



POLICY

COLLECTIONS DEVELOPMENT (ACQUISITION AND DISPOSAL)

Name of museum:	Imperial War Museums (IWM): IWM London, Lambeth Road, London SE1 6HZ Churchill War Rooms, King Charles Street, London SW1A 2AQ HMS <i>Belfast</i> , The Queen's Walk, Tooley Street, London SE1 2JH IWM Duxford, Duxford Airfield, Cambridgeshire CB22 4QR IWM North, The Quays, Trafford Wharf Road, Manchester M17 1TZ
Name of governing body:	The Trustees of the Imperial War Museum
Date of approval by governing body:	8 December 2020
Date of next review:	9 December 2025

Policy review procedure

The Collections Development Policy will be published and reviewed from time to time, at least once every five years. 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 IWM's collections.

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

- 1.1 IWM is a global authority on conflict and its impact on people's lives. We collect objects and stories that give an insight into people's experiences of war, we preserve them for future generations and we bring them to today's audiences in the most powerful way possible at our five branches (IWM London, IWM North, IWM Duxford, Churchill War Rooms and HMS Belfast) and across our digital channels. By giving a platform to these stories, we aim to help people understand why we go to war and the effect that conflict has on people's lives.

Using the personal stories and experiences in our unique collections, our objective is to help people, as global citizens, make sense of an increasingly unpredictable world. We do this, in part, by helping people have a deeper understanding of the connections between past conflict and the contemporary world. This is about exploring the way war has shaped the local and the global, about appreciating diverse views and about challenging our audiences to become ready to engage in difficult decisions for themselves, their communities and their world.

Our vision is to be a leader in developing and communicating a deeper understanding of the causes, course and consequences of war.

- 1.2 The Trustees will ensure that both acquisition and disposal are carried out openly and with transparency.
- 1.3 By definition, IWM has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The Trustees therefore accept the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collections, or the disposal of any items in IWM's collections.
- 1.4 Acquisitions outside the current stated policy will only be made in exceptional circumstances.
- 1.5 IWM 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. IWM's Collections Management Policy and procedures govern this area of operation and accountability. IWM will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.
- 1.6 IWM will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the Trustees or responsible officer is satisfied that IWM can acquire a valid title to the item in question.
- 1.7 In exceptional cases, disposal may be motivated principally by financial reasons. The method of disposal will therefore be by sale and the procedures outlined below will be followed. In cases where disposal is motivated by financial reasons, the Trustees 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 collections
 - the disposal will not be undertaken to generate short-term revenue (for example to meet a budget deficit)
 - the disposal will be undertaken as a last resort after other sources of funding have been thoroughly explored
 - extensive prior consultation with sector bodies has been undertaken
 - the item under consideration lies outside IWM's established core collectionsAny sale must also be informed by the provisions in section 16 of this Policy.
- 1.8 This statement defines the Acquisition and Disposal Policy of the Trustees of the Imperial War Museum. The Policy applies to all sites and all branches of IWM.
- 1.9 Two areas of policy and procedure are directly related, namely Entry and Loans.
 - 1.9.1 IWM's Entry Procedure controls the management and documentation of items and groups of items within IWM's custody for which IWM has not taken ownership through transfer of title. These items are held at Entry for assessment to determine whether they should be acquired, accessioned or exit IWM. Where possible the assessment is undertaken before the items' arrival at IWM.
 - 1.9.2 IWM's Loans In Procedure controls the subset of items within IWM's custody for which IWM has taken temporary responsibility for an agreed and fixed duration and no transfer of title has taken place. This policy does not apply to items leaving IWM for Loans Out whether short or long term; that is controlled by the Loans Out Procedure.
- 1.10 The primary purpose of this Policy is to assist the Trustees to fulfil the statutory requirements of the museum. IWM is governed by three specific pieces of legislation. The first of these, the Imperial War Museum Act, 1920, established IWM's Board of Trustees and staffing and enabled the Board to acquire land and objects, dispose of duplicate objects and lend objects. The Imperial War Museum Act, 1955, amended membership of the Board of Trustees and specified

IWM's powers of lending. The powers of lending donated items were limited by the requirement to seek consent from the donor within 15 years of acquisition. The Museums and Galleries Act, 1992, then extended IWM's ability to form companies. The Policy is also intended to meet the requirements of Arts Council England's Accreditation Scheme and to be a public document as required.

2. History of the collections

IWM was founded on 5 March 1917 when the War Cabinet approved a proposal by Sir Alfred Mond MP for the creation of a national war museum to record the events still taking place during the Great War. The intention was to collect and display material as a record of everyone's experiences during that war - civilian and military - and to commemorate the sacrifices of all sections of society.

In the latter stages of the First World War, a small team of staff attached to General Headquarters on the Western Front was tasked with gathering material for the collections, supported by one officer at each GHQ in other theatres of war. The museum's name was changed in November 1917 at the request of the India and Dominions Sub-Committee, who wanted a name that ensured 'India and the Dominions would feel that their part in the War would be permanently commemorated in the centre of the Empire.'

The first Director, Sir Martin Conway, felt that the museum should also be a memorial. This was dismissed by the War Cabinet on the grounds that any national memorial should be somewhere central and prominent, and not in a museum. Plans for a purpose-built building in Hyde Park with a Hall of Honour and Memorial Gallery were abandoned. Conway asserted that it should be a museum for all – craftsmen, women and young people as well as sailors, soldiers and airmen. His vision was that in years to come, anyone who had taken part in the war effort could visit the museum, point to an exhibit and say, 'This thing I did'. This the museum achieved, with sections created to collect material relating to, amongst others, the services, women, children, religious life, medicine and munitions.

IWM was formally established by Act of Parliament in 1920 and a governing Board of Trustees was appointed. The museum was opened in the Crystal Palace by King George V on 9 June 1920, by which time the collections held over 150,000 items. Sir Alfred Mond, Chairman of the Museum Committee, explained in his opening day speech that the museum was not 'conceived as a monument of military glory' but was a place for study and a record of the 'toil and sacrifice' of the people of Britain and the Empire. The displays were as comprehensive as possible, with exhibits grouped by service, subject and type. Despite the distance from Central London, by 1924 four million visitors had visited the galleries.

However, as the lease neared its expiry date in March 1924, it became clear that the museum would have to dramatically downsize. The new venue was the Western Galleries of the Imperial Institute in South Kensington, a space less than a quarter the size of Crystal Palace. A large proportion of the museum's exhibits were disposed of and its entire aircraft collection was loaned to the Science Museum. The new galleries opened on Armistice Day 1924.

Charles ffoulkes, Curator and Secretary of the Imperial War Museum, was the person responsible for establishing its collections and overseeing the displays in Crystal Palace and South Kensington. The scope of IWM's First World War collections, even after the disposals of the mid 1920s, are due to his vision and drive. During the First World War he took part in the civil defence of London and one of the guns from his civil defence station is in IWM's collections.

The museum remained in its new accommodation for 11 years until closure on Armistice Day 1935, when it moved to Lambeth Road. On 7 July 1936, the Duke of York reopened the museum in its present home on Lambeth Road, formerly the central portion of Bethlem Royal Hospital, or 'Bedlam'.

With the onset of war in 1939 IWM's remit was extended to include the Second World War. While a programme of collecting got underway, vulnerable collections were evacuated to stores outside

London, and the museum was closed to the public from September 1940 to November 1946. Almost all the exhibits survived the war, despite more than 40 incendiary hits on the building.

The Korean War led to a further redefinition of IWM's terms of reference to include all conflicts in which British or Commonwealth forces had been involved since 1914. IWM has therefore continued to collect every type of evidence documenting its very broad remit. Its collections are vast and rich, and in addition to its role as a museum, IWM is also a national archive of written and audio visual material, and a centre for research.

During the 1970s and 1980s IWM underwent a period of unprecedented expansion, with the establishment of three new branches – IWM Duxford in 1976, HMS *Belfast* in 1978 and Churchill War Rooms in 1984. The fifth member of the IWM family, IWM North, opened in Trafford, Greater Manchester, on 5 July 2002.

3. An overview of current collections

IWM is a global authority on conflict and its impact on people's lives. We collect objects and stories that give an insight into people's experiences of war, preserve them for future generations, and bring them to today's audiences in the most powerful way possible.

IWM is the national museum of conflict involving British and Commonwealth forces from the First World War onwards. In order to explain the story of modern conflict, its causes, course and consequences, IWM collects from 1900 to the present day.

IWM delivers its mission through the acquisition, public access and interpretation of diverse holdings; art and object collections, archives of documents, film, photographs and sound recordings, and a library with reference materials and publications. The collections as a whole allow the presentation and interpretation of IWM's subject matter in its full historical context. In addition to British and Commonwealth material, there are extensive holdings relating to allied and enemy forces.

Art: 94,044 items

This exceptional collection is one of the most important representations of twentieth century British art in the world. It includes many great works of art from the British government war art schemes of the First and Second World Wars, which employed the greatest artists of their day. These included Paul Nash, C R W Nevinson, John Singer Sargent and Sir William Orpen. Today IWM continues to commission artists such as Steve McQueen, Roddy Buchanan and Susan Philips, and the collection reflects recent and contemporary conflicts including Northern Ireland, the Falklands, Bosnia, Iraq and Afghanistan. Important works from outside official schemes can also be found in the collection, by artists ranging from Edward Burra to Willie Doherty. An international collection of over 20,000 posters, along with popular prints, postcards, proclamations and other publicity materials, gives an insight into the images of war that would have been seen in the streets and workplaces of Britain, Germany and other nations during the World Wars.

Objects: 150,561 items

The range of three dimensional material is diverse, covering the full spectrum of objects associated with modern warfare. IWM's internationally renowned collection of vehicles, aircraft, vessels and aero engines illustrates the impact of technology on the conduct of modern conflicts. There is an important international collection of flags and uniforms with their associated badges and insignia, representing the armed services and institutions of Great Britain and the Commonwealth, and also Allies and former enemies. The collections include objects of personal significance relating to escape, prisoners of war and civilian internees. IWM holds trench art, battlefield souvenirs, commemorative objects, currency, toys and games, Kindertransport and

Holocaust related items, home-front and peace-time items, orders, medals and decorations issued to service personnel and civilians, as well as an extensive collection of field and personal equipment used in twentieth and twenty-first-century warfare, including radios, cipher machines, radars, cameras and medical equipment. IWM is the repository of the National Collection of modern firearms and holds a major collection of edged weapons, trench clubs or concussive weapons, ordnance and munitions. HMS *Belfast* is an accessioned object in its own right and is subject to ongoing conservation assessment and treatment.

Sound recordings: 34,997 items

The sound collection is the largest oral history collection of its type in the world, with contributions from service personnel and non-combatants as well as significant holdings of speeches, sound effects, broadcasts, poetry and music. The range of material collected is vast with the bulk of the collection comprising of oral history recordings with veterans of the First and Second World Wars. There is also substantial material relating to Britain and the Empire in the interwar period 1919-1939, conflicts since 1945 and the Holocaust. Interviewees are largely drawn from Great Britain, the former Empire and the Commonwealth, but there are a number of recordings with Europeans and Americans as well. Broadcast material includes all surviving BBC recordings from the Second World War, speeches, and unedited sound from the ground-breaking series 'Great War' and 'World at War'.

Film: 50,697 titles

IWM is the oldest established national film archive, created in 1917 to preserve the films shot by British official combat cameramen. IWM's film collection now covers all aspects of conflicts in which British, Commonwealth or former Empire countries have been involved since the start of the twentieth century and is the official repository for relevant film under the terms of the Public Records Act 1958. Our constantly growing collection now extends to over 23,000 hours of moving images, representing a wide and diverse range of material from public and service information films, documentaries and unedited combat film, through to official newsreels and amateur films. Highlights of the collection include *The Battle of the Somme* (1916, granted UNESCO Memory of the World status), the Academy Award-winning documentaries *Desert Victory* (1943) and *The True Glory* (1945), the former film library of NATO, the United Nations TV Collection from Former Yugoslavia (1992-1995), and most recently, digital born material of operations in Afghanistan. There is also a significant collection of amateur film covering wide areas of the former British Empire, the Second World War, India and Partition, and beyond.

Documents: Estimated 22 million items, managed under 26,796 collections

Our documents cover a wealth of personal experience and testimony, both British and foreign, as well as official records. IWM holds over 20,000 individual collections of important private papers, principally comprising unpublished diaries, letters and memoirs written primarily by British and Commonwealth servicemen since 1914 and by civilians during the two world wars. We also hold documents from victims and survivors of the Holocaust. The extensive series of foreign records from Germany, Japan and Italy during the Second World War, including the official British records of the major war crimes trials conducted at Nuremberg and Tokyo and related documents from the Second World War which mainly concern the German and Japanese war efforts, were deposited in IWM as captured enemy documents under the Public Records Act 1958.

Photographs: Estimated 11 million images, managed under 19,651 collections

IWM is the official repository for relevant photographs under the terms of the Public Records Act 1958. IWM's photographs cover the cause, course and consequences of conflict from the First World War to present day. It is a vital source for those interested in the history of war photography as well as the history of the era. The collection primarily covers the activities of British and Commonwealth forces in times of conflict from official, press, and private perspectives. The collection includes international perspectives on war and conflict and includes military and civilian voices and work by amateur and professional photographers. The archive continues to acquire material as well as working with leading contemporary photographers such as Donovan Wylie and Ed Clark.

Library: over 300,000 items

The library collections classed as heritage assets include maps and proclamations. The reference collection includes over 150,000 books as well as significant reference collections of printed ephemera, pamphlets and periodicals.

4. Themes and priorities for future collecting

4.1 In 2019 IWM's curatorial teams completed a suite of Collections Development Strategies, one for each of the four time periods represented in the collections:

First World War and Early 20th Century, covering 1900-1929.

Second World War and Mid 20th Century, covering 1929–1949.

Cold War and Late Twentieth-Century, covering 1949-2000

Contemporary Conflict, covering 2001 to the present day.

These strategies define IWM's vision and aspirations, outline the most vital issues to be tackled and define a roadmap for achieving these aims. Each strategy is different, as the needs of each collection is different. But they share common values: each is intentionally ambitious, and those ambitions are entirely in line with the museum's brand, vision and values. Every curator contributed their specialisms and levels of experience to this process. They consulted widely, across and outside the museum. In particular they have drawn on a great deal of academic expertise to support their own, including the IWM Institute's Associates. Each strategy demonstrates how it will be overseen, and how success will be continually measured.

4.2 The aims of the acquisitions programme are outlined in the Collection Development Strategies. Broadly speaking they:

- ensure the continuing selective development of the collections to provide well-balanced and up-to-date coverage of IWM's remit
- drive the delivery of the Transformation, Masterplan and 2030 visions at all branches with a carefully-honed collection
- support our public programme
- meet audience needs not just now but in the future, through agile approaches to collecting and an aspiration to represent and interpret a richly diverse range of stories
- provide access to primary evidence and key secondary sources for research, publishing, broadcasting and public needs.

4.3 The collections are defined as the total body of culturally significant items, or part thereof, held by IWM.

- 4.4 Acquisition is the process of obtaining responsibility for an item, associated due diligence, rights management and transfer of title. Items may be held at Acquisition (Entry) to deliver IWM's interpretive and research roles for as long as they fulfil these aims. Items held at Acquisition will, for example, include modern books and periodicals, and surrogates of content held by IWM. Items may be acquired to support IWM's learning activities (handling items), displays (props and facsimiles) and collections care and maintenance (spares). These items are not accessioned.
- 4.5 Accession is a status afforded to those items (art and objects, archives of documents, film, photographs and sound records) that IWM deems to be of such significance that they merit permanent retention and preservation on behalf of the Nation. Accessioned items may be disposed of at a later date, and if so will be subject to the procedures described in this Policy.
- 4.6 Collecting may result from proactive projects or in response to the offer of material by members of the public or other institutions. In both instances collecting will be a focused outcome of the formal review of the existing collection. Collection Reviews may be undertaken in consultation with staff of all branches to support priority exhibitions and learning programmes having particular regard to the remits of the branches. The result will be targeted areas for acquisition and disposal.
- 4.7 Acquisitions are limited to those items that are of exceptional quality, significance, provenance, and afford sufficient public access rights to support IWM's mission. The Collections Development Committee reviews potential acquisitions that have substantial resource requirements or require broad assessment and all disposals.

5. Themes and priorities for rationalisation and disposal

- 5.1 IWM recognises that the principles on which priorities for rationalisation and disposal are determined will be through a formal review process that identifies which collections are included and excluded from the review. The outcome of review and any subsequent rationalisation will not reduce the quality or significance of the collections and will result in more useable, well managed collections.
- 5.2 The priorities for IWM's disposal activity are informed by the same Collections Development Strategies as above. Large objects will be an area of in depth curatorial review in 2020-21, and the Digital Futures programme will necessitate detailed review of vulnerable photographic and film collections as we invest in their digital preservation.
- 5.3 The procedures used will meet professional standards. The process will be documented, open and transparent. There will be clear communication with key stakeholders about the outcomes and the process.

6. Legal and ethical framework for acquisition and disposal of items

- 6.1 IWM recognises its responsibility to work within the parameters of the Museums Association Code of Ethics when considering acquisition and disposal.

7. Collecting policies of other museums

- 7.1 IWM 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 these organisations, which are to be consulted when making significant acquisition, accession and disposal decisions, or where conflicts of interest may arise

or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources:

Service and unit museums:

- National Army Museum
- National Museum of the Royal Navy
- Royal Air Force Museum
- Royal Engineers Museum
- Royal Logistic Corps Museum
- Tank Museum
- As relevant, other museums within the scope of the Army Museums Ogilby Trust

National museums with related collections:

- National Museums Northern Ireland
- National Museums Scotland
- National Museum Wales
- British Library
- National Maritime Museum
- National Portrait Gallery
- Royal Armouries
- Science Museum Group
- Tate
- Victoria and Albert Museum

Film organisations:

- FIAF, the International Federation of Film Archives
- UK Film Archive Forum

7.3 On occasion IWM may enter into joint acquisition agreements with other institutions. These will be covered by formal agreements, and where necessary, approved by the relevant funding bodies.

8. Archival holdings

8.1 As IWM holds archives including documents, sound recordings, film, photographs and printed ephemera, the Trustees will be guided by the *Code of Practice on Archives for Museums and Galleries in the United Kingdom* (3rd ed., 2002).

8.2 Under the terms of this policy and in the furtherance of its mission and acquisitions programme, IWM will acquire analogue and digital archival material both in its role as the official repository for relevant film and photographs under the Public Records Act 1958, and from other sources.

8.3 IWM will ensure that where material is acquired from government departments and agencies, there is a clear distinction between public records selected for permanent preservation under the Act, and material 'presented' to IWM, which is not covered by the Act.

8.4 As a Place of Deposit IWM has successfully secured and will maintain Archive Service Accreditation, as administered by The National Archives.

8.5 IWM's archival collections are developed according to the principles and priorities in this Policy.

9. Acquisition

- 9.1 Authority to approve the acquisition of items is delegated by the Trustees according to value. The authorisation levels for agreeing acquisitions (whether purchases, gifts or bequests) are:

Value of item	Authoriser
Up to £2,000	Head of Collections & Curatorial <i>or</i> Head of Collections Development and Information
Up to £100,000	AD of Narrative and Content <i>or</i> AD of Collections Management
Up to £250,000	ED of Content and Programmes <i>or</i> ED of Collections and Governance
Up to £500,000	Director-General
over £500,000	The Board of Trustees

- 9.2 IWM will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).
- 9.3 In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, IWM will reject any items that have been illicitly traded. The Trustees 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.
- 9.4 IWM will make every effort not to acquire material with conditions attached. Where this cannot be avoided, IWM will consider whether the conditions can be accepted and if so ensure the conditions are documented in the collections management system so that they are fulfilled.
- 9.5 When IWM acquires works of art from contemporary artists it will seek information from the artist on any specific display requirements. This information will be recorded in the collections management system to support future display planning.

10. Human remains

- 10.1 As IWM holds human remains under 100 years old, it will maintain the necessary licence under the Human Tissue Act 2004 and any subordinate legislation from time to time in force.
- 10.2 As IWM holds 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.

11. Biological and geological material

- 11.1 So far as biological and geological material is concerned, IWM will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, except with the express consent of an appropriate outside authority.

12. Archaeological material

- 12.1 IWM will not acquire archaeological material (including excavated ceramics) in any case where the Trustees 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).
- 12.3 In Scotland, under the laws of bona vacantia including Treasure Trove, the Crown has title to all ownerless objects including antiquities, although such material as human remains and environmental samples are not covered by the law of bona vacantia. Scottish material of chance finds and excavation assemblages are offered to museums through the treasure trove process and cannot therefore be legally acquired by means other than by allocation to IWM by the Crown. However where the Crown has chosen to forego its title to a portable antiquity or excavation assemblage, a curator or other responsible person acting on behalf of the IWM Trustees, can establish that valid title to the item in question has been acquired by ensuring that a certificate of 'No Claim' has been issued on behalf of the Crown.

13. Exceptions

- 13.1 Any exceptions to the above clauses will only be because IWM 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 IWM will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority. IWM will document when these exceptions occur.

14. Spoliation

- 14.1 IWM will use *Spoliation of Works of Art during the Holocaust and World War II period: Statement of Principles and Proposed Actions*, issued by the National Museum Directors' Conference in 1998, and report on them in accordance with the guidelines.

15. The Repatriation and Restitution of objects and human remains

- 15.1 IWM's Trustees, acting on the advice of IWM's professional staff, 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. IWM will take such decisions on a case by case basis; within its legal position and taking into account all ethical implications and available guidance. This will mean that the procedures described in 16.1-5 will be followed but the remaining procedures are not appropriate.
- 15.2 The disposal of human remains from museums in England, Northern Ireland and Wales will follow the procedures in the *Guidance for the care of human remains in museums*.

16. Disposal procedures

- 16.1 All disposals will be undertaken with reference to the Spectrum primary procedure on disposal.
- 16.2 The Trustees will confirm that IWM is legally free to dispose of an item. Agreements on disposal made with donors will also be taken into account.

- 16.3 When disposal of a museum object is being considered, IWM will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.
- 16.4 When disposal is motivated by curatorial reasons the procedures outlined below will be followed and the method of disposal may be by gift, sale or exchange or as a last resort - destruction.
- 16.5 The decision to dispose of material from the collections will be taken by the Trustees only after full consideration of the reasons for disposal. Other factors including public benefit, the implications for IWM'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 IWM will also be sought.
- 16.6 A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the Trustees acting on the advice of the Collections Development Committee, and not of any archivist, collections manager, curator, or librarian acting alone. The authority to dispose of duplicate items is delegated as per paragraph 17.3.
- 16.7 Once a decision to dispose of material in the collections has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited museums likely to be interested in its acquisition.
- 16.8 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 (if appropriate).
- 16.9 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, IWM may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain. Sale of objects is also informed by the provisions of paragraph 1.7, and by the provisions below relating to use of the monies received.
- 16.10 Any monies received by the Trustees from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from the Arts Council England.
- 16.11 The proceeds of a sale will be so allocated that it can be demonstrated 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 collections.
- 16.12 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

- 16.13 The nature of disposal by exchange means that IWM will not necessarily be in a position to exchange the material with another Accredited museum. The Trustees will therefore ensure that issues relating to accountability and impartiality are carefully considered to avoid undue influence on its decision-making process.
- 16.13.1 In cases where the Trustees wishes for sound curatorial reasons to exchange material directly with Accredited or non-Accredited museums, with other organisations or with individuals, the procedures in paragraphs 16.1-5 will apply.
- 16.13.2 If the exchange is proposed to be made with a specific Accredited museum, other Accredited museums which collect in the same or related areas will be directly notified of the proposal and their comments will be requested.
- 16.13.3 If the exchange is proposed with a non-Accredited museum, with another type of organisation or with an individual, IWM will place a notice on the MA's *Find an Object* web listing service, or make an announcement in the Museums Association's *Museums Journal* or in other specialist publications and websites (if appropriate).
- 16.13.4 Both the notification and announcement must provide information on the number and nature of the specimens or objects involved both in IWM's collections 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 Trustees 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 Trustees 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, where acquisition conditions demand it (eg. Amnesty weapons) 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 IWM workforce. In circumstances where this is not possible, eg the destruction of controlled substances, evidence such as a police certificate should be obtained and kept in the relevant object history file.

Disposal by sale

- 16.19 IWM may consider disposal by sale in the following circumstances:
- Where it has not been possible to identify an appropriate public domain recipient after following IWM's disposal procedure and it is considered in the public interest to realise the market value of the object

- If an object being considered for disposal was purchased with restricted funds from one of IWM's Trust Funds; trust law requires fair market value be realised. Any proposal to disposal of an object by sale will be given full and careful consideration by the Trustees and requires approval from the Secretary of State for Digital, Culture, Media and Sport.

Disposal definitions

- 16.20 Disposal is the permanent removal of an item accessioned into the collections from the ownership of IWM's Trustees by the process of gift, sale, exchange or planned destruction (in the case of an item too badly damaged or deteriorated to be of any use or on the grounds of health and safety). Accessioned items must be deaccessioned before they can be disposed of.
- 16.21 The collections contain a number of items that are considered to be duplicates. The rigour applied to the disposal of duplicate material is lower than that applied to other items as the disposal of duplicates will be approved by the Trustees without reference to the Secretary of State. Further detail is provided in Appendix One to this document.

17. Authorisation of disposal

- 17.1 The Trustees, being responsible on the advice of the Director-General for IWM's disposal policy, have determined that all acquisitions and disposals will be reported formally to them and that authorisation of disposals shall be delegated as below.
- 17.2 The Trustees are empowered to dispose of duplicate items without the consent of the Secretary of State. The definition of duplicate items is set out in Appendix One.
- 17.3 Authority to approve the disposal of duplicate items is delegated by the Trustees according to value. The authorisation levels for agreeing disposals (by any method) are:

Value of item	Authoriser
Up to £2,000	Head of Collections & Curatorial <i>or</i> Head of Collections Development and Information
Up to £100,000	AD of Narrative and Content <i>or</i> AD of Collections Management
Up to £250,000	ED of Content and Programmes <i>or</i> ED of Collections and Governance
Up to £500,000	Director-General
over £500,000	The Board of Trustees

- 17.4 Disposals of accessioned material (other than duplicate items) require the consent of the Secretary of State, Department for Digital, Culture, Media and Sport or their designated authorities. Such consent will be sought by the Director-General with the approval of the Trustees, on the recommendation of the Collections Development Committee and the relevant authorisers listed above.
- 17.5 The Trustees will be notified of all disposals through the usual quarterly reporting procedures.

18. Complaints with respect to Acquisition and Disposal

- 18.1 Members of the public wishing to register a complaint with regard to an acquisition or disposal decision should do so in writing - by letter, fax or email. It should be addressed to the Complaints Officer, Imperial War Museums, Lambeth Road, London SE1 6HZ. The Complaints Officer will investigate the matter in line with IWM's Complaints Procedure.

Appendix One: Definitions of duplicate and surrogates

- A1.1 The definition of duplicate applied to art, material culture and artefact collection items, rare books and special library collections is: one or two or more specimens of a thing exactly or almost identical.
- A1.2 The definition of duplicate applied to modern books and periodicals will be items that are exactly like something already existing as it was produced in large numbers.
- A1.3 The definition of duplicate applied to archives of documents, film, photographs and sound records is the most complex. The nature of preservation for these collections is to copy the 'content' of the collection onto a stable and accessible media (now digital formats), in line with archival standards. This is done in recognition of the deterioration, destabilisation and potential health and safety risks of some original materials.
- A1.4 An original archival format may need to be destroyed if it has deteriorated, is unstable or is a risk to health and safety or other collection items or is an obsolete format that IWM can no longer afford to support.
- A1.5 Where the 'content' of the item has been retained in a stable and accessible format the original item will be considered to be a duplicate (albeit the copy of the item previously afforded the status of being accessioned by IWM and/ or regarded as the original) and may therefore be authorised for deaccessioning in accordance with clauses 17.2 to 17.3.
- A1.6 The destruction of obsolete formats, following the copying of content onto a stable and accessible medium will first be assessed to determine whether:
- The items should be retained as original material with significance, (for example original 78rpm records, camera negatives of significant film or photographs).
 - The items are of high financial value (for either the item or the total set of items identified as obsolete) or for which special restrictions have been applied (such as personal medical records).
 - In instances where items are identified for retention as original material with significance, consideration will be given to the transfer of items to organisations whose primary focus is the technical development of the media in question.
 - The items may have added value or even unique status by reason of changes made to it (for example, a photographic print or collection carrying censorship markings or instructions).
- A1.7 Original audio-visual material will be retained for as long as it remains viable, in recognition of the fact that the content held in such originals will be of higher quality than that in derived copies produced using most existing forms of reproduction.
- A1.8 The removal of all 'content' from the collections (copies, versions and formats) on a given theme will always be subject to the full implications of the Collections Development Policy. In instances where a collection is held on deposit under the Public Records Act 1958 this will be subject to approval of The National Archives before completion of the disposal procedure.
- A1.9 In the past the archival sections produced and commissioned surrogate copies from masters held within their collections, to be used as long term substitutes for the originals to protect them from damage, for example through handling by researchers. Surrogate copies, such as film viewing copies, were made to suffer heavy usage and were discarded as they wear out. For this reason surrogate copies cannot be considered as accessioned and are not subject to the measures outlined in this policy.

Appendix Two: Digital acquisitions

- A2.1 The principles underpinning the acquisition of digital material are identical to those for other media, but additional factors specific to digital material may present new issues or amplify existing ones.
- A2.2 IWM will only acquire digital material which meets the principles of the Collections Development Policy.
- A2.3 IWM will only accession digital material whose format is compatible with long-term preservation planning.
- A2.4 IWM will discourage the acquisition of digital material in formats which cannot be viewed, accessed or managed with the current digital asset management system (DAMS). However it is recognised that on occasion the benefits of acquiring items may outweigh the disadvantages of formats which are difficult to support.
- A2.5 Official repository material acquired under the Public Records Act 1958 is expected to be dominated by film and photographs taken by MoD units and passed to IWM under the terms of JSP 441: *Defence records Management Policy and Procedures* or successor agreements. Such material is likely to arrive in large quantities, and has the potential to swamp IWM's ability to accession it effectively. IWM will therefore ensure that such official sources will:
- Sift the material prior to transfer.
 - Provide all available metadata in the agreed format.
 - Deliver the material by the agreed means.
- A2.6 Non-public record material is likely to be acquired by IWM in smaller quantities, but with a broader range of types and formats. Such material will include documents, artworks, film and photographs, some taken using consumer devices such as mobile phones. While it may not be feasible to make prior agreement on formats, before acquisition IWM will establish that the format of the items and the metadata are suitable for acquisition, and agree with the source a means of delivery.
- A2.7 IWM's agreement with the source of any digital acquisition will include IWM's right to migrate the material to new formats for preservation purposes and if deemed necessary destroy the original format. Where the format is an integral part of the item, as may be the case with certain art works, IWM will agree with the source at the time of acquisition a course of action to be taken when the format becomes no longer viable.
- A2.8 In cases where digital material only forms part of an item (such as an art installation), or where the item is tied to specific software or hardware, IWM will ensure that there is a clear plan, agreed with the source, for future access or display when the item's technology is no longer viable.
- A2.9 Digital material comes in a huge range of formats, and it is impractical for IWM to be able to support them all fully. Four categories of format are defined:

<p>A. Formats which IWM's DAMS can both preserve and read.</p>	<p>These will normally have lower quality proxies created at ingest which can then, subject to rights, be made available for access. Versions for delivery to users will be generated from either the proxies or the master files. Formats in this category are the most suitable for acquisition.</p>
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<p>B. Formats which IWM's DAMS can preserve but cannot read, but where access versions can be created in a format which the DAMS can read.</p>	<p>These will be stored in the DAMS in their original form, and will only be retrievable in that form. At any time, access versions in a suitable format may be created through an application outside the DAMS, and ingested separately.</p>
<p>C. Formats not suitable for preservation themselves, but from which substitute masters can be created in a format which IWM's DAMS can both preserve and read.</p>	<p>These cannot be adequately preserved, usually for reasons of obsolescence or compatibility, so a suitable master format, ideally agreed at the time of acquisition, will be created through an application outside the DAMS and ingested in their place. The original will then be disposed of, unless agreed otherwise with the source.</p>
<p>D. Formats unsuitable for both preservation and access, which IWM will not accept in any but the most exceptional circumstances.</p>	<p>These formats are unsuitable for acquisition, either because they are not supported by any easily available software, or the quality is so low as to be unsuitable for any practical use. The exception is when the content of such material is judged to have such exceptional value that it outweighs format limitations. In this case, special arrangements may be required to manage the material.</p>

- A2.10 Format categories will be continually reviewed as formats and applications develop or decline. IWM will provide potential acquisition sources with specifications of suitable acquisition formats, and will actively discourage the use of other formats.
- A2.11 Unlike physical and analogue material, digital material is not generally bound to a specific physical entity. The physical medium is usually no more than the carrier of the digital content. Therefore the physical medium on which digital material is transferred to IWM is not part of the acquisition, unless that physical medium is considered to be an integral part of the object or an object for acquisition in its own right.
- A2.12 Although IWM will undertake to retain digital acquisitions in their original file format for as long as that format is viable as a preservation format, the file format is not generally considered to be an integral part of the content, and almost certainly has a limited lifetime.
- A2.13 If digital preservation requirements dictate migration to a new format, IWM will do so, unless explicitly prohibited by the original acquisition agreement. IWM will endeavour to retain the essence and metadata as fully as possible. Any such migration will be fully documented.
- A2.14 The ease with which digital systems can create material can lead to extremely large collections of items. Potential sources of digital material will be encouraged to create good documentation, ideally at the point of creation of the items. IWM will strive to extract as much metadata as possible as part of the acquisition process and integrate this with its documentation systems.
- A2.15 Where the creation of individual records for each item is not feasible at the point of accession, IWM's DAMS may be used to ingest in bulk under collection-level catalogue records.
- A2.16 If IWM curators choose to acquire digital material created in-house through photography, film production, and internal processes such as exhibition design, or digital material commissioned externally by IWM, this should comply as far as possible with IWM's format specifications.