COLLECTIONS MANAGEMENT POLICY

2015-2018

This Collections Management Policy outlines the commitments of Canterbury Cathedral towards managing its collections, and sets out the strategic approach of the Cathedral to its Collections Management Plan. It should be read in conjunction with the organisation’s Collections Development Policy, Collections Forward Plan, Rationalisation Policy and Plans, Documentation/Information Policy and Plans, and Care and Conservation Policy and Plans.

This Collections Development Policy will be published and reviewed on a three (3) year cycle by the Collections Management Group.

Name of organisation: Canterbury Cathedral

Name of governing body: Chapter of Canterbury

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CATHEDRAL MISSION STATEMENT

The Cathedral Mission is: ‘To show people Jesus’

‘Among those who went up to worship were some who came and said “Sir we would see Jesus”’. John 12v 20

COLLECTIONS STATEMENT OF PURPOSE

The collections statement of purpose:

Canterbury Cathedral is a holy place of pilgrimage, founded by St Augustine for the worship of Almighty God. It is the seat of the Archbishop of Canterbury who is the bishop of the Diocese of Canterbury and the Primate of All England and it is the Mother Church of the world-wide Anglican Communion. The Cathedral’s ministry is to both these roles and to all people who come to the Cathedral as worshippers, pilgrims and tourists.

The unbroken continuity of offering worship to God on this site for over 1400 years resonates with the understanding that the present incumbents are maintaining the long tradition of stewardship of a place and a presence that has been and remains significant in England’s Christian history. Canterbury Cathedral is Grade I listed, part of a World Heritage Site and a Scheduled Ancient Monument. It is a busy working church, which houses internationally significant archives, library and object collections. Many items in its collections continue to fulfil a role in the day to day life of the church, and their significance is often revealed through such continuous use.

With due regard to this, Canterbury Cathedral’s manages and cares for its collections in order to:

• further the mission of the Cathedral
• support its role as the Mother Church of the world-wide Anglican Communion
• support its role within the City and Diocese of Canterbury
• engage people with heritage
• enrich their understanding of the history and purpose of the Cathedral
The Cathedral fulfils these aims through acquisition, preservation and research, and by making accessible the unique material in its care, for the benefit of learning and for present and future generations to enjoy.

This statement of purpose supports the Cathedral’s mission statement and main strategic objectives 3, 4, and 5 as laid out in the Cathedral’s Strategic Plan of 2015-22:

- To conserve and develop the fabric of Canterbury Cathedral, its ancillary buildings, monuments and precincts as part of a UNESCO World Heritage Site.
- To be a centre of excellence for education and learning
- To manage the Cathedral, its assets and activities with financial and operational efficiency

1. TERMS OF REFERENCE

1.1 This policy provides an overview of the basic principles and procedures governing the management of collections within Canterbury Cathedral and is supported by a suite of more detailed policy and plan documents listed in Section 12.1.

1.2 This policy relates to all areas of collections, whilst recognising the distinctive nature of individual areas such as Archives, Stained Glass, Vestments or Stonework.

1.3 This policy recognises the responsibility of the Cathedral to work within the parameters of the Care of Cathedral Measure (2011) and to be guided by the Museums Association Code of Ethics (2002), the Archives and Records Association (ARA) Code of Conduct, and guidance produced by the Cathedrals Fabric Commission for England (CFCE). With regard to the specific legal requirements for the Cathedral Archives, it will abide by the Public Records Act 1958, the Law of Property Act 1922 and the Tithe Act 1936, the Parochial Registers and Records Measure (1978) and the Local Government (Records) Act 1962 and Local Government Act (1972).

1.4 The Cathedral has a commitment to professionalism and to working to heritage sector standards as laid out in PAS197 and PAS198, as well as PD5454:2012 and SPECTRUM.
1.5 The Cathedral recognises that it has an obligation to care for all of its collections. The purpose of this policy is to be a guide for Cathedral staff, supporters, and the public, to the professional standards the Cathedral seeks to maintain with regard to the collections in its care.

1.6 The policy will be reviewed on a three (3) year cycle.

2. OVERVIEW

2.1 There are five departments with responsibilities for the Cathedral’s collections:

- Archives and Library
- Conservation
- The Stained Glass Studio
- The Vestry
- Music and Liturgy

2.2 The collections includes important holdings of written material (manuscript and printed), art, photography, music, in-situ stained glass, monuments, wood, metal and stonework and a significant quantity of objects.

2.3 Most categories of the collections are acquired through bequest, donation and sometimes purchase. Material is regularly taken on loan (or ‘Deposit’) (e.g. parish silver, such as chalices and patens).

2.4 There is public access to some of these internationally significant collections. Holdings of the Archive and Library are made available in its Reading Room. Some collection items are on display within the Cathedral itself. Access to collections is increasingly provided through digital technology. For the wider benefit of the public, they are shared through exhibitions, publications, online information (including online catalogues, videos and blogs), events and in some instances through day-to-day liturgical use.

2.5 Collections material may be lent to other institutions for the purpose of public exhibitions. Parishes may borrow back items from their collections upon request. Further information can be found in the Cathedral’s Loans Policy.
3. GOVERNANCE

3.1 Members of senior staff responsible for collections, the Head of Archives and Library, the Vesturer, the Head of Conservation and the Director of the Stained Glass Studio, working with the Collections Manager, make up the Collections Management Group (CMG), which oversees and develops work with the collections across all departments.

3.2 The CMG engages with the Organist and Master of the Choristers, the Clerk of Works and the Surveyor of the Fabric with regard to collections when appropriate.

3.3 The CMG ultimately reports to the Receiver General and Chapter. When appropriate, under the Care of Cathedrals Measure, the work of the CMG goes before the Canterbury Cathedral Fabric Advisory Committee (FAC) and the Cathedrals Fabric Commission for England (CFCE). Issues specifically relating to Archives and Library collections may be considered by the Cathedral Archives and Library Committee, an advisory committee.

3.4 The staffing structure of the Cathedral is shown in an organisational chart, which is available online.

4. STAFF AND RESOURCES

4.1 The Departments are allocated an annual funded budget in support of their staff and non-staff activities, but increasingly rely upon a variety of external sources to develop and manage the collections and particularly to make them accessible.

4.2 The Cathedral undertakes to resource the management of collections with appropriate levels of staffing and materials. Consideration may be made of requirements to fulfil the needs of the Archives and Museum Accreditation schemes.

5. SCOPE

5.1 The members of the CMG administer and make accessible materials of widely differing form and content.

5.2 The scope of collections is explained in greater detail in the Cathedral’s Collection Development Policy, but can be summarised as follows:
• Archives: The Archives contains 2 kilometres of shelving of records in a variety of formats or mediums, including digital material. The Cathedral’s own archive dates from the 9th century onwards. The Canterbury City Council’s archives are also held on loan (deposit), as well as church records for the parishes in Eastern Kent and the records of the Diocese of Canterbury. There are also archives of private institutions and individuals, such as the former St Augustine’s Missionary College.

• Library: The Library contains about 30,000 books and pamphlets printed before 1900, and an expanding collection of some 20,000 books and serials published in the 20th and 21st centuries.

• Stained glass: The Cathedral contains over 1,200 square metres of stained glass including one of England’s largest collections of early medieval stained glass. The collection also includes various fragments of stained glass and medieval ferramenta.

• Furniture and fittings: This includes altars, altar furniture, chairs, lighting, floor tiles and clocks.

• Musical instruments and bells: The Cathedral houses a series of bells, 4 of which date from before the 19th century, 3 from the 19th century and the remaining 14 were re-cast in 1981. There are two significant organs in the collection, the main Cathedral organ and the Trinity Chapel organ. The Cathedral also holds the Bargrave positive or chamber organ which is of 17th century date.

• Militaria: Within the Cathedral there are a number of standards and banners, mostly related to the East Kent Regiment.

• Artwork: This category represents painted, drawn and 3D artwork in the collections, excluding glass, stone and woodwork designed for the fabric of the Cathedral.

• Social history collections: The collections include items such as, the Oakeley Cathedral models, the three 17th century Bargrave cabinets of objects, bomb fragments from the Second World War, and a seal press.

• Tombs and monuments: There are numerous monuments and tombs within the Cathedral itself and numerous ledger stones. Mostly in stone, some of the monuments incorporate elements of metalwork and testers.

• Metalwork and woodwork: This includes the Bell Harry treadmill, wooden carved sections of the 17th century Quire screen, and
Archbishop’s Tenison’s throne, doors, in-situ and detached, and metalwork gates

- Treasury collection: The Treasury collection includes items owned by Chapter and parish silver on deposit at the Cathedral. Most material is church silver with very few secular additions. Some items are in use for church services and form part of the working collection of the Cathedral.
- Textiles and vestments/clothing: The textile collections range from late 12th-early 13th-century vestments to the 14th-century Funeral Achievements of the Black Prince, to 19th-, 20th and 21st-century vestments, pads and kneelers which are still part of the working collections of the Cathedral.
- Stone/architectural fragments: A number of loose stone fragments are retained by the Cathedral.
- Archaeology: The Cathedral retains very few artefacts from archaeological excavations undertaken on site. The majority are stored on behalf of the Cathedral at the Canterbury Archaeological Trust.

6. COLLECTIONS DEVELOPMENT

6.1 Acquisitions and disposals will carried out according to the statements laid out in Section 1 of the Collections Development Policy.

6.2 The Cathedral through the CMG, seeks to develop its holdings of collections through a variety of means and according to different criteria as outlined in the Collection Development Policy.

6.3 Acquisitions are made through gift, loan, bequest or purchase (discussed in more detail in the Collections Development Policy). Gifts are governed by donor agreements. Purchases are made from limited designated funds and through approaches to individuals and funding bodies. Significant purchases are dependent upon major campaigns of external fundraising. Artwork is occasionally commissioned for the Cathedral or developed through the Creative Access Programme or Artists Residencies and this is guided by a Visual Arts Policy. The Archives regularly accept material on loan from local parishes and other institutions, with loan agreements in place. Church silver is also taken in on loan from parishes. For other collections, items are taken on loan usually only if there is a strong likelihood that they will come to the Cathedral on a permanent basis.
7. ACCESSIONING

7.1 Accessioning signifies the general acceptance of collections into the Cathedral’s holdings. Accessioning varies according to the management requirements of diverse formats of material, which may range from a single printed book to an archive comprising 1,000 boxes, to a new set of vestments, to a fragment of stained glass, but all material is appropriately recorded in registers or on a Collections Management System.

8. DISPOSAL

8.1 The full disposal procedure is stated in the Cathedral’s Rationalisation Policy and Plan and summarised in the Collections Development Policy. The Cathedral will abide by the terms of disposal laid out in these Policies.

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

8.3 The Cathedral retains the right to rationalise unwanted material (under the terms of 8.1 and 8.2).

9. COLLECTIONS INFORMATION

9.1 Several different approaches are taken with current cataloguing. The aim is to ensure that documentation meets the requirements of the Care of Cathedrals Measure, SPECTRUM and national and international standards for the cataloguing of archive and library materials and in-situ stained glass.

9.2 Current cataloguing initiatives aim to address documentation backlogs, to provide a consistent approach to cataloguing procedures and to make information relating to collections available online.

9.3 The Cathedral’s Documentation Policy and Plan provides full details of the Cathedral’s approach to managing best practice for collections documentation, with reference to relevant national standards.

10. COLLECTIONS ACCESS

10.1 In keeping with the Cathedral’s ‘Collections Statement of Purpose’ the aim is to enable the widest possible use of and access to the Cathedral’s
collections and to do so within a framework of guidelines designed to preserve and protect rare, valuable and delicate materials.

10.2 Access to the collections is a consideration of the Cathedral’s Access Statement and reflects the desire to reach as wide an audience as possible.

10.3 Access includes both physical and intellectual access to collections through research use, lending and borrowing, exhibition, access using surrogates and digital means, education handling and reproduction and commercial use.

10.4 Loans to other institutions follow established protocols laid out in CFCE and other industry guidelines. Loans between British institutions may be covered by Government indemnity. Full details are stated in the Cathedral’s Loans Policy.

10.5 Users (staff and non-staff) are required to abide by legislation pertinent to the use of collections, including Data Protection, Freedom of Information (with regard to specific archive collections covered by the Freedom of Information Act only) and Copyright.

11. CONSERVATION AND COLLECTIONS CARE

11.1 The Cathedral holds its collections for the benefit of future generations. The Cathedral will always:

- Treat the care and protection of the collections as a key priority
- To the best of its ability allocate sufficient resources to the care and preservation of the collections
- Seek to follow best practice in collections care

11.2 Conservation and care of collections is achieved with the support of the Conservation Department. Highly specialist work may be undertaken by external consultants on certain classes of material, such as textiles, often facilitated by external grants.

11.3 Key elements relating to general practice are:

- **Environment**: The Cathedral’s environmental monitoring is managed by external consultants and the stores are checked weekly by conservation staff, with the aim of providing suitable conditions under the appropriate national standards.
• **Housekeeping**: Integrated Pest Management and general conservation cleaning are undertaken for all areas of the collections to ensure suitable conditions under the appropriate national standards.

• **Storage/securing the collections**: There is severe pressure on storage in all departments responsible for collections and detailed plans are maintained relating to current locations. Security issues relating to collections storage areas are managed by the Cathedral’s Security Department.

• **Disaster Response**: protocols exist to respond to emergency situations affecting collections and these are kept under review. These protocols can be found in the Salvage Plans and the Disaster Plans for Stained Glass, Archives and Library and the Cathedral generally.

• **Born-digital materials**: matters relating to the preservation of born-digital materials are covered by the Cathedral’s Digital Strategy/Asset Management Plan and Records Management Policy.

11.4 The Conservation and Collections Care Policy and Plan provides full details of the Cathedral’s approach to managing best practice with regard to collections conservation and care, with specific reference to PAS 198.

### 12. SUPPORTING POLICIES AND PLANS

12.1 Policies and Plans which augment and support the Collections Management Policy:

- The Cathedral’s Strategic Plan/Business Plan
- The Collections Forward Plan
- The Collections Development Policy
- The Archives Collections Development Plan
- The Rationalisation Policy and Plan
- The Documentation/Information Policy and Plan
- The Loans Policy
- The Cathedral’s Access Statement
- The Digital Preservation Strategy/Asset Management Plan
- The Conservation and Collections Care Policy and Plan
- The Cathedral’s Disaster Plans
- The Arts Policy
- The Learning Policy
- The Activity Plan