there are some notable items of women's dress from the 19th century and an 18th century silk brocade gown. There is also a good range of artefacts and material from the Second World War, acquired during and subsequent to the major Enfield at War exhibition held in 2005, and mostly relating to the Home Front. In the past few years, social history items have been acquired in a similar way by being connected to a specific temporary exhibition – this has included First World War, Wedding and Sporting material. We are currently putting out a plea for material relating to locally made toys and games prior to an exhibition to be held in 2017.

The museum is actively collecting material relating to the new communities that have settled in the borough.

3.2 Industrial History

These items are included in the social history collection and mainly consist of locally produced goods and items of social significance relating to the local industries in the borough. These include the type collection of valves from the Ediswan Factory, based in Ponders End and a large collection of packaging items with a particular emphasis on items manufactured by the international 'Metal Box Company'. There is also a small range of objects representative of the other world renowned factories and industries, such as Belling and Matchbox, which were located in the London Borough of Enfield. The museum is actively collecting in this area to fill in the gaps in the borough's illustrious but largely unrepresented industrial past.

3.3 Sound Archive

Since 1999 the Enfield Museum Service has developed a unique and important archive of sound recordings, many of which were used in the touring exhibition, Enfield Revealed : An Oral History. This collection currently comprises over 100 interviews representing the reminiscences and experiences of local people over the past 100 years. This archive has recently been handed over to the safe keeping of the Local history unit, who have taken responsibility for oral history recordings and their storage.

3.4 Fine & Applied Art

The Fine Art collection consists of pictures in all media and has three main components: pictures featuring local landscapes or people; pictures by artists with strong local links to the London Borough of Enfield and a third, general category.

The Applied Art collection consists mostly of ceramics, glass and furniture, with a few items in other plastic materials. There are significant holdings in 20th century ceramics.

3.5 Natural Sciences

The Enfield Museum Service holds geological and natural history specimens including rocks and minerals, fossils and mounted animals, insects, and birds' eggs collected during the Victorian period. Due to the unstable nature of most of this type of material and the difficulty in storing and conserving it, it has been decided not to add any more of this type of material to the collection.

3.6 Archaeology

The majority of the material comes from excavations within the LBE by the Enfield Archaeological Society. Items of particular note include a rare lead coffin and a glass flagon both from Roman excavations in the Borough and fragments of Elsyng Palace, a Royal residence dating from the 15th Century in the north of the Borough.

3.7 Education handling collection

This consist of approximately 2000 items of mainly unprovenanced material or objects, which have been offered to the museum and are duplicates of existing items in the main collection.

4. Themes and priorities for future collecting

Enfield Museum Service will collect objects and ephemera and, in liaison with the local history archive, pictures and photographs, which illustrate the local, social and political history of the people of the London Borough of Enfield (the geographical area as defined by the Local Government Act of 1963). It will normally only acquire provenanced material made, used or associated with the London Borough of Enfield and its inhabitants

The museum will continue to collect items in all the areas, apart from natural history, detailed in section 2 above, from the earliest periods up to the present day, but specifically concentrating on active collection in the areas of new communities to the borough, gaps in the borough's transport and industrial history and items relating to the local area that link with specific, planned temporary exhibitions

5. Themes and priorities for rationalisation and disposal

5.1 The museum does not intend to dispose of collections during the period covered by this policy.

Enfield Museum service recognises that in certain circumstances, disposal of artefacts from the collection is necessary. However, disposal will only take place after reference has been made to this document and in accordance with the guiding principles set out in the MA Code of Ethics. Additionally, the MA disposal toolkit will be used to identify the procedure for any disposal that might become necessary. Disposal is not a priority for this policy period and will only be undertaken for legal, safety or care and conservation reasons (for example, spoliation, radiation, infestation, repatriation).

The Museum takes a robust approach to unsolicited donations and always applies our collecting policy to the decision making process when offers of additional material are made. Consequently, previous, recent disposals have largely been items that were damaged or deteriorated beyond our ability to repair them. As mentioned above in section 4, active collecting is currently limited to a few, narrow areas of local interest so that the collections are not added to unnecessarily or contain unwanted items that then need to be put through the disposal process.

The planned move from our previous stores in Palmers Green Library to our current stores in the Enfield Business Centre in 2013 was viewed as an opportunity to identify any artefacts that we felt should be disposed of. The act of packing and moving allows a closer look at a large range of items and we kept an eye out for those that were no longer fit for purpose. However, as expected there were very few items that fell into this category as the stores had been moved to Palmers Green Library from Forty hall only just over 2 years previously (2010), when a similar rationalisation process was undertaken.

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):

*Bruce Castle Museum, L.B. of Haringey
Vestry House Museum, L.B. of Waltham Forest,
Epping Forest District Museum, Epping Forest District Council,
Lowewood Museum, Broxbourne District Council,
Mill Green Museum, Welwyn Hatfield District Council.
Local Studies Collection and Archive, London Borough of Enfield*

The Museum of London collecting area also includes the London Borough of Enfield.

8 Acquisition

8.1 The policy for agreeing acquisitions is:

Decisions on what is acquired and how are made in the normal course of events by the Museum Officer. Permission or advice is sought from the departmental Head of Service if necessary. Items are almost always acquired by donation and only purchased in

extremely rare circumstances. LBE rules governing expenditure prevent the Museum Officer from spending large sums as levels of spend are set depending on the grade of the Officer.

- 8.2** 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).
- 8.3** 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.

9 Human remains

- 9.1** The museum does not hold or intend to acquire any human remains.

10 Biological and geological material

- 10.1** The museum will not acquire any biological or geological material.

11 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.
- 12.2** 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).

12 Exceptions

- 12.1** 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.

13 Spoliation

13.1 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.

14 The Repatriation and Restitution of objects

14.1 The museum's governing body, acting on the advice of the museum's professional staff, if any, may take a decision to return 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 Disposal procedures

15.1 All disposals will be undertaken with reference to the SPECTRUM Primary Procedures on disposal.

15.2 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.

15.3 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.

15.4 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.

15.5 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.

- 15.6 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.**
- 15.7 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.**
- 15.8 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.**
- 15.9 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.**
- 15.10 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.**
- 15.11 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.**
- 15.12 Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with SPECTRUM Procedure on deaccession and disposal.**

Disposal by exchange

- 15.13.1** 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.
- 15.13.2** 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.
- 15.13.3** 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.
- 15.13.4** 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.
- 15.13.5** 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

- 16.14** If it is not possible to dispose of an object through transfer or sale, the governing body may decide to destroy it.
- 16.15** It is acceptable to destroy material of low intrinsic significance (duplicate mass-produced articles or common specimens which lack significant provenance) where no alternative method of disposal can be found.
- 16.16** 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.
- 16.17** 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.
- 16.18** The destruction of objects should be witnessed by an appropriate member of the museum workforce. In circumstances where this is not possible, eg the destruction of controlled substances, a police certificate should be obtained and kept in the relevant object history file.

Enfield Museum Collections Care and Conservation Policy

Approved: October/November 2016

Review Date: October 2019

Introduction:

This Collections Care and Conservation Policy has been written as part of Enfield Museum's re-application for Accreditation and in response to the new requirement set out by Arts Council England (ACE). It will guide the work of the museum staff in the field of collections care and conservation and be used in conjunction with the plans for collections care and conservation contained in the Forward Plan.

Caring for the collections is a fundamental duty for all museums. This policy includes a combination of preventative and remedial conservation measures, designed to ensure long term preservation:

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

Ethics and Legislation:

The relevant ethical guidelines and legislation that guides this area of the museums' work includes:

- Museums Association Code of Ethics
- Health & Safety at Work Act 1974
- COSHH Regulations 2002
- Guidelines for membership of the Institute of Conservation (ICON) Conservation Register

Standards:

The Museum will continue to work within the guidelines set out in the management tools 'Benchmarks in Collections Care' – an agreed level of performance against which we can be measured – and use it to guide our work in this field.

Collections Care and Preventative Conservation:

Enfield Museum is committed to continue to manage the borough's collections in accordance with the sector guidance set out in Benchmarks in Collections Care, with specific regard to the following elements:

- *Policy:*

This Policy is written in the context of our mission statement and is the first step to informed decision making about the care and preservation of the

collection. Continuous review of this framework will help to improve performance over time.

- *Buildings:*

Suitably constructed, secure and well maintained buildings will be identified and occupied as necessary as they are fundamental to the protection of the collection.

- *Storage:*

We will continue to keep storage areas clean, well-organised and pest-free, will protect collections with appropriate packaging and use appropriate handling equipment, as this is the most cost effective way of reducing physical damage to collections.

- *Housekeeping:*

The Museum Service is committed to the careful and appropriate cleaning of collections, and the areas in which they are displayed and stored, to reduce the likelihood of pest infestation and damage from mould, damp and dust.

- *Handling and use of collections:*

Careful handling is a key element in collections care. Any handling can cause damage, while poor handling will rapidly lead to an item becoming unusable. Care will continue to be taken when using the collections to ensure they remain accessible to future users.

- *Environmental Monitoring:*

Collections can be damaged if they are kept in unsuitable environmental conditions. We will continue to monitor the environment in both the stores and museum galleries to alert staff to damaging conditions so that they can be acted upon and improved.

- *Environmental control:*

Collections can be damaged if they are kept in unsuitable environmental conditions. Enfield Museum controls the environment to reduce damage and prolong the life of collections.

- *Conservation:*

Conservation makes an essential contribution to the continuing survival and accessibility of collections and aims to stabilise items both physically and chemically. Enfield Museum appoints Conservators to examine, document and undertake preventative and interventive treatments as appropriate and necessary.

- *Surrogates:*

Surrogate copies such as scans and copies, will be provided as appropriate to reduce handling and thus reduce the risk of physical damage.

- *Emergency preparedness:*

Enfield Museum takes basic steps to prevent disaster from hazards such as fire and flood. Our Emergency Plan is crucial to the effective response and salvage of collections should a disaster occur.

Reference to Other Policies and Plans:

Existing Museum plans that impact on this Collections Care and Conservation policy are the:

- Emergency Plan
- Forward Plan (includes section on Collections Care)

Professional Conservation Advice:

Enfield Museum is committed to consulting a professional conservator for advice when needed.

All conservation audits, advice and remedial work will continue to be commissioned from and carried out only by conservators accredited by ICON and listed in their Conservation register.

Jan Metcalfe
Museum Officer
10th October 2016

Enfield Museum Documentation Policy

Approved: October/November 2016 tbc

Review Date: October 2019

Introduction:

This Documentation Policy has been written as part of Enfield Museum's re-application for Accreditation and in response to the new requirements set out by Arts Council England (ACE). It will guide the work we do in the field of collections documentation and be used in conjunction with the existing Documentation Procedural Manual and updated Documentation Plan.

The Documentation Procedural Manual and Documentation Plan will continue to guide the work of the museum staff at all levels. It sets out the practices and procedures of the museum in order that information about documentation systems, both manual and electronic, is available to all staff, ensuring consistency and continuity of practice.

The aim of the documentation policy is to ensure that the museum fulfils its responsibilities in relation to security, management and access of collections by:

- Improving accountability for collections
- Maintaining at least minimum professional standards in documentation
- Extending access to collection information
- Strengthening the security of the collections

Ethics and Legislation:

The relevant ethical guidelines and legislation that guides this area of the museum's work include:

- Data protection
- Freedom of Information
- Museums Association Code of Ethics
- Corporate Information Asset Register

Accountability:

This policy, in conjunction with the documentation manual and plan, sets out our commitment to maintaining the museums current high level of collections documentation. At the minimum, it will enable us to identify and locate all items on loan and in the main and handling collections, for which we are legally responsible.

This commitment is a necessary part of caring for the collections of the London Borough of Enfield in a professional and responsible manner and forms part of the framework – development, information, access, care & conservation – within which the borough's museum collections are managed.

By approving the policy the governing body of Enfield Museum is showing its clear commitment to caring for the borough's collections and the expectation that the museum staff will show the same commitment in their day to day work.

Standards:

Enfield Museum is committed to using SPECTRUM, The UK Collections management standard to document our collections. We meet and will continue to meet the standards for the SPECTRUM primary care procedures, specifically:

- Object Entry
- Acquisition
- Loan In*
- Loan Out
- Location and movement control
- Cataloguing
- Object exit.

** Note on Loans In:* Enfield Museum does not recognise the term 'permanent loan'. Items will be accepted on loan if they are for use in a specific pre-planned display/exhibition or research project. The loan will be for a specific period, noted on the Object Entry form. All artefacts on loan to the museum will be accorded the same care and attention as items in the permanent collections.

Access to Collections Information:

Enfield Museum documentation is of high quality and provides a broad range of information about the majority of items in the collection. Aside from SPECTRUM standard procedures and records there are a selection of other, collection-specific records such as indices of Artists, Designers and Photographers represented in the collection; specialist natural history catalogues etc, that allow staff and researchers enhanced access to collections information.

Until 2002, all collections documentation was carried out manually and so is largely a paper system. In 2002 the Adlib museum cataloguing system was purchased and in use until 2010. To ensure the most complete access to collections information for staff and bona fide researchers CALM cataloguing for museums has recently been installed to allow us to take digital cataloguing to the next level and for it to be integrated with the records of the Library and Local Studies services.

Any new cataloguing system will be of sufficient quality and functionality to enable certain categories of information – such as donor details and valuations – to be hidden from the general public and volunteers - without hindering general access.

Security of Collections Information:

The physical security of our records is important and we will continue to take this into account when creating new ones. A second copy of key records, including accessions registers and catalogue cards, are kept in a fireproof cabinet in secure storage in a separate, council building. We are committed to checking and updating this at regular intervals. This facility is part of our emergency procedures and appears in our disaster plan. The types of security records kept have been chosen to allow us to reconstruct basic records system for the museum, should a disaster occur.

Electronic data will continue to be kept on a secure server and backed up on a stand alone hard drive.

Keeping records up to date:

The service is committed to updating existing paper and electronic records (both main and security copies) and creating new ones as appropriate.

Jan Metcalfe
Museum Officer
10th October 2016

Enfield Museum Access Policy Statement

Approved: October/November 2016 tbc

Review Date: October 2019

Introduction:

This Access Policy statement has been written as part of Enfield Museum's re-application for Accreditation and in response to the requirements set out by Arts Council England (ACE).

The Museum aims to:

..... bring together and celebrate the history and diversity of Enfield; its people and places. By collecting, caring for and interpreting objects, we will create opportunities for everyone to experience, learn from and enjoy the past and present.

We will make this material available in a variety of formats and in an educational, entertaining and inclusive manner.

The policy will guide the Museum's approach to providing this access to the collections and associated information for visitors, colleagues and residents within the constraints of conservation, security and the resources available.

Methods of Access:

The museum recognises that access comes in many forms but in this context it largely means physical and intellectual access.

Museum users and non-users can access the collections in the following ways:

- In person by visits to the museum during opening hours
- In person via appointment to see particular objects or staff
- On-line access
- Via Social media
- On site activities such as holiday events and conferences
- Outreach and learning activities
- Exhibitions and interpretation (both at the museum site and off site in other museums and displays in other venues)
- Through Volunteering

Customer Profile

The museum is committed to making its collections available to all sections of society. Traditionally the museum has attracted a fairly narrow demographic in terms of actual visitors to the galleries. It has been over-representative by middle aged, predominantly white, regular users who access both the museum and local studies.

They are often a member of one of the local history groups in the area and have a general interest in history and family history.

The museum is committed to reducing both physical and intellectual barriers to access wherever resources allow through targeted displays, digitisation, outreach, community engagement, volunteering, social media and learning. The main groups we wish to attract are:

- Young People
- Schools
- Families
- Community especially those from the cultural groups new to the area.

Ethics and Legislation:

The relevant ethical guidelines and legislation that guides this area of the museum's work include:

- Museums Association Code of Ethics
- Equality Act 2010
- Equality framework for Local Government
- Accreditation (ACE)
- Disability Discrimination Act 1995.
- Data Protection Act 1998.
- Freedom of Information Act 2001.

Other Enfield Museum policies that guide and refer to this work include:

- Collections Care and Conservation Policy
- Documentation Policy

Visitor Consultation

The Museum will continue to consultation with the local community. It will regularly seek the views of its visitors and non-visitors through consultation that will be carried out in several ways including customer feedback forms, enquiries and visitor comments books.

Access Information

Information on gaining access to the collections is published on the web site and includes:

- Details of events, activities and exhibitions.
- Opening hours.
- Details of any temporary closures.
- Staff contact details for enquiries and appointments

Access Restrictions

Access to collections is a balance between security and conservation requirements and the need for public access. Some collections may not be viewed or handled because they are too fragile or require major conservation work. These will not be on open display and their condition will be communicated to anyone wanting to see or research them.

Photography

Customers are welcome to use a camera to photograph artefacts in the collections subject to approval by museum staff. Copies are for private use only and permission should be sought from the museum for publication or commercial use.

Digital copies of items can be provided to customers but a small charge may be made for this where appropriate.

Photography in the Museum galleries should only be undertaken using hand-held equipment and with the express permission of the staff. The resulting photographs are for personal use only.

Jan Metcalfe
Museum Officer
12th October 2016

