

SMARTER LOANS

MUSEUMS
ASSOCIATION

Effective
Collections

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Principles for lending and
borrowing from UK museums

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FOREWORD

The old adage “neither a borrower nor a lender be” does not hold true for museums. Borrowing and lending are the lifeblood of our exhibition and outreach programmes, enabling museums to reinterpret collections and offer new perspectives on our world and its cultures.

When the Museums Association (MA) launched its Effective Collections programme in 2007, a key aim was to get more stored collections out on show through the use of loans. Collections are the unique selling point of museums, and loans are one of the best ways they have of sharing their collections and bringing them to people. The Smarter Loans principles champion this and call on museums to make lending a core activity. Smarter Loans sets out an ethical approach to loans to help museums think critically about their own practice. The principles are designed to be consistent and complementary with existing standards.

We hope the principles will help museums to appreciate the benefits of lending and borrowing, and to be more confident about taking part in this activity. We are not just talking about encouraging more loans, but about getting greater impact from them so they are good value and sustainable. We want to encourage both lenders and borrowers to maximise and capture the benefits that loans can deliver. We also want museums to be more proactive in getting their collections out there, particularly by using the MA's Find an Object service to advertise objects available for loan. Through Smarter Loans we want to foster a new culture around loans that prioritises public benefit and encourages a flexible and pragmatic approach to loans.

Vanessa Trevelyan

President, Museums Association

INTRODUCTION

Museums lend their collections in order to increase the public benefit that can be derived from them, to promote access, to increase knowledge and understanding and to support other museums. They balance their role in safeguarding items for future generations with their obligation to optimise access for and engagement with present day audiences.

Museums borrow items in order to complement and enhance the potential for learning and enjoyment in their own collection. Lending and borrowing is part of a well-managed and sustainable collection.

These principles have been drafted by the Smarter Loans Steering Group, which is made up of colleagues working in a wide range of museums across the UK. The work is rooted in the MA's Code of Ethics, which promotes and supports lending and borrowing. It has been overseen and endorsed by the MA's Ethics Committee.

Purpose of the principles

The purpose of this document is to advocate the public benefit gained through museum loans. The principles promote a proactive approach to lending objects and aim to encourage more lending and borrowing between museums and other appropriate organisations. They aim to foster a greater sense of partnership and cooperation between institutions and organisations involved in the loans process and to ensure loans remain a core activity in all museums.

In particular it is hoped that the principles will support museums that have never lent or borrowed material before, or do so infrequently, to make this a regular activity, creating a wider pool of museums and objects for borrowers to draw on.

The principles aim to promote the sharing of collections through loans so that the public can have access to a greater number and variety of objects. They encourage museums to adopt a flexible and pragmatic approach to loans so that more take place, while ensuring that objects are not subject to unnecessary risks. They are intended to support museums to take an ethical approach to loans and to relate principles to practice.

Scope of the principles

The principles provide general information and advice on loans between museums and to other appropriate borrowers. They are not intended to prescribe specific actions museums must take, but aim to support museums when making decisions about loans. They do not provide detailed technical information about conditions for loans, but additional sources of information on these areas and other useful information is listed in appendix 1.

The principles primarily cover loans between museums within the UK for a range of purposes: short-term loans for exhibitions, long-term loans, loans for research purposes. In some cases loans for research, particularly natural history and science collections, may follow different procedures to those set out here and require different ethical considerations. The principles should also help museums that want to lend or borrow material internationally or with other types of organisations or individuals.

A museum's ability to lend or borrow will depend on how it is constituted. A minority of museums may not legally be able to lend or borrow, or they might be limited in the material they can lend.

KEY PRINCIPLES OF UK LOANS

- 1** Loans benefit both lenders and borrowers. Share collections willingly in order to reach new audiences, inspire learning and enhance enjoyment. Borrow items to improve the service provided to audiences.
- 2** Loans enable museums to reach wider audiences, reunite fragments of the same object, set collections in context and increase public awareness of museums.
 - 2.1** Use loans to increase access for users who cannot visit your museum
 - 2.2** Work in a spirit of partnership and cooperation. Develop long-term relationships that will help you appeal to a broader audience.
- 3** Create policies approved by the governing body for all loans to and from the museum and communicate them to staff and visitors. Ensure there is transparency in the decision making process:
 - 3.1** Publicise and promote the museum's procedures and strategies for loans and its readiness to share its collections
 - 3.2** Respond promptly to requests for loans and provide clear information about any grounds for refusing a loan.
- 4** Exercise due diligence when considering a loan. Verify the ownership of any item being considered for loan and establish that the current holder is legitimately able to lend. Refuse to lend items to any exhibition that is likely to include illicitly traded or spoliated items.
- 5** Ensure there is good communication between lender and borrower from the outset and share relevant information as early as possible. Be clear about the reasons for borrowing, plan sufficiently in advance and give due consideration to the resources, particularly budgetary, required to achieve the loan.
- 6** The motivation for lending to museums and other public venues in the UK is not to generate income. The lender will only seek to recover essential costs for a loan.
- 7** Minimise the environmental impact of loans. This includes:
 - 7.1** Sharing transport where possible and only using couriers where absolutely necessary
 - 7.2** Considering longer-term loans or permanent transfers
 - 7.3** Adopting more sustainable practice: reusing packing and display materials where possible.
- 8** Balance security, conservation and environmental requirements with the need to share collections. Assess and actively manage any risk involved in a loan, understanding that the lender and borrower both have a role in mitigating risk.
- 9** Lenders and borrowers should work together to define appropriate and acceptable standards that are based on the needs of the object for the required purpose.
- 10** Minimise costs of a loan:
 - 10.1** Require only essential conservation to prepare an item
 - 10.2** Require only essential photography and documentation
 - 10.3** Keep transport and packing in proportion with the significance, vulnerability and nature of the item
 - 10.4** Work on a presumption against sending a courier unless a clear need is identified.
- 11** Take opportunities to capture and record information to aid future collections use and assess the benefit of the loan. This could include recording:
 - 11.1** New collections research, knowledge and interpretation generated through the loan and associated materials
 - 11.2** Any relevant information about audiences reached through the loan
 - 11.3** Any relevant information collected through due diligence checks.

SECTION 1: WHY LEND? THE BENEFITS OF LOANS

Principles 1 - 2

- 1 Loans benefit both lenders and borrowers. Share collections willingly in order to reach new audiences, inspire learning and enhance enjoyment. Borrow items to improve the service provided to audiences.
- 2 Loans enable museums to reach wider audiences, reunite fragments of the same object, set collections in context and increase public awareness of museums.
 - 2.1 Use loans to increase access for users who cannot visit your museum
 - 2.2 Work in a spirit of partnership and cooperation. Develop long-term relationships that will help you appeal to a broader audience.

Museum collections are a valuable public resource, reflecting the generosity of past and current donors and public investment in their continued care and development. Through collections people can find enjoyment, inspiration, learning and a deeper understanding of cultures and heritage.

The sharing of collections contributes to their interpretation and increases the benefit they can provide for the public. Museums have an obligation to share their collections and lending and borrowing should be a core activity for all museums. Sharing collections can support museums to be more sustainable; helping to generate renewed interest in collections to attract essential new audiences and supporters, as well as reducing the need for acquiring and storing objects that could be borrowed from other organisations.

A willingness to share collections reflects the spirit of generosity and reciprocity that exists across the museum sector. Sharing collections enables museums to reengage, rediscover and look afresh at the objects they hold. Loans can breathe new life into exhibitions, research and learning opportunities.

Lending and borrowing can bring significant benefits to both the lender and the borrower. Loans can help museums:

- Reach new and more diverse audiences
- Provide better access to collections
- Bring stored collections into use
- Support new research into, and develop new knowledge about, collections
- Provide new contexts for collections to generate fresh perspectives and tell new stories
- Reunite items from collections, archaeological sites, buildings or parts of the same object that are no longer permanently together
- Develop long-term relationships that will lead to future partnership work
- Share collections-related knowledge with colleagues in other institutions
- Provide new opportunities to publicise activities and promote the museum as a resource for everyone.

Who should we be lending to?

The most common loans are between museums; however museums are increasingly working in partnership with a much wider range of organisations to increase public access and enjoyment of collections. If there is demonstrable public benefit in doing so, museums should consider loans to any venue that can provide public access and is able to meet the required standards of security and care.

SECTION 2: PLANNING FOR LOANS

Principles 3 - 7

- 3 Create policies approved by the governing body for all loans to and from the museum and communicate them to staff and visitors. Ensure there is transparency in the decision making process:
 - 3.1 Publicise and promote the museum's procedures and strategies for loans and its readiness to share its collections
 - 3.2 Respond promptly to requests for loans and provide clear information about any grounds for refusing a loan.
- 4 Exercise due diligence when considering a loan. Verify the ownership of any item being considered for loan and establish that the current holder is legitimately able to lend. Refuse to lend items to any exhibition that is likely to include illicitly traded or spoliated items.
- 5 Ensure there is good communication between lender and borrower from the outset and share relevant information as early as possible. Be clear about the reasons for borrowing, plan sufficiently in advance and give due consideration to the resources, particularly budgetary, required to achieve the loan.
- 6 The motivation for lending to museums and other public venues in the UK is not to generate income. The lender will only seek to recover essential costs for a loan.

- 7 Minimise the environmental impact of loans. This includes:
 - 7.1 Sharing transport where possible and only using couriers where absolutely necessary
 - 7.2 Considering longer-term loans or permanent transfers
 - 7.3 Adopting more sustainable practice: reusing packing and display materials where possible.

Undertaking a loan can involve a number of different procedures; therefore good planning is essential. Both lender and borrower should plan carefully before a loan takes place.

Arts Council England's Accreditation and Government Indemnity Scheme can provide essential information when planning a loan. Loans procedures can also be found in SPECTRUM (see appendix 1 for details).

Creating a loans policy

It is recommended that any museum that wants to lend or borrow material should develop a loans policy. For museums that have not lent objects before, or only do so very occasionally, developing a policy is a good first step to a more proactive approach to lending. A loans policy should help people approach a museum to request a loan so it should be a user-focused document.

Having a loans policy will help both lender and borrower ensure that there is clarity and transparency during the loans process; it can also help to manage expectations. The loans policy should set out clearly a museum's approach to loans, any requirements for making a loan and the process that is followed. A loans policy should be approved by a museum's governing body.

What should be included in a loans policy?

- Due diligence, legal, ethical and other parameters for loans
- Reasons why the museum lends items and the types of loans that are made
- Who the museum lends to
- Information about the appropriate people to approach within the museum to discuss a loan
- The decision-making process and the timescale for considering a loan request
- Reasons why a loan might be refused
- Any current restrictions on loansⁱ
- Potential costs involved in a loan
- Any conditions for a loan: insurance, security, environmental.

Publicising a loans policy

Because the aim of a loans policy is to help the borrower, the policy should be well publicised. This will help encourage museums to make loan requests, particularly those who have never done so in the past. At minimum, policies should be available on a museum's website and easy to locate.

ⁱ Sometimes museums may stop lending material while they are closed for refurbishment or undergoing other developments. Museums should consider very carefully the implications of ceasing loans for any period of time and should only do this under extreme circumstances. Loans can be a valuable way of providing access to a museum's collection while galleries or buildings are closed.

SECTION 2: PLANNING FOR LOANS

Museums might also consider:

- Publishing information about where material from the museum is currently on loan. This will ensure that the public knows where they can see objects from the museum and it is a good advocacy tool
- If possible, publicising items that are available for loan from a museum. This can be done on a museum's own website and also by using the MA's Find an Object web listing service (see appendix 1).

Making a loan request

The process of achieving a successful loan begins with a loan request. It is important to get this stage of the process right so the loan can progress smoothly. It is also very important for all parties involved to recognise that each organisation operates in a different way and to bear this in mind when going forward in the process.

Before a loan request is made:

- Where possible and appropriate, get in contact with the lending institution before you make a request. Early discussions will help develop good communication between institutions and identify any potential issues that need to be resolved to reduce the risk of a loan being refused
- Carry out research into the items you wish to borrow and the physical condition of the objects in question; be realistic about what you can borrow
- Carry out research into the logistics involved in undertaking a loan to ensure your organisation is able to receive it
- Look into the possible costs that might be involved

- Find out how loan requests should be made, e.g. through submission of a formal loan request
- Find out to whom loan requests should be made – a museum's loans policy should identify this
- Leave plenty of time to complete the loans process; depending on the lending institution and type of loan it can take up to six to nine months to administer a loan
- Ensure loan requests are only made by people who have the appropriate authority to do so
- At this stage lenders should be able to discuss any issues and communicate any potential or estimated costs that might be involved in a loan.

What might be covered in a loan request?

- Type of loan being requested
- As much information as possible about the reasons a loan request is being made, including: the subject of the exhibition or research project, other items being displayed, how the item being requested relates to the exhibition or proposed use
- The likely public benefit that will be derived from the loan
- As much information as possible about the item being requested (e.g. name and type of object, accession number)
- Dates of the requested loan period
- Details of the venue (the UKRG Facilities Report and its Security Questionnaire and Display Case Supplement can be used here; see appendix 1).

Making decisions about a loan

All decision making processes should begin with a general presumption in favour of lending objects. Lender and borrower should work together to see if any issues that may present an obstacle to a loan can be resolved.

Museums may differ in their approach to making decisions, and it is important to acknowledge the different operating environments of organisations involved and how this might influence the process. A loans policy should set out how decisions are made and by whom. It is important to ensure the decision making process is open and transparent.

Once a loan has been approved, museums might consider drafting and signing a loan agreement. This document can set out the responsibilities of both parties and can help minimise the risk of any misunderstandings. A loan agreement could cover:

- A description of the loan item(s)
- The purpose of the loan (short-term, research, long-term)
- The loan period
- Any conservation or preparation work that needs to be done on the object before it can go out on loan
- Conditions relating to packing, transport, environment, security and insurance
- Photography
- How the lending institution should be credited
- Copyright and intellectual property
- Marketing and publicity surrounding the loan
- Any costs involved in the loan and who is responsible for meeting them.

SECTION 2: PLANNING FOR LOANS

Reasons why a loan might be refused

There may be some occasions when a lender and borrower are met with issues that cannot be overcome and result in a loan being refused. Loans should only be refused when all avenues to resolve potential barriers have been explored. When a loan is refused the lending institution should provide an explanation as to why this has happened.

There are a number of reasons why a museum might consider refusing a loan, but in each case solutions should be sought where possible. Reasons for refusing a loan might include:

- If the item is fragile, or in a poor or unstable condition, and unable to travel
- If the object will not be accessible to the public
- Due diligence and legal issues may prevent the loan
- If the item is currently on display and removing it would have a significant impact
- If the item has been on loan recently and is now required back at the museum
- Insufficient time to consider and prepare the loan
- The loan is not cost effective for the lender
- A compelling case for the loan has not been made by the borrower
- If the proposed use of the object is not appropriate

- The item is not available
- Despite attempts to rectify, suitable environmental and security conditions cannot be met
- The lender is at capacity for making loans
- Suitable insurance or indemnification of the loan is not forthcoming.

Like other areas of practice that are reviewed to ensure they are delivering public benefit, museums should review their loans processes. In particular museums should scrutinise the reasons why they are refusing loans and if particular reasons are regularly being used, a museum may consider it necessary to make changes.

Costs involved in a loan

There can be a number of costs involved in a loan, but these should always be kept to a minimum and should be discussed at the earliest possible opportunity as they may influence whether a loan can go ahead. Costs can vary depending on the type of loan, the lending institution, the condition of the object, the location etc. Costs can be calculated on an item by item basis or some museums may adopt a flat fee. All costs should be agreed between the lender and the borrower before the loan goes ahead.

It is usually the case that the borrower meets all or the majority of costs involved in a loan. Costs might be incurred in the following areas:

- Preparation and conservation
- Packing and crating
- Transportation, including use of couriers
- Insurance
- Materials used to display the item appropriately, e.g. mounts, plinths
- Photography and reproduction.

The borrower should verify that any charges they are asked to pay for are directly related to the loan and not part of a planned programme of work. Lenders and borrowers should always actively seek to find the most economical providers of the services required.

Things to consider to reduce costs of a loan:

- Reuse existing frames, crates, etc. where possible
- Rent equipment, crates, etc., instead of creating new ones
- Shop for the best value for insurance and transportation
- Only use a courier where there is a proven need
- Ensure valuations are appropriate and justifiable
- Use the Government Indemnity Scheme where eligible
- Be willing if required to discuss and justify costs.

SECTION 2: PLANNING FOR LOANS

Making loans more sustainable

Loans can potentially be an unsustainable activity due to the environmental impact they can have as a result of packing and transportation, so museums should do all they can to minimise this. However loans can support long-term sustainability by reengaging existing visitors and bringing in new and diverse audiences that are needed for museums to thrive. In some cases loans can reduce the need for acquiring new material if similar can be borrowed from another organisation, reducing the impact of long-term storage and conservation.

To make lending more sustainable museums should ensure that they maximise the full potential of any loans that take place, delivering the greatest impact possible for the public, the lender and the borrower (see chapter 4 on capturing the benefits of loans).

Things to consider to make loans more sustainable:

- Reuse existing frames, crates, etc. where possible
- Rent equipment, crates, etc., instead of creating new ones
- Only use a courier where there is a proven need
- Share transport where possible
- Introduce sustainable procurement policies
- Increase the use of long-term loans
- Consider loans from museums within your region to reduce the environmental impact of long journeys.

Building relationships

The most essential element of planning for and achieving a successful loan is good communication and the development of strong relationships between the lender and borrower. Communication should begin at the very start of the process when a museum is thinking about what items they may want to borrow and which museums they might approach. If you are able to build a good relationship it could lead to more loans or other opportunities for partnership work in the future.

To help develop and maintain a good relationship throughout the loans process:

- Approach loan activity as a partnership between lender and borrower
- Begin a dialogue with the lender by phone, email or letter before a formal request is made
- Have a single point of contact at each organisation to help to ensure clear channels of communication and to avoid confusion and duplication
- Both parties should respond within a reasonable time to requests for information or other queries
- Both parties should keep each other up to date with any relevant information or potential problems that might occur
- Both parties should be open and willing to discuss all elements of the process and to work together to identify possible solutions to any issues that arise.

SECTION 3: MANAGING RISK: CONDITIONS FOR LOANS

Principles 8 - 10

- 8** Balance security, conservation and environmental requirements with the need to share collections. Assess and actively manage any risk involved in a loan, understanding that the lender and borrower both have a role in mitigating risk.
- 9** Lenders and borrowers should work together to define appropriate and acceptable standards that are based on the needs of the object for the required purpose.
- 10** Minimise costs of a loan:
 - 10.1** Require only essential conservation to prepare an item
 - 10.2** Require only essential photography and documentation
 - 10.3** Keep transport and packing in proportion with the significance, vulnerability and nature of the item
 - 10.4** Work on a presumption against sending a courier unless a clear need is identified.

No activity that involves the use of collections is completely risk free, but any potential risk should be balanced against the public benefit that can be achieved through a loan. Due to the volume of loans being made by some institutions the formulation and use of standard conditions of loan may be necessary; however it is important that both borrower and lender are prepared to discuss and amend any conditions. These discussions should take into account the object in question and a realistic assessment of the conditions required to mitigate any potential risks posed through the loan.

Conditions that may be required for a loan can add significant costs to the process and in many cases the borrower has to meet these costs. The budget available to the prospective borrower should be taken into account in any such discussions (see p 12 for ways to reduce loan costs). The conditions of a loan should depend on the type of object to be lent.

In a large number of cases conditions for a loan relate to the standards stipulated by the Government Indemnity Scheme that need to be met for museums to be eligible for cover under the scheme. In all cases conditions should be agreed between the lender and borrower before a loan goes ahead, clearly stating what the likely costs are and who will bear them.

A museum's loans policy should set out areas where conditions are likely to be requested. The following are areas where conditions are likely to occur:

- Packing and transport
- Couriers
- Environmental conditions
- Insurance and indemnity
- Security
- Copyright and intellectual property.

The UK Registrar's Group (UKRG) can provide detailed advice on conditions relating to loans (see appendix 1 for details, also see appendix 1 for further sources of information about conditions).

SECTION 4: CAPTURING THE BENEFITS OF LOANS

Principle 11

11 Take opportunities to capture and record information to aid future collections use and assess the benefit of the loan. This could include recording:

11.1 New collections research, knowledge and interpretation generated through the loan and associated materials

11.2 Any relevant information about audiences reached through the loan

11.3 Any relevant information collected through due diligence checks.

It is important that the benefits of loans are captured and shared. This information is vital if museums are to be able to continue to make the case for lending and borrowing material. Capturing this information is also essential if museums are to improve both the process and impact of loans. Loans should be used to promote the work of both the lender and the borrower.

The following information could be helpful to demonstrate the benefits of loans; borrowers might consider collecting and sharing this information with the lending institution:

- Information about the numbers of visitors to exhibitions or other activities associated with objects on loan
- Information available about the range of audiences reached through the loan
- Copies of any materials associated with the loan, such as the findings of any research that was undertaken, labels and text panels relating to objects, catalogues

- Copies of any publicity material that relates to activities the loan was used for, and any resulting press and media coverage
- Details of any associated programmes, lectures or workshops, or targeted educational programmes
- Copies of any visitor comments or feedback relating to activities in which the loan was involved
- Links to any social media sites that relate to the items on loan and associated activities
- Any feedback to the lender on how they have found the loans process
- Any wider benefits that have resulted from the loan.

Sharing and publicising the benefits of loans

To highlight this area of activity better, museums need to publicise the work they do both internally and externally. This can be done by:

- Publishing details about the loan item, activities associated with the loan and visitor figures in the annual reports of both the lender and borrower
- Publishing details of loan items on the museum's website, collections database and social media sites.

Making the most of relationships

A key benefit of loans is the relationships that can be developed between participating organisations. Good relationships and partnerships are essential for the ongoing development of museums so these need to be valued and nurtured beyond the life of the loan as they could lead to new opportunities to work together in the future.

SECTION 5: THINGS TO CONSIDER WHEN LENDING AND BORROWING

To improve the quality of loans and encourage more museums to participate in this activity, lenders and borrowers should consider the following:

For both parties	For the lender	For the borrower
• Approach the loans process as a partnership • Be open and transparent; share information willingly and promptly • Maintain good relationships and positive communication • Publicise and celebrate the loan.	• Be clear about the reasons why you want to lend objects and what you want to achieve through the process • Make sure loans are prioritised as a core activity and that there is dedicated staff time to manage the process • Loans are a two-way process and the borrower should be seen as a partner and not a customer • Recognise that different museums may be working within different parameters, and willingly enter into discussions with borrowers to overcome potential barriers • Be as flexible as possible and impose only reasonable conditions for a loan to take place • Consider lending to non-museum organisations • Consider advertising items you have available for loan on the MA's Find an Object web listing service • Regularly review your loans practice to ensure you are delivering public benefit.	• Make sure you have clear reasons for wanting to have a particular item on loan and be able to articulate how the public will benefit • Don't always go for the 'star' objects, and be open to suggestions from lenders about other potential items that might meet your needs • Think about which museums you can borrow items from; borrow from as many different museums as possible and don't always approach the 'usual suspects' such as national museums • Be realistic about what you can borrow given the space, facilities and budget you are able to provide, but don't let specific conditions for a loan put you off as there may be room for negotiation • If you are borrowing items, are you also lending objects from your own collection? If not you should be thinking about developing and publicising a loans policy and offering items for loan through the MA's Find an Object web listing service.

APPENDIX 1: KEY DOCUMENTS AND SOURCES OF INFORMATION TO SUPPORT SUCCESSFUL LOANS

Sample loans policies

Listed below are the loans policies from a few museums. They are all available on the museums' websites. For anyone considering making a loan request, loans policies provide a good idea of the types of conditions and requirements that might need to be met. They may also be useful for any museum considering drafting its own loans policy.

National Museums Scotland:

http://www.nms.ac.uk/national_connections/loans_from_our_collection/requesting_a_loan.aspx

National Museums Liverpool:

http://www.liverpoolmuseums.org.uk/about/partnerships/outward_loans_policy.aspx

Tate: <http://www.tate.org.uk/collections/borrowing/loans-policy.shtm>

National Portrait Gallery:

<http://www.npg.org.uk/collections/loans.php>

Royal Armouries Leeds: <http://www.royalarmouries.org/what-we-do/specialist-services/loans>

Planning a loan

UK Registrar's Group

The UKRG Standard Facilities Report is a key document that enables borrowers to provide information about the conditions they can provide for items on loan. Completing the form can help identify any potential problems that need to be resolved. There are also two supplementary documents on display cases and security.

<http://www.ukregistrarsgroup.org/resources/publications/>

Government Indemnity Scheme (GIS) / National Security Adviser

The GIS exists for the benefit of the public within the UK. By giving undertakings to compensate lenders in the event of loss or damage, the GIS enables certain institutions to borrow objects to an extent they could not otherwise afford. The scheme therefore facilitates loans to museums, galleries, libraries and other kinds of bodies such as the National Trust. Most museums, with the exception of National museums, can apply to the GIS as long as they meet the required financial, environmental and security standards.

Arts Council England's national security and environmental advisers have specialist knowledge and experience of security and environmental issues relating to museums, galleries, archives and libraries. Security, environmental and transport conditions which are a precedent of eligibility for the scheme can be found on the GIS section of the arts council's website, as can contact details for the GIS Manager. <http://www.artscouncil.org.uk/what-we-do/supporting-museums/cultural-property/protecting-cultural-objects/government-indemnity-scheme/>

Collections Link

Collections Link provides information about standards relating to collections care, environmental conditions, security and insurance and other areas relevant to loans. <http://www.collectionslink.org.uk/>

Arts Council England's Museum Accreditation Scheme

The Accreditation Scheme sets nationally agreed standards for museums in the UK. Accreditation enables museums and governing bodies to assess their current performance and supports them in planning and developing their services.

The standard can be downloaded from the Collections Link website: <http://www.collectionslink.org.uk/programmes/museum-accreditation/1086-accreditation-scheme-for-museums-in-the-uk-accreditation-standard-2011>

Spectrum

Spectrum is a national standard for managing collections and related information. The standard contains specific guidance on loans procedures.

<http://www.collectionslink.org.uk/programmes/spectrum/1003-spectrum-start-here>

National Museum Directors Conference (NMDC)

The NMDC has published guidelines and standards for loans between national and non-national museums. Any museum wanting to borrow from a national should read these before embarking on the process. The guidelines contain a charter of standards national museums should adhere to.

http://www.nationalmuseums.org.uk/media/documents/publications/loans_standards_guidelines.pdf

Researching loans

Subject Specialist Networks

To help identify museums that might have relevant collections, Subject Specialist Networks can be a good source of information.

http://www.mla.gov.uk/what/programmes/renaissance/~media/Files/pdf/2010/Renaissance/SSN_list.ashx

APPENDIX 1: KEY DOCUMENTS AND SOURCES OF INFORMATION TO SUPPORT SUCCESSFUL LOANS

Publicising loans and items on offer for loan

Find an Object

The Museums Association's Find an Object web listing service allows museums to advertise objects that they wish to offer for loan.

<http://www.museumsassociation.org/collections/find-an-object>

National Museums Scotland (NMS)

NMS has created an Ideas for Loans section on its website to highlight the range of objects they have available for loan, together with suggested themes that could be explored through the available objects.

http://www.nms.ac.uk/collections__research/loans_from_our_collection/ideas_for_loans.aspx

Royal Armouries, Leeds

The Royal Armouries has a web page where all the items it has on loan across the world can be seen.

<http://www.royalarmouries.org/what-we-do/specialist-services/loans/loans-out>

Managing risk - conditions for loans

See p13 for details of the UKRG, GIS and Arts Council England's security and environmental advisers, the Museum Accreditation Scheme and SPECTRUM, which are all useful when considering conditions for a loan.

Benchmarks in Collections Care 2.0

Published by the Museums, Libraries and Archives Council, the guide sets out benchmarks for collections care.

<http://www.collectionslink.org.uk/programmes/benchmarks-for-collections-care>

PAS197:2009

This is a code of practice for the management of collections produced by the British Standards Institute (BSI) in 2009. It contains standards for collections care and conservation that might be useful to refer to when considering conditions for loans.

<http://www.bsigroup.com/en/Standards-and-Publications/How-we-can-help-you/Professional-Standards-Service/PAS-197/>

PAS198

PAS 198 is a new Publicly Available Specification (PAS) for environmental conditions for cultural collections; it is being developed by BSI with sponsorship from Collections Trust, CyMAL: Museums Archives and Libraries Wales, Arts Council England and The National Archives. More information and drafts can be downloaded here:

<http://shop.bsigroup.com/PAS-198>

NMDC guiding principles for reducing carbon footprints

http://www.nationalmuseums.org.uk/media/documents/what_we_do_documents/guiding_principles_reducing_carbon_footprint.pdf

International loans

Lending to Europe: recommendations on collections mobility for European Museums

This is a report produced for the European Commission by an independent group of experts with the aim of providing realistic and practical advice for museums across Europe who want to lend to each other.

http://www.codart.nl/images/Lending_to_Europe.pdf

Network of European Museum Organisations (NEMO)

NEMO has developed a standard loan agreement to help museums across Europe to lend to each other.

<http://www.ne-mo.org/index.php?id=110>

Bizot Group Loans Guidelines

The Bizot Group comprises of directors from the world's leading museums and galleries. They have produced a set of loan guidelines for international loans.

http://www.lending-for-europe.eu/fileadmin/CM/public/documents/references/APPROVED_18_December_2009_Revised_Bizot_Group_LOANS_GUIDELINES-w_Exec_Summary.pdf

APPENDIX 1: KEY DOCUMENTS AND SOURCES OF INFORMATION TO SUPPORT SUCCESSFUL LOANS

Codes of Ethics

The Museums Association Code of Ethics

This provides ethical advice and guidance for museums in the UK and those who work in them.

<http://www.museumsassociation.org/ethics/code-of-ethics>

International Council of Museums Code of Ethics

This provides ethical advice and guidance for the international museum community.

<http://icom.museum/who-we-are/the-vision/code-of-ethics.html>

Other useful sources of information

Museum Practice

This is an online publication from the Museums Association that features a variety of articles on loans.

<http://www.museumsassociation.org/museum-practice>

UK Museum Loans Network

This network has been set up to support and share best practice around the development of loans services, particularly for loan boxes and loans to schools.

<http://www.museumloansnetwork.org.uk/>

Museums Association's Museum Services Directory

This provides information about some of the businesses and suppliers museums might use when undertaking a loan. There is a printed directory and an online suppliers guide.

<http://www.museumsassociation.org/suppliers>

The Carbon Footprint of Museums: a pilot study at Amgueddfa Cymru – National Museums Wales

A study by Simon Lambert and Jane Henderson for Museum Management and Curatorship, Vol 26, No. 3, August 2011.

<http://www.tandf.co.uk/journals/pdf/papers/rmmc-26-3-The-carbon-footprint-of-museum-loans.pdf>

Museum Collections Management: A Handbook

A practical guide to collections management with a useful chapter on loans.

Freda Matassa, May 2011; Facet Publishing

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The appendix to this report is available for download at:

www.museumsassociation.org/collections/smarter-loans