



MUSEUM

ACCREDITATION

Accreditation Scheme for Museums and Galleries in the United Kingdom

Collections Management Policy

**York and Lancaster Regimental Museum
Rotherham Museums, Arts and Heritage
Rotherham Metropolitan Borough Council**

Name of museum:

York and Lancaster Regimental Museum

Name of governing body:

Rotherham Metropolitan Borough Council

Date on which this policy was approved by governing body:

24 May 2023

Policy review procedure:

The Collections Management Policy will be published and reviewed from time to time, at least once every five years.

Date at which this policy is due for review:

23 May 2026

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

1. **General overview**

- 1.1. The York and Lancaster Regimental Museum is a registered charity which is managed by Rotherham Museums, Arts and Heritage Service on behalf of the sole trustee Rotherham Metropolitan Borough Council. Rotherham Museums, Arts and Heritage is managed by Rotherham Metropolitan Borough Council and sits within the Creative Programming & Engagement Service of the Culture, Sport and Tourism Team, which is part of the wider Regeneration and Environment Directorate.
- 1.2. This Collections Management Policy brings together the previous Collections Development, Collections Care and Conservation, and Documentation Policies for the object collections in the care of the York and Lancaster Regimental Museum. The archive collections in the care of the York and Lancaster Regimental Collections are managed by the Archives and Local Studies Team within Rotherham, Museums, Arts and Heritage.

2. **Relationship to other relevant policies/plans of the organisation**

- 2.1. This policy has been written in accordance with the objectives of the Charity Commission Scheme for the York and Lancaster Regimental Museum which are: *'to educate the public and members of the former York and Lancaster Regiment and its successor regiments in the history and military accomplishments of the regiments, and to promote military efficiency and encourage recruitment by the preservation and public exhibition of the collection'*.
- 2.2. This policy has been written in accordance with statement of purpose of Rotherham Museums, Arts and Heritage which is to *'Spark imagination, curiosity, and roots through the celebration of Rotherham's people, stories, spaces and collections.'* This mission is underpinned by five values: generosity, quality, inclusivity, wonder and resilience.
- 2.3. This policy should be read in conjunction with Rotherham Museums, Arts and Heritage's plans relevant to its implementation including the Collections Management Plan, the Collections Management Procedures Manual and the Emergency Plan.
- 2.2. In developing this policy, Rotherham Museums, Arts and Heritage has taken into account Spectrum standard for collections management, PAS 197:2009 (Code of Practice for Cultural Collections Management), Benchmarks in Collections Care, PD 5454:2012 (Guide for the Storage & Exhibition of Archival Materials), PAS 198 (Specification for Managing Environmental Conditions for Cultural Collections), CoSHH (Control of Substances Hazardous to Health, 2002), Health & Safety at Work Act 1974 and the Museums Association Code of Ethics.

3. **History of the collection**

- 3.1. The York and Lancaster Regimental Museum was established in 1985 following the transfer of the collection from the Headquarters of the York and Lancaster Regiment at Endcliffe Hall, Sheffield, to Rotherham Metropolitan Borough Council's Museums Service (now Rotherham Museums, Arts and Heritage). Since 1985, a large number of items have been donated to the Museum by private individuals, and further objects have been passed from the Regimental Headquarters as they have been found in stores and offices at Endcliffe Hall.

- 3.2 The York and Lancaster Regimental Museum charity was formally established in November 2001, when the collection of the York and Lancaster Regimental was transferred from the Regimental Association Trust. The collection had previously been on long-term loan from the Regimental Association Trust. Rotherham Metropolitan Borough Council is the sole trustee of the York and Lancaster Regimental Museum.

4. Overview of the collection

- 4.1. The York & Lancaster Regimental Museum collection consists of around 3,900 objects which are managed by the Rotherham Museums, Arts and Heritage Collections & Exhibitions Team, and around 11,000 photographs and archives/ephemera which are managed by the Rotherham Archives and Local Studies Team. These items originate from or have an association with the York and Lancaster Regiment, or its forbears, the 65th and 84th Regiments of Foot. This includes material from any part of the world in which the Regiment served (principally India, New Zealand, Africa, and Europe) and cover all aspects of Regimental life during the period 1758 to 1968.
- 4.2. The majority of the collection focuses on the York & Lancaster Regiment from its inception in 1881 to disbandment in 1968. Material from these periods covers the Boer War and the First and Second World Wars. The collection contains a good collection of Regimental silver, which was either given to the Regiment or its officers and men or won by them at sporting events, including an impressive set of New Zealand Maori silver table pieces, which are ranked amongst the most important known items of New Zealand silver of the period. The collection is also strong on items relating to Regimental Bands, including Drum Major's batons and drums and bugles. There are large number of medals awarded to soldiers of the Regiment, including nine Victoria Crosses. The most significant group of medals and awards belonged to Field Marshal Plumer, and the collection now includes these items alongside Plumer's Field Marshal's uniforms and baton, and paintings of Plumer and other significant soldiers from the Regiment's history such as General Sir Eyre Coote and Col Richard Lloyd, both of the 84th.

5. Collections Development Policy

- 5.1. The York and Lancaster Regimental Museum and Rotherham Museums, Arts and Heritage have a long-term purpose and hold collections for the benefit of the public in relation to their stated objectives. Rotherham Museums, Arts and Heritage accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items in the museum's collection.
- 5.2. The governing body will ensure that both acquisition to and disposal from The York and Lancaster Regimental Museum are carried out openly and with transparency.
- 5.3. The York and Lancaster Regimental Museum recognises its responsibility, when acquiring additions to The York and Lancaster Regimental Museum collection, to ensure that care of collections, documentation standards and use of collections meet the standards of the UK Museum Accreditation Scheme. It will take into account any necessary limitations on collecting imposed by such factors as staffing, storage and care of collection requirements.
- 5.4. The York and Lancaster Regimental Museum will undertake due diligence and make every effort not to acquire, whether by purchase, gift or bequest, any object or specimen unless the governing body or responsible officer is satisfied that the service can acquire a valid title to the item in question.

- 5.5. York and Lancaster Regimental Museum will not undertake disposal motivated principally by financial reasons.
- 5.6. York and Lancaster Regimental Museum recognises its responsibility to work within the parameters of the Museums Association Code of Ethics when considering acquisition and disposal.
- 5.7. Acquisitions outside the current stated policy will only be made in exceptional circumstances.

6. Acquisition - Themes and priorities for future collecting

- 6.1 There are some good objects and material relating to specific events, such as the Indian Mutiny (1st Indian War of Independence), New Zealand campaigns and Peninsula war. However, there is relatively little relating to the rest of the 18th and 19th centuries, and post-Second World War.
- 6.2 Priorities for collection will therefore include:
- Items relating to the period prior to 1881 and post Second World War period, especially National Service as there are gaps in this part of the collection.
 - Photographs, personal items and medals, and documentation relating the post Second World War period.

- 6.3 The York and Lancaster Regimental Museum will not acquire objects simply as assets. Items will only be collected if they can tell a story particularly of individuals who served with the Regiment, or that will complement or fill a gap in the existing collections and knowledge.

7 Acquisition - Collecting policies of other museums

- 7.1 York and Lancaster Regimental Museum will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields to the York and Lancaster Regimental Museum. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources.

- 7.2 Specific reference is made to the following museums/organisations:

- Imperial War Museum
- National Army Museum
- Clifton Park Museum
- York Castle Museum
- Liddle WWII Archive
- Rotherham Archives & Local Studies
- Green Howard's Regimental Museum
- Prince of Wales Own Regiment of Yorkshire Museum
- Duke of Wellington's Regimental Museum

- 7.3 The York & Lancaster Regimental Museum may from time to time seek to acquire items jointly with other services, which are also managed by Rotherham Museums, Arts and

Heritage Services: Rotherham Archives & Local Studies and Rotherham Museums, Arts and Heritage Museum Collection.

8 Acquisition - Archival holdings

- 8.1 Archive material of relevance to the York and Lancaster Regimental Museum will be managed by Rotherham Archives & Local Studies within Rotherham Museums, Arts and Heritage and cross-references for ease of use.

9 Acquisition – Procedures

- 9.1 Potential acquisitions are assessed by the Rotherham Museums, Arts and Heritage Collections and Exhibitions Team against this policy and considered at a regular review panel, led by the Rotherham Museums, Arts and Heritage Manager.
- 9.2 The service will not acquire any object unless it is satisfied that it 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.
- 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 1st 2002, and the Dealing in Cultural Objects (Offences) Act 2003, the museum will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005
- 9.4 So far as biological and geological material is concerned, the service 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.
- 9.5 The service will not acquire archaeological material (including excavated ceramics) in any case where the governing body or responsible officer has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures. 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).
- 9.6 The service will use the statement of principles 'Spoliation of Works of Art during the Nazi, Holocaust and World War II period', issued for non-national museums in 1999 by the Museums and Galleries Commission.

10. Exceptions

- 10.1 Any exceptions to the above clauses will only be because the service 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

10.2 In these cases, the York and Lancaster Regimental Museum will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority. The museum will document when these exceptions occur.

11. Rationalisation and disposal

11.1 The York and Lancaster Regimental Museum 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 collection and will result in a more useable, well managed collection.

11.2 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.

11.3 York and Lancaster Regimental Museum currently aims to rationalise the collections by disposed of items with non-Regimental provenance, those that are duplicated unnecessarily, and those of no display, education, or research use within the objectives set out by the Charity Commission Scheme for the York and Lancaster Regimental Museum, or the statement of purpose of Rotherham Museums, Arts and Heritage. Rotherham Museums, Arts and Heritage will also dispose of items that are in unacceptable condition, where it is economically unjustifiable to conserve them, and where the object is, or is likely to become physically dangerous and/or a health and safety hazard or a hazard to other objects within the Collection.

12. Disposal procedures

12.1 All disposals will be undertaken with reference to the Spectrum procedure on disposal.

12.2 The governing body will confirm that it is legally free to dispose of an item. Agreements on disposal made with donors will also be taken into account.

12.3 When disposal of a museum object is being considered, the service 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.

12.4 When disposal is motivated by curatorial reasons the procedures outlined below will be followed and the method of disposal may be by gift, sale, exchange or as a last resort - destruction.

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

- 12.6 A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the governing body of the service, held annually, acting on the advice of professional curatorial staff. Any decisions made would be progressed through to the Authorities delegated powers for authorisation.
- 12.7 Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.
- 12.8 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 Museum Association's Find an Object web listing service, an announcement in the Museums Association's Museums Journal or in other specialist publications and websites where appropriate.
- 12.9 The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.
- 12.10 Any monies received by the museum governing body from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from the Arts Council England.
- 12.11 The proceeds of a sale will be allocated so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard. Money must be restricted to the long-term sustainability, use and development of the collection.
- 12.12 The York and Lancaster Regimental Museum will not dispose of items by exchange.
- 12.13 If it is not possible to dispose of an object through transfer or sale, the governing body may decide to destroy it.
- 12.14 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.
- 12.15 Destruction is also an acceptable method of disposal in cases where an object is in extremely poor condition, has high associated health and safety risks or is part of an approved destructive testing request identified in an organisation's research policy.

- 12.16 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.
- 12.17 The destruction of objects should be witnessed by an appropriate member of the museum workforce. In circumstances where this is not possible, e.g. the destruction of controlled substances, a police certificate should be obtained and kept in the relevant object history file.

13. The Repatriation and Restitution of objects and human remains

- 13.1 The museum's governing body, acting on the advice of the museum'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. The museum will take such decisions on a case-by-case basis; within its legal position and taking into account all ethical implications and available guidance. This will mean that the procedures described in 11.1-17 will be followed but the remaining procedures are not appropriate.
- 13.2 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 issued by DCMS in 2005.

14. Collections Care and Conservation Policy

Collections Care – Preventative Conservation

- 14.1 The York and Lancaster Regimental Museum is committed to achieving the highest standards of collections care within the limits of its resources.
- 14.2 The Rotherham Museums, Arts and Heritage Collections and Exhibitions Team is responsible for all day-to-day aspects of preventative conservation. This includes collecting data, monitoring the environment, calibration and taking mitigating actions.
- 14.3 The Rotherham Museums, Arts and Heritage Collections and Exhibitions Manager is responsible for agreeing how, when, and where preventative conservation will occur within the Museum, Arts and Heritage Service, and for setting limits for temperature/relative humidity/light.
- 14.4 Data collected from the monitoring of temperature, relative humidity, light/ultraviolet light and pests will be analysed on a quarterly basis by the Collections and Exhibitions Officers. A report (including any issues and recommendations) will be produced and submitted to the Collections and Exhibitions Manager. The Collections and Exhibitions Manager will discuss issues and recommendations with the Museum, Arts and Heritage Manager (and any other relevant members of the Museums, Arts, and Heritage Service) and will agree any actions to be taken to mitigate the issues.
- 14.5 All data collected as part of environmental and pest monitoring will be kept for at least 10 years. Earlier data will be reviewed and deleted/ disposed or retained as determined is necessary. Raw data is stored electronically. Reports are stored electronically, and a hard copy is also retained

14.6 Materials used to construct cases will be evaluated and only items which do not emit gaseous pollutants will be used e.g. zero formaldehyde MDF (ZMDF) or acid-free tissue/card. Within the limits of our resources, we will replace all unsuitable packaging with conservation grade acid-free packaging.

15. Environmental Awareness

15.1 The York and Lancaster Regimental Museum is aware of its responsibilities related to the environment and climate change.

15.2 The Service will take account of the expected collection lifetime and the energy demand arising from the conditions needed to achieve this. In undertaking this, the Service will take account of the sensitivity, significance, and use of individual collection items.

15.3 The Service will ensure that the collections are kept in the most appropriate conditions, and wherever possible we will reduce the amount of energy used in caring for the collections.

16. Collections Care – Remedial Conservation

16.1 The York and Lancaster Regimental Museum is committed to achieving the highest standards of remedial conservation and restoration within the limits of our resources. Remedial conservation is the treatment of museum objects to halt existing damage (e.g. the freezing of textiles to halt an infestation of clothes moth). Restoration is the treatment of museum objects to repair existing damage (e.g. putting a broken sculpture back together and filling-in any missing pieces).

16.1 Items will be selected for remedial conservation and/or restoration according to the Services priorities as set out in the Rotherham Museums, Arts and Heritage Business Plan. The Collections Management Plan sets out details of priorities for collections care and conservation.

16.2 For minor interventive work (such as basic cleaning, packing or treatment for pests), appropriately trained members of the Museums, Arts and Heritage Service staff and volunteers can undertake this work. It is the responsibility of the Collections and Exhibitions Manager to ensure anyone undertaking such work on the collections receives appropriate training.

16.3 Where interventive conservation falls outside of the competence of the Service's staff or volunteers, and resources allow, then the Service will contract an ICON Conservation Registered conservator to undertake the work. All work undertaken by any external conservator will be overseen by the Collections and Exhibitions Manager.

16.4 All interventive treatments must be agreed by the Museums, Arts and Heritage Manager prior to treatment starting. The only exception to this is where delaying treatment might cause further damage to the item itself or other items within the collection. This would normally only be in the instance of a significant infestation or for health & safety considerations.

16.5 For any interventive conservation, appropriate ethical concerns will be considered. This will include whether or not it is ethical to conserve the item at all, and if so, how far it is ethical to conserve it. These questions will be considered by the Collections and Exhibitions Team in consultation with the external conservator.

16.6 Conservation Treatment Records are requested for every item undergoing interventive conservation. These records are input on the Collections Management System (Adlib). A paper copy is also retained within the relevant Object History File.

17. The Buildings

17.1 Rotherham Museums, Arts and Heritage Service recognises that the maintenance of its buildings is fundamental to the preservation of both the buildings and collections and endeavours to ensure that the buildings are maintained in a suitable condition. The museum's collection is stored and displayed in the following buildings. The body responsible for the upkeep of the buildings is listed.

Building	Used for	Owner	Upkeep carried out by
Clifton Park Museum	Museum Display Museum Storage Archive Storage	RMBC	RMBC Asset Management Services overseen by Museum, Arts and Heritage Service
Bailey House	Museum Storage Archive Storage	RMBC	RMBC Asset Management Services, overseen by Collections and Exhibitions Manager, Museum, Arts and Heritage Service
Wath Store	Museum Storage	RMBC	RMBC Asset Management Services, overseen by Collections and Exhibitions Manager, Museum, Arts and Heritage Service
Boston Castle	Museum Display	RMBC	RMBC Asset Management Services, overseen by Museum, Arts and Heritage Service
Riverside House	Museum Display	RMBC	RMBC Asset Management Services

17.2 A Service Level Agreement between Asset Management Service and Museums, Arts and Heritage Service is in place regarding the upkeep of all buildings where collections are stored or displayed. Within Museum, Arts and Heritage Services, the Museum, Arts and Heritage Manager is responsible for these agreements.

17.3 Museum, Arts and Heritage Services carries out regular inspections of all buildings (or relevant part of buildings) it uses and notifies the RMBC Asset Management Services about any remedial or maintenance work required.

18. Collections Documentation Policy

Documentation Standards

18.1 Museum collections will be documented to Spectrum standards as issued by the Collections Trust. Documentation procedures (including all primary and secondary procedures) are included in the Collections Management Manual followed by staff. All primary Spectrum procedures (Object Entry, Acquisition & Accessioning, Cataloguing, Inventory, Location & Movement Control, Object Exit, Loans In (Borrowing Objects), Loans Out (Lending Objects), Documentation Planning) are completed to meet standards of

museum accreditation.

18.2 Museum collections will be catalogued with at least the minimum requirements set out in the Museums, Arts and Heritage Collections Management Manual.

19. Collection Information

19.1 The York and Lancaster Regimental Museum makes every attempt to gather suitable and sufficient information every item in its collection (including loans in). As a minimum, we will gather the following information prior to or upon acceptance of the object into the collection:

- Item name
- Date (approximate if exact date is unknown)
- Manufacturer (if appropriate)
- Artist where applicable
- Donor or owner if the item is a loan
- Previous owners / users
- Provenance / Object story
- Copyright
- Material
- Condition
- Hazards
- Costs of collecting (including purchase price if relevant)
- Conservation or restoration details

19.2 Additional information will be added to the object record or object history file as it becomes available. This may include: research, exhibition, publication, reproduction and usage information.

19.3 The York and Lancaster Regimental Museum currently uses the following documentation systems for its collections:

- Paper based including accession registers, entry forms and object history files.
- Online Collections Management System (Adlib).

19.4 The Service maintains back-up copies of its Accession Registers. Back-ups of the current registers are added to at the end of each calendar year. Back-up registers are stored in a separate location to the original register. The online Collections Management System (Adlib) works on a cloud-based storage system.

20. Documentation Backlog

20.1 The York and Lancaster Regimental Museum acknowledge a considerable documentation backlog of unprocessed entries and unnumbered items found during inventory.

20.2 The backlog will be dealt with in line with the standards set out above and completed according to the Collections Management Plan. We aim to complete these activities within appropriate timescales, noting the current Accreditation guidance.

21. Making Collections Information Available

21.1 The York and Lancaster Regimental Museum will make information about the collections available through the following methods:

- Information provided alongside objects in exhibitions and displays
- Website
- Social media
- Enquiries
- Publications (where appropriate)
- Schools Session
- Events
- Talks and workshops
- Outreach

21.2 The York and Lancaster Regimental Museum will make every effort to ensure that information made available about its collections is accurate and takes account of any legal and ethical considerations.

21.3 In providing information about the Service's collections, the Service will comply with the General Data Protection Regulation and the Freedom of Information Act 2000. We will review requests for confidential data such as donor information, environmental information, valuations, or site details on a case-by-case basis, and in accordance with the applicable legislation and any legal agreements or conditions of gift.

22. Collection Loans

Loan Collection out (lending objects)

22.1 The York and Lancaster Regimental Museum actively encourages loans from its collections to widen access to our collections through exhibitions, research, and learning.

22.2 We will loan collection to Accredited Museums, Libraries and Archives, Educational Institutions and individuals for research and study. All borrowers will need to demonstrate that they are able to provide suitable facilities and appropriate conditions for the loan.

22.3 Request for loans are assessed by the Collections and Exhibitions Team and considered at a regular review panel, led by the Museums, Arts and Heritage Manager.

Loans Collection In (borrowing objects)

22.4 The York and Lancaster Regimental Museum actively borrows objects from other Accredited Museums, Libraries and Archives, Educational Institutions, community groups, and individuals to enhance our exhibitions and public programme, and increase co-operation through exchange of material.

22.5 Suggested loans are assessed by the Rotherham Museums, Arts and Heritage Collections and Exhibitions Team and considered at a regular review panel, led by the Museums, Arts and Heritage Manager.

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