

Head of Steam – Darlington Railway Museum

Collections Management Strategy 2012 – 2017



In this manual 'Head of Steam Museum', formally known as Darlington Railway Centre and Museum, is used to refer specifically to the collections for which Darlington Borough Council is responsible at:
North Road Station, Darlington, DL3 6ST

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1. Collections Development Policy 2012 - 2017

Name of museum: Head of Steam - Darlington Railway Museum

Name of governing body: Darlington Borough Council

Date on which this policy was approved by governing body:

Date at which this policy is due for review: July 2017

1.1 Museum's statement of purpose

The museum's **mission** is to explain the significance of Darlington to railways, and of railways to Darlington.

The museum's **responsibility** is to preserve for future generations, and to make available for education and enjoyment, the unique historical collections it holds in trust.

The museum's **objective** is to make, in relation to the funding it receives, a worthwhile contribution to community development and economic prosperity in Darlington.

1.2 An overview of current collections

1.2.1 The museum's existing collections are almost wholly limited to material illustrating the development and operation of railways in north-east England. Although regional in scope, in some areas they are of national importance because of their association with the Stockton & Darlington Railway (S&DR), as the world's first modern railway.

1.2.2 The existing collections cover:

- the S&DR and its associated lines
- the North Eastern Railway (NER)
- the London & North Eastern Railway (LNER)
- British Railways (BR)
- the railway manufacturing industry in Darlington
- industrial railways in Darlington

1.2.3 The material held includes:

- archives, maps, photographs and printed ephemera
- one locomotive and two wagons
- items used in railway operating
- 'branded' items associated with the railway infrastructure
- models and toys

1.2.4 The museum also holds the largest existing collection of Darlington ceramic commemorative ware, and a small group of local history curiosities and bygones in the form of the remaining collections of the former Tubwell Row Museum.

1.2.5 Although not strictly 'collections' in the traditional sense, in that they are fixed structures in their original locations, there is an argument that the most important items the museum holds are the buildings from the occupation of the site known by the S&DR as 'North Road'. These at present comprise North Road Goods Station, built in 1833 and extended in 1839-40; the Goods Agent's Offices, built in 1840; Darlington (North Road) Station, built in 1841-42 and extended in 1853, 1856, 1860, 1864, 1872 and 1876; and Hopetown Carriage Works, built in 1853. The museum also holds the site of the demolished Kitching's Foundry, developed between 1831 and 1855 and effectively the S&DR's locomotive works until 1863.

1.2.6 The museum also maintains a reference library of published texts relevant to the history and development of railways, with particular reference, although not restricted to, north-east England.

1.3 Themes and priorities for future collecting

1.3.1 The museum recognises its responsibility, when collecting new items, to ensure that collections care, documentation and use will meet the requirements of the Accreditation Standard. It will take into account limitations imposed by such factors as inadequate staffing, storage and care of collections arrangements (see Documentation Policy and Care and Conservation Policy). Where the acquisition of an item would have significant financial implications, either in terms of purchase price or future preservation, the matter will be referred to the Director of Place for approval.

1.3.2 The primary objective in collections development will be to acquire material, by donation or purchase, which can document and interpret the following themes:

- the evolution and significance of the North Road site and its buildings;
- the origins, development and historical significance of the S&DR;
- the history and significance of S&DR 0-4-0 No 1 *Locomotion*, particularly the story of its iconisation by railway company publicity and the contribution this made to the birth of railway preservation;
- the history of Darlington as a railway manufacturing town, with particular reference to North Road Locomotive Works, 'Stivvies' (Robert Stephenson & Co), Faverdale Wagon Works, and their products;
- the impact of railway transport and haulage on the economic and social development of Darlington and its surrounding area, including the town's industrial railways; and
- the role of railways in popular culture and leisure, through such things as toys and model engineering.

1.3.3 The museum will continue to add to its collection of Darlington ceramic commemorative ware, as appropriate items are donated. It will also, as a home of last resort, be open to the acquisition of particularly significant individual items relating to the town's local history.

1.3.4 In relation to archives, maps, photographs and printed ephemera, the museum will continue to collect material generally relevant to the development and history of railways in north-east England. It will also continue to purchase, or to accept gifts of, relevant books and other publications for addition to its reference library.

- 1.3.5 The museum will collect relevant items from any historical period. In practice, and with the possible exception of significant local history items, few potential acquisitions are likely to be older than 1800. Where appropriate, particularly in the field of locally relevant 'branded' railway ephemera, the museum will selectively collect contemporary material.
- 1.3.6 In terms of geographical area, the museum's primary interest will be the Borough of Darlington and its dependent and surrounding area in terms of railway operating and use. This will be deemed to include the routes of the S&DR and its associated companies in their entirety, and the route over Stainmore.
- 1.3.7 The museum will also selectively collect items associated with the NER, the LNER and BR, provenanced to the area covered by the pre-1974 counties of Durham and the North Riding of Yorkshire, where these illustrate aspects of railway history that are not covered by more locally provenanced material.
- 1.3.8 The museum will only collect large structural items or historic buildings (such as stations or signal boxes) where these can specifically contribute towards the delivery of the Museum Business Plan or are functionally required for railway operating purposes. No large structural items or buildings will be acquired unless, on an item by item basis, it has been ascertained in advance that their erection and use on the site would be acceptable under planning legislation and to English Heritage.
- 1.3.9 Since its establishment in 1975, the museum has traditionally depended upon loans, from other museums or heritage railway organisations and from private individuals, for the great majority of the locomotives, carriages and wagons that have made up the core of its displays. As permitted by available opportunities and resources, the museum would like to significantly reduce the extent of its dependence on loans by acquiring its own collection of railway vehicles relevant to its mission and stated interpretive objectives.
- 1.3.10 The museum will seek to collect a representative selection of locomotives built in Darlington, both to show how railway motive power has developed chronologically and the part the town once played in the manufacture of such locomotives.

- 1.3.11 A number of locomotives built elsewhere but used at Darlington industrial sites do survive in heritage railway ownership. Should opportunities arise, the museum would wish to acquire single examples of steam, diesel and electric locomotives used in Darlington industry. At the date of adoption of this Policy, the museum owns no passenger carriages.
- 1.3.12 The movement of goods by rail had a significant impact on the urban and economic development of Darlington, and on life in the area. Therefore the museum will seek to acquire a small selection of appropriate vehicles, to illustrate how railway travel in the area has changed over time.
- 1.3.13 The museum will seek to collect a small, representative, selection of wagons of different types, to illustrate the range and nature of railway goods traffic in the past.

1.4 Themes and priorities for rationalisation and disposal

- 1.4.1 The museum holds the Council's museum collections in trust, on the basis of an aspiration to ensure their survival in perpetuity. The Council acknowledges that curatorially-motivated disposal takes place as part of a museum's long-term collections policy, in order to increase public benefit derived from museum collections. A disposal decision will not be made with the principal objective of raising funds (see clause 1.13 (e) and 1.13(f)).
- 1.4.2 In those circumstances where disposal is permissible under this Policy, the museum will be guided by the Museums Association 'Disposals Toolkit' and the Museums Association 'Code of Ethics' and will follow the Disposal Procedures outlined in clause 1.13 of this Policy.
- 1.4.3 The decision to dispose of artefacts from the museum collection will be taken by Cabinet on the basis of a recommendation from the Council's senior museum professional formulated after due consideration. In this respect, Cabinet will undertake a critical review of the recommendation and the argued reasons for it, before coming to a decision.
- 1.4.4 Previously the museum was relatively unselective when accepting donations of railway-related items. Many items are unprovenanced, and where a provenance is known this is often not local, with the nature of the item having apparently been the primary determinant.

1.4.5 The museum will undertake rationalisation of the collection where:

- the artefact does not match the current Collecting Policy
- it is a duplicate of another artefact in the collection
- the artefact is unprovenanced (i.e. does not have sufficient background information to provide context)
- it is too badly damaged or decayed to be worthy of retention, or was not in the first instance actually of museum quality
- its ongoing retention would represent a threat to the health or safety of museum staff or members of the public
- would be more appropriate to another museum or organisation's collection

1.5 Limitations on collecting

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

1.6 Collecting policies of other museums

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.

Specific reference is made to the following museums and museum services:

- National Railway Museum (York & Shildon)
- Beamish, the North of England Open Air Museum
- Tyne & Wear Museums Service
- Hartlepool Borough Council
- Stockton-on-Tees Borough Council
- Redcar & Cleveland Borough Council
- Middlesbrough Borough Council
- Durham County Council

Specific reference is made to the following Heritage Railways:

- Tanfield Railway
- Bowes Railway
- North Yorkshire Moors Railway
- Weardale Railway
- Wensleydale Railway

The museum also acknowledges the collecting activities of Darlington Library in the field of local history, and will work with the Library to ensure that significant material is preserved in the most appropriate place.

1.7 Policy review procedure

The acquisition and disposal policy will be published and reviewed from time to time, at least once every five years. The date when the policy is next due for review is noted above.

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

1.8 Acquisitions not covered by the policy

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

1.9 Acquisition procedures

- a. The museum will exercise due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that the museum can acquire a valid title to the item in question.
- b. In particular, the museum will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which

it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).

- c. In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, the museum will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005.
- d. The museum will not acquire any biological or geological material.
- e. The museum will not acquire any archaeological material.
- f. Any exceptions to the above clauses 8a, 8b, 8c, or 8e will only be because the museum is:
 - acting as an externally approved repository of last resort for material of local (UK) origin
 - acquiring an item of minor importance that lacks secure ownership history but in the best judgement of experts in the field concerned has not been illicitly traded
 - acting with the permission of authorities with the requisite jurisdiction in the country of origin
 - in possession of reliable documentary evidence that the item was exported from its country of origin before 1970

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

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

1.10 Spoliation

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

1.11 The Repatriation and Restitution of objects and human remains

The museum's governing body, acting on the advice of the museum's professional staff, if any, may take a decision to return human remains (unless covered by the 'Guidance for the care of human remains in museums' issued by DCMS in 2005) , objects or specimens to a country or people of origin. The museum will take such decisions on a case by case basis; within its legal position and taking into account all ethical implications and available guidance. This will mean that the procedures described in 1.13a-1.13d, 1.13g and 1.13o/s below will be followed but the remaining procedures are not appropriate.

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

1.12 Management of archives

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

1.13 Disposal procedures

Disposal preliminaries

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

Motivation for disposal and method of disposal

- e. When disposal is motivated by curatorial reasons the procedures outlined in paragraphs 1.13g-1.13s will be followed and the method of disposal may be by gift, sale or exchange.
- f. In exceptional cases, the disposal may be motivated principally by financial reasons. The method of disposal will therefore be by sale and the procedures outlined below in paragraphs 1.13g-1.13m and 1.13o/s will be followed. In cases where disposal is motivated by financial reasons, the governing body will not undertake disposal unless it can be demonstrated that all the following exceptional circumstances are met in full:
 - the disposal will significantly improve the long-term public benefit derived from the remaining collection

- the disposal will not be undertaken to generate short-term revenue (for example to meet a budget deficit)
- the disposal will be undertaken as a last resort after other sources of funding have been thoroughly explored

The disposal decision-making process

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

Responsibility for disposal decision-making

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

Use of proceeds of sale

- i. Any monies received by the museum governing body from the disposal of items will be applied for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from the Arts Council England.

- j. The proceeds of a sale will be ring-fenced so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard.

Disposal by gift or sale

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

Disposal by exchange

- n. The museum will not dispose of items by exchange.
- o. In cases where the governing body wishes for sound curatorial reasons to exchange material directly with Accredited or unaccredited museums, with other organisations or with individuals, the procedures in paragraphs 1.13a-1.13d and 1.13g-1.13h will be followed as will the procedures in paragraphs 1.13p-1.13s.
- p. 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.

- q. If the exchange is proposed with a non-accredited museum, with another type of organisation or with an individual, the museum will make an announcement in the Museums Journal and in other specialist journals where appropriate.
- r. 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.

Documenting disposal

- o/s. 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.



2. Documentation Policy 2012 - 2017

Name of museum: Head of Steam - Darlington Railway Museum

Name of governing body: Darlington Borough Council

Date on which this policy was approved by governing body:

Date at which this policy is due for review: July 2017

2.1 Introduction

2.1.1 The museum's collections consist of archival material, held within the Ken Hoole Study Centre, display objects within the Museum exhibition rooms and platforms, and artefacts and archive material held within the reserve collection housed in the museum storerooms.

2.1.2 The museum's collection department currently consists of one full-time Curator and a small team of volunteers.

2.1.3 The maintenance of information about all artefacts deposited in the museum, to the SPECTRUM Standard, is a minimum requirement.

2.1.4 The acquisition and disposal of objects from the collections is covered by the current version of the Collections Development Policy.

2.1.5 Detailed operational guidelines for documentation procedures, in order to meet the SPECTRUM standard, can be found in the museum's Documentation Procedures manual.

2.2 Aims of the Documentation Policy

The aims of the Head of Steam Museum Documentation Policy are that for every artefact in its collection:

- 2.2.1 The museum has documentary proof of legal title, which also meets ethical standards
- 2.2.2 There is an accurate entry in the Accessions Register
- 2.2.3 A unique accession number is allocated and the artefact is marked or labelled with this number
- 2.2.4 There is an up to date location (recorded on MODES)
- 2.2.5 There is a strong link between all associated documentation
- 2.2.6 All documentation meets SPECTRUM standards

2.3 Documentation Policy

- 2.3.1 The museum will ensure that these aims are met for all new acquisitions and will aim to achieve them for all artefacts already in the museum collection.
- 2.3.2 This policy applies to all collections within the museum, including artefacts transferred from Tubwell Row Museum.
- 2.3.3 This policy also refers to every artefact on loan to the museum, with the exception of accessioning and marking (although temporary labelling is permitted).
- 2.3.4 The museum will on the advice of the senior museum professional, and where funds allow, ensure that the electronic system used to catalogue the collection is suitable for the job and will still be accessible in the future.

- 2.3.5 The museum will save all electronic records on the Council's networked system and will back up the MODES catalogue on an external storage device (to be stored in a fire-proof safe) on a monthly basis.
- 2.3.6 The museum will store museum accession registers in a fire-proof safe.
- 2.3.7 The museum will ensure that security copies are made of all museum accession registers.
- 2.3.8 Only suitably trained museum staff or volunteers will be responsible for carrying out documentation procedures.
- 2.3.9 The museum will aim to make information about the collection accessible to the public through on-line catalogues.
- 2.3.10 This policy is to be read in conjunction with the museum's Collections Development Policy and the Care and Conservation Policy.
- 2.3.11 The Documentation Policy will be published and reviewed from time to time, at least once every five years. The date when the policy is next due for review is noted above.
- 2.3.12 A Documentation Plan for the next five years will accompany this policy.



3. Care and Conservation Policy 2012 – 2017

Name of museum: Head of Steam - Darlington Railway Museum

Name of governing body: Darlington Borough Council

Date on which this policy was approved by governing body:

Date at which this policy is due for review: July 2017

3.1 Introduction

3.1.1 Head of Steam Museum's statement of purpose highlights the museum's responsibility to preserve the collections for future generations:

*The museum's **responsibility** is to **preserve** for future generations, and to make available for education and enjoyment, the unique historical collections it holds in trust.*

3.1.2 The Museums Association Code of Ethics, section 6, states that museums have a duty to:

- Publish, implement and regularly review a forward-looking collections policy approved by the governing body, which specifies standards of care.
- Protect all items from loss, damage and physical deterioration, wherever they are.
- Pay due regard to safeguarding collections and the public's right of access whenever museum premises are used for functions.
- Make provision for safeguarding collections whenever buildings housing them are closed or isolated, whether this is planned or unexpected.

- 3.1.3 Head of Steam Museum does not employ a conservator. However, the Curator has access to advice from a conservator/collections care adviser.
- 3.1.4 The museum is housed in a Grade II listed building, which was previously a railway station. The collections consist of industrial collections, social history collections and archive collections.
- 3.1.5 The Care and Conservation Policy is based on a combination of preventative conservation (measures to slow down or minimise deterioration of museum artefacts) and remedial conservation (measures which involve treatments to stabilise or improve the condition of an artefact).
- 3.1.6 The Care and Conservation Policy is to be read in conjunction with the museum's Business Plan, Collections Development Policy, Documentation Policy and Emergency Manual.
- 3.1.7 The Care and Conservation Policy will be published and reviewed from time to time, at least once every five years. The date when the policy is next due for review is noted above.
- 3.1.8 A Care and Conservation Plan for the next five years will accompany this policy.

3.2 Aims of the Care and Conservation Policy

The aims of the Head of Steam Museum Care and Conservation Policy are that for every artefact in its collection (in store, on display or on loan to/from) the museum will:

- 3.2.1 Take steps to slow down deterioration and prevent damage to artefacts.
- 3.2.2 Provide systems and equipment that monitor the environment, the artefacts and the buildings they are stored in.
- 3.2.3 Control and improve the environment, the artefacts and the buildings they are stored in.
- 3.2.4 Regularly seek professional advice from a conservator or collection care advisor.

- 3.2.5 Ensure that any conservator or conservation practice that is contracted to provide advice or services is included on the Conservation Register operated by the Institute of Conservation (ICON).
- 3.2.6 Ensure that all members of staff working with the museum collection are aware of and follow all policies and procedures.

3.3 Collections Conditions Overview

Head of Steam Museum will survey and visually inspect the conditions of the collections in order to identify areas for improvement in line with best practice as defined by Benchmarks in Collections Care and BS5454/PD5454 'Recommendations for storage and exhibition of archival documents'. Head of Steam Museum will aim to meet, as a minimum, the 'basic level' requirement of Benchmarks. This Policy will be supported by a Care and Conservation Plan.

3.4 Preventative Conservation

3.4.1 Suitable Building Conditions

The Head of Steam Museum is situated in a Grade II listed building owned by Network Rail and leased by Darlington Borough Council until 2174. The building is maintained by Darlington Borough Council. Museum staff are responsible for regularly inspecting the building and ensuring that it is suitably maintained, undertaking repairs as required. The following systems are implemented to safeguard the collection:

- Building Maintenance
- Electrical Maintenance
- Intruder Alarms
- Fire and Evacuation Systems
- Building Maintenance Systems
- CCTV Systems
- Overnight Security Firm

3.4.2 Environmental Monitoring

- Head of Steam Museum will monitor and record the environment (temperature, relative humidity and light levels) of the exhibition and storage areas using continuous recording systems and hand held devices.

- The museum will analyse the results of the environmental monitoring and take action to control and improve the environment where necessary (subject to funding availability).
- The museum will monitor, manage and eliminate pests.

3.4.3 Environmental Control

Head of Steam Museum will store and display collections in a managed environment that minimises their rate of deterioration, using the following control factors and methods:

- **Temperature:** 18- 25 degrees centigrade
- **Relative Humidity:** 40-60% RH with less than a 10% fluctuation in any 24 hour period (mixed collections)
- **Visible Light:** 50 – 250 lux, depending on the light sensitivity of the object
- **Storage:** where practicable stored collections will be protected from dust using inert boxes, crates, covered racking or covered pallets
- **Display:** where appropriate, objects on display will be cased and the internal case environments tailored to suit the objects within.

3.4.4 Housekeeping

- Housekeeping programmes will be established and followed in line with benchmarking action plans.
- Staff and volunteers will be trained to clean display areas in a way that will not damage the collections. Dry cleaning methods will be favoured.
- New acquisitions and loans will be quarantined pending full inspection.
- Storage and display areas vulnerable to pest attack will be monitored on a monthly basis. Trap contents will be recorded and infestations located and eradicated.

3.4.5 Handling, movement and transportation of artefacts

- All museum staff will be trained in object handling procedures.
- The movement of large or awkward items will be planned in advance with advice from the Curator.
- All artefacts that are to be transported will be suitably wrapped and protected to avoid damage during movement.
- Items that are to be transported abroad will be accompanied by a courier, who will be either a member of museum staff or a suitably trained individual from another organisation.

3.4.6 Emergency Planning

- The Emergency Manual will be published and reviewed from time to time, at least once every five years.

3.5 Remedial Conservation

- The museum will allow the basic cleaning of artefacts to be undertaken by suitably trained museum staff only.
- If an artefact requires more advanced treatment the museum will contact a suitably qualified conservator/collections care advisor.
- All treatments will be photographed and documented on MODES and records will be maintained in accordance with SPECTRUM standards.



4. Loans Policy 2012 – 2017

Name of museum: Head of Steam - Darlington Railway Museum

Name of governing body: Darlington Borough Council

Date on which this policy was approved by governing body:

Date at which this policy is due for review: July 2017

4.1 Introduction

- 4.1.1 From time to time it is appropriate for Head of Steam Museum to borrow items of historical significance from museums, other organisations or private individuals. Comparably, it is also sometimes appropriate for the museum to lend items from its collections.
- 4.1.2 The purpose of this Policy is to regulate the approval and management of both outgoing and incoming loans. In doing so, it seeks to meet two objectives. Firstly, to minimise any risk the Council may face of a claim from a lender alleging that items of their property in the museum's care have been stolen, lost, destroyed or damaged. Secondly, to safeguard items from the museum's own collections loaned to others by ensuring that such items are appropriately cared for by their borrowers.
- 4.1.3 This Policy follows the procedures for loans outlined in SPECTRUM: the UK Museum Documentation Standard.

4.2 Authority and Responsibility

4.2.1 The Director of Place, as advised by the Museum Management Committee (senior museum professionals including Museum Manager, Curator and Learning and Access Officer), will have delegated authority for approving and terminating both incoming and outgoing loans for items of major financial or historical significance, consistent with this Policy.

The Museum Management Committee will be responsible for all other loans as consistent with this Policy.

4.2.2 The following general exceptions to this position are noted:

- (i) where, in the view of the Council's senior museum professionals, an incoming loan might involve significant financial implications in terms of its movement or ongoing care; or
- (ii) where, in the view of the Council's senior museum professionals, the nature of an incoming or outgoing loan might attract an adverse public reaction.

In such circumstances, the prior approval of the Director of Place will be required.

4.2.3 Any decision by the museum to temporarily or permanently terminate the loan from the National Railway Museum of S&DR 0-4-0 No 1 Locomotion will require Cabinet approval in advance. Comparably, any notice by the National Railway Museum that they wish to remove the locomotive from the museum's care will be reported to Cabinet.

4.2.4 Responsibility for the security and physical care of incoming loans will be delegated to the Council's senior museum professionals. Equally, the senior museum professionals will be regarded as responsible for ensuring that outgoing loans are monitored, and that borrowers are taking all reasonable steps with regard to the security and physical care of items in their possession.

4.3 Outgoing Loans

4.3.1 Any item from the museum's collections may, at the discretion of the Director of Place, as advised by the Council's senior museum

professionals, be loaned to an accredited museum, other organisation or private individual provided that:

- (i) the item is not currently required by the museum for public display;
- (ii) appropriate arrangements will be put in place by the borrower for the item's physical care, to safeguard its security, and to insure it against all risks for an agreed value;
- (iii) the borrower can provide sound and sufficient justification for wishing to borrow the item; and
- (iv) the terms of the loan are recorded in writing over the signatures of authorised representatives of both the museum and the borrower.

4.3.2 It is accepted that in certain circumstances it may be proper for the museum to actively seek to place an item on loan with another accredited museum, other organisation or private individual.

4.3.3 By agreement between the parties, the duration of an outgoing loan may be for any stated period up to ten years. Where circumstances have not materially changed on either side, an outgoing loan that has naturally reached the end of its term may be renewed as many times as is felt desirable by both parties, although never for a period exceeding ten years at any one time.

4.3.4 Where an outgoing loan is to another accredited museum, no financial recompense will be sought, other than that the museum will have the discretion to recharge any costs that it would not otherwise have incurred.

4.3.5 Where a request for the loan of an item comes from another accredited museum, subject to the provisions of 4.3.1 above there will be a strong presumption in favour of the request being granted.

4.3.6 Relevant third parties must ensure that appropriate insurance arrangements covering outgoing loans are in place from the moment the item(s) pass from the museum's custody until the point when responsibility is formally returned to the museum.

4.3.7 When on display or otherwise in the public eye, it will be a condition of all outgoing loans that the borrower should appropriately acknowledge the museum's ownership of the item in question.

- 4.3.8 There will be a general, although not universal, expectation that borrowers will cover the cost of transport in both directions and any costs associated with the item's care whilst it is in their possession.
- 4.3.9 There is a general expectation that any concerns about the condition of an item on loan to a third party will be referred immediately back to the museum.
- 4.3.10 All borrowers will be required to fully indemnify the Council in respect of any claim or health and safety liability that may arise, other than where information that should reasonably have been known to the Council was not effectively communicated to the borrower.
- 4.3.11 An outgoing loan may be terminated by the Director of Place, as advised by the Council's senior museum professionals, at any time for breach or with a period of notice to be set out in the loan agreement. However, other than when terminated for breach, where an outgoing loan is terminated early the borrower will be entitled to ask to be indemnified by the Council in respect to part of any costs the borrower incurred in the expectation that the loan would subsist for its duration as originally agreed.

4.4 Incoming Loans

- 4.4.1 Subject to 4.2.2 above, at the discretion of the Director of Place, as advised by the Council's senior museum professionals, the museum may borrow any item deemed relevant to its purposes as set out below, from an accredited museum, other organisation or private individual.
- 4.4.2 The museum may borrow any item, without restriction, where it is identified as being relevant for inclusion within a temporary exhibition. Other than in making reasonable time allowances for exhibition preparation and disassembly, the duration of such loans will not normally extend beyond the period of the exhibition in question.
- 4.4.3 The museum may borrow any item covered by its Collecting Policy, or specifically required for comparative purposes, for inclusion in its long-term displays or for research purposes. When such an item is no longer wanted for display or once active research involving it has come to an end, it will normally be returned to its owners as soon as is practicably possible.

Any such loan will be for a maximum of ten years at any one time, subject to renewal as necessary by mutual agreement between the parties.

4.4.4 From time to time, the museum may identify items of great individual significance and covered by its Collecting Policy, which are owned by non-museum organisations or private individuals, which the museum would actively seek to acquire on a permanent basis given the opportunity to do so, but of which the owners wish to retain ownership. In such circumstances the Director of Place, as advised by the Council's senior museum professionals, may authorise the item to be held on loan in storage as well as when required for display. Any such loan will be for a maximum of ten years at any one time, subject to renewal as necessary by mutual agreement between the parties. However, subject to this specific exclusion, as a general rule the museum will not hold items on loan for long periods unless required for display or active research.

4.5 Operational Items

4.5.1 This Policy is not intended to apply to circumstances where the museum wishes to borrow or hire an item, including locomotives and other railway vehicles, for operational use rather than because of the item's historical significance. In such circumstances, terms of contract will be agreed between the parties.

4.5.2 However, for the avoidance of doubt, where the museum wishes to borrow an item because of its historical significance and it is also intended that the item should work, this Policy will apply. Other than as set out below, no item may be operated on the museum site unless it is formally on loan to the museum or covered by contractual arrangements as an item of working plant.

4.5.3 An exception to this general rule is noted in relation to locomotives and other railway vehicles being moved around by one of the Council's partner organisations with right of access to the site's internal railway system, solely to meet that organisation's own operational needs and not for public demonstration or display purposes. Items being moved under such circumstances need not be placed on loan with, or hired to, the museum, provided that the organisation in question operates in accordance with the museum's Safety Management System and has insurance cover to the satisfaction of the Council's Insurance Unit.

4.5.4 In all circumstances where an operational locomotive or other vehicle belonging to a third party is present on the site, it will remain the responsibility of the owners, rather than the museum, to arrange steam boiler or pressure vessel inspections and insurances as necessary.

4.5.5 Where the museum hires or, under this Policy borrows, an operational locomotive, the arrangement may (but need not) be made subject to the terms of a Private Owner Agreement in a form recognised by the Heritage Railway Association.

4.6 Insurance

4.6.1 All incoming loans will be fully covered at an Agreed Value by All Risks insurance cover put in place by the Council, from the moment the item passes into the museum's custody until the point when responsibility is formally returned to the owner or an agreed third party such as a road haulage contractor.

4.7 Maintenance of Records

4.7.1 The museum will maintain full, detailed records of the current location, condition and agreed value of all incoming and outgoing loans, to the satisfaction of the Council's Insurance Unit. From time to time the Audit Section will make spot checks or undertake a full review of these records.

4.7.2 No less than once every twelve months, an inventory and condition check will be completed for all incoming loans. On an equivalent cycle the museum will check the status of all outgoing loans, making a site visit and visual inspection where appropriate.

4.8 Revision of Policy

4.8.1 The Loans Policy will be published and reviewed from time to time, at least once every five years. The date when the policy is next due for review is noted above.