



Collections development plan

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A strategic and operational plan for developing the collections of the National Museum of Australia

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A. INTRODUCTION

1. BACKGROUND

1.1 Overview

The National Museum of Australia aims to be one of the world's great museums. It celebrates the diversity and complexity of the history of the nation.

Collections of objects, images, archives and other media are central to the Museum's role. The Museum believes in the power of collections to animate and convey historical experience. It strives to bring objects and other materials to life through rigorous scholarship and the best contemporary exhibition and display practices.

The National Historical Collection is the Museum's core collection of Australian history. The collection is held in trust for the nation and protected by provisions of the *National Museum of Australia Act 1980*. A relatively young collection by international standards, the National Historical Collection has acquired objects by transfer from other government agencies, through donation and bequest, and by purchase. The collection's strengths and weaknesses are therefore a function of its history.

The Museum also develops and maintains supporting archival and educational collections. These collections are important resources that provide additional information and historical context for the National Historical Collection. They are significant, valuable collections cared for in accordance with accepted professional standards.

Library collections of the Museum and related book acquisition procedures are outside the scope of this Collections Development Plan and are governed by other policy documents.

1.2 Operational context

Two foundation documents, the *Report of the Committee of Inquiry on Museums and National Collections* (Pigott Report, 1975) and the *National Museum of Australia Act 1980*, have guided the Museum's development, as well as Federal Government policy documents such as *Multicultural Australia: United in Diversity* (2003) and *Charter of Public Service in a Culturally Diverse Society* (1998). More recently, the Museum has developed and implemented plans that respond to the recommendations of the *Review of the National Museum of Australia* (2003).

The Pigott Report of 1975, followed by the *National Museum of Australia Act 1980*, identified three inter-related fields for the Museum to research, collect and represent:

- Aboriginal and Torres Strait Islander people and their history
- Australian history and society since British colonisation
- human understanding and interaction with the Australian environment.¹

In April 1980 the then Minister for Home Affairs, the Hon RJ Ellicott, committed the Museum to integrating these core areas:

The national museum ... will have three main themes — the history of Aboriginal man, the history of non-Aboriginal man and the interaction of man with his environment in Australia ...

¹Commonwealth of Australia, *Museums in Australia: Report of the Committee of Inquiry on Museums and National Collections Including the Report of the Planning Committee on the Gallery of Aboriginal Australia* (Pigott Report), Canberra, AGPS, 1975, p. 71.

[there] will not be three separate museums on the one site. To be effective the three themes must be inter-related and complement each other.²

The Museum therefore has a legislative responsibility to build collections that represent the histories of Aboriginal and Torres Strait Islander people, Australian society from the late eighteenth century, and the interaction of people with the land.

In 2003 the *Review of the National Museum of Australia* recommended the Museum continue to build a strong and flexible collection for the nation. It said that:

The Panel inclines strongly to the view that the National Museum of Australia must, *through its very identity as a national museum, define itself through its collection* — one that is strategically linked to its needs.³

Moreover, the review established nine criteria to guide the Museum's operations.⁴ The criteria require the Museum to:

- tell the Australian story — and by means of compelling narratives, where possible focussed on enthralling, significant objects. Its aim is to inspire, to arouse and satisfy curiosity, to educate and to entertain
- present the primary themes and narratives of Australia since the arrival of the British, through the building of the nation to the country's place in the contemporary world. This includes evoking national character traits; detailing exemplary individual, group and institutional achievements; and charting the singular qualities of the nation
- present the history of the Indigenous peoples of the continent. This includes a broad representation of Indigenous life and culture in its regional diversity and in a manner that enables deeper understanding
- convey the history of the continent in 'deep time', including its flora and fauna and how it influences human interaction with the unique Australian environment — past, present and future
- convey a sense of the mosaic of everyday life and its more ordinary stories; of the diversity of its peoples and their customs and beliefs; and of the extraordinary in the ordinary. This includes sketching the society's migrant history and identity
- cover darker historical episodes, and with a gravity that opens the possibility of collective self-accounting. The role here is in helping the nation to examine fully its own past and the dynamic of its history — with truthfulness, sobriety and balance. This extends into covering present-day controversial issues
- build an outstanding national collection, geared to future exhibition objectives and informed by first-rank research
- assume a cross-continent museum collaboration and leadership role, especially in generating and facilitating travelling exhibitions and developing curatorial research
- provide national access to a range of relevant public and schools programs, taking advantage of new technology where possible.⁵

²House of Representatives, Hansard, 2 April 1980.

³*Review of the National Museum of Australia: Its Exhibitions and Public Programs*, Canberra, DCITA, 2003, p. 52.

⁴*ibid*, p. 13

The Collections and Gallery Development Plan 2004–2008, endorsed by Council in October 2004 in response to the review, outlined an approach to building the National Historical Collection over time. The following operational changes have since been made to ensure continued development of the National Historical Collection and related collections:

- An annual acquisitions fund supports an active program of collection purchases, at auction and by private sale.
- A dedicated Collections Development Unit within the Museum’s curatorial team coordinates a proactive collecting program.
- Guidelines for targeted acquisition projects help address collection shortfalls or weaknesses as identified.
- Research guidelines and programs develop and enhance knowledge of the National Historical Collection.
- A modular, integrated Collections Development Plan, comprising a Collections Development Policy, Collections Development Guidelines and Operational Systems and Procedures, guides collections development activities.

In addition, the Museum’s Strategic Plan for 2007–2010 has identified development of collections within a strategic priority to ‘Develop the National Historical Collection, enhance collections management and improve collections storage’.⁶

2. HISTORY OF THE NATIONAL HISTORICAL COLLECTION

The National Historical Collection is comprised of collections accumulated by the Australian Government since Federation. These collections were brought together in a single institution after passage of the National Museum of Australia Act in 1980. It is important to note that the greater part of National Historical Collection holdings represent a range of collecting impulses and historical circumstances rather than the application of a single collections policy.

Museum workers have recently undertaken research into the history of the National Historical Collection. The major constituent elements of the collection have been identified as:

- the Australian Institute of Anatomy collection
- the National Ethnographic collection
- historical collections held by the Australian Government
- collecting after the *National Museum of Australia Act 1980*.

Explanatory notes on each of these major collections follow.

2.1 Australian Institute of Anatomy collection

The idea of a national museum predates Federation. Institutions such as the Australian Museum and the National Museum of Victoria represented early attempts to create museums with a collecting brief encompassing the flora, fauna, geology and Indigenous peoples of the continent. The first museum created by the Commonwealth was the National Museum of Australian Zoology, established in 1924. Its driving force was Sir Colin MacKenzie, a prominent Melbourne orthopaedic surgeon who believed that many examples of Australian wildlife were on the verge of extinction.

⁵ibid, pp. 13–14.

⁶National Museum of Australia, Strategic Plan 2007–2010, version 2.0, 15 July 2008, p. 7.

MacKenzie also thought that comparative anatomy was the key to understanding the human body and developing treatments for disease. To this end he built a major collection of anatomical specimens of marsupials and monotremes for future research. This collection was donated to the Commonwealth on the foundation of the National Museum of Australian Zoology in 1924. While they lack individual provenance, some specimens are extremely significant. Among them is the preserved thylacine, believed to be the only complete carcass of this animal in the world, and Phar Lap's heart, arguably the Museum's most famous object.

In 1931 the National Museum of Zoology became the Australian Institute of Anatomy to coincide with the opening of its new building in Canberra. The Institute's new title reflected MacKenzie's vision of a major research centre focusing on comparative anatomy. As director of the Institute Mackenzie acquired specimens from other collectors, including the Harry Burrell collection of platypus specimens. Burrell was a self-taught naturalist whose research established the first detailed accounts of the life history and habits of the animal. His collection includes a rare sequence of specimens illustrating its development from egg to adult.

The Institute of Anatomy's collections also included major holdings of human remains. For example, a large collection of 'war wounds' assembled by the Huntarian Museum of the Royal College of Surgeons of England was transferred to the Institute in 1935. In 1996 this collection was transferred to the Australian War Memorial who subsequently loaned it to the University of New South Wales' Department of Forensic Science.

2.2 The National Ethnographic collection

The Australian Institute of Anatomy was also responsible for caring for the National Ethnographic collection. This was a diverse collection of Indigenous objects totalling over 10,000 items. The material was assembled by some of Australia's earliest collectors of Aboriginal and Pacific material. These collections are today the core of the Museum's Indigenous holdings and together represent one of the best collections of their type in Australia.

The National Ethnographic collection began with MacKenzie's acceptance of several ethnographic collections accumulated by professional and amateur collectors. At the time of their deposit no other Commonwealth institution accepted this material. Among these early ethnographic collections was one compiled by Edmund Milne, an assistant commissioner in the NSW Railways. Milne met Aboriginal people and built a major collection of artefacts in the course of travel associated with his work. He bequeathed his collection to 'the first Federal Museum opened in the Federal Capital', the National Museum of Zoology. Other important acquisitions followed, including the collections made by Herbert Basedow, one of Australia's first trained anthropologists, and George Horne, author of *Savage Life in Central Australia*. Another significant acquisition was a collection made by the Australian-American expedition to Arnhem Land in 1948.

Other important components of the National Ethnographic collection are the Pacific collections, compiled by officials during Australia's administration of Papua in the early twentieth century. This material, known as the Official Papuan collection, was sent for safekeeping to the Australian Museum, and then to the Australian Institute of Anatomy in 1934. In 1984 the collection was transferred to the National Museum of Australia. It includes material collected by FE Williams, government anthropologist in Papua from 1922 to 1943. Williams collected on behalf of Sir Hubert Murray, Australian Colonial Administrator of Papua from 1908 until his death in 1940.

Field work collections sourced from Sydney University comprise other important holdings. Made by anthropologists in the late 1920s and 1930s, their significance stems from the fact that Sydney University was the first Australian university to establish an anthropology department. AR Radcliffe-Brown and AP Elkin were leading figures, encouraging students to undertake fieldwork across Australia including Cape York, Arnhem Land, central Australia, and the Kimberley and Bathurst Islands. Artefacts collected on these field trips are now held by the National Museum, the Macleay Museum and several museums overseas.

The Australian Institute of Aboriginal Studies, now the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS), began work to record Indigenous cultures in 1961. It funded fieldwork around Australia, and many researchers collected artefacts that are now in the National Historical Collection. The Institute also purchased several significant collections made by amateur collectors, including Stan Mitchell and Bob Wishart.

2.3 Historical collections held by the Australian Government

Prior to the creation of the National Museum, historical material was held by a number of government departments (aside from that in the National Ethnographic collection, mentioned above). For example, the Department of Home Affairs and the Department of Transport held significant collections of artefacts related to their spheres of interest. These collections were largely collected in an ad hoc fashion but included some important items such as Francis Birtles' Bean car.

After the delivery of the Pigott Report in 1975, some collections were acquired by the Commonwealth in anticipation of the establishment of a national museum. Prime examples of these were a cup and saucer which had belonged to Captain James Cook and Governor Lachlan Macquarie's dress sword. There were also items recovered in archaeological dives, including a canon and anchor from the *Endeavour* and the stream anchor from Matthew Flinders' ship, the *Investigator*.

2.4 Collecting after the *National Museum of Australia Act 1980*

The *National Museum of Australia Act 1980* defined one of the key functions of the Museum as being to 'develop and maintain a national collection of historical material'. The legislation specified that the collection would be known as the National Historical Collection. It also made provision for the transfer of collections from the Australian Institute of Anatomy to the Museum and for other collections held by Commonwealth bodies to be transferred as required. In this way the Museum rapidly consolidated several existing collections as the core of the National Historical Collection.

Since then the National Historical Collection has continued to grow through the efforts of its small curatorial staff in the 1980s and 1990s and more recently of an augmented curatorial team. Collecting over this time has included:

- *Purchase of other museum collections*
In the mid 1980s the Museum purchased components of some major museum collections. This included the Wetzel Movie Museum (material relating to the history of film and television in Australia) and the Bothwell Museum (social history material from Tasmania).
- *Transfers from other government departments*
The Museum has accepted transfers of historical collections from several government departments and agencies. These include collections from the Australian Broadcasting Commission, Australia Post, CSIRO, and the Bureau of Mineral Resources. The Museum is presently involved in discussions with Telstra about the possible transfer of their historical collections.
- *Aboriginal Arts Board*
The Aboriginal Arts Board, which was influential in developing awareness and appreciation of Indigenous art nationally and internationally in the 1980s, transferred its collections to the Museum in the mid 1990s. This collection includes a significant amount of material from Western Desert communities, including large canvases from the Papunya Tula community.

- *Migrant heritage*
Migrant heritage has been a strong collecting area for the Museum. In the late 1980s the Museum launched a major appeal for migrant material and accumulated a strong grouping of collections documenting the experience of post-war European migrants.
- *Collectors*
Since the 1980s the Museum has acquired a number of collections that reflect the work of individual collectors. This includes the Lebovic collection of postcards, the Terry Lane collection of Australian decorative arts and the Cecil Ballard collection of royal memorabilia. This source of collecting has been especially useful in preserving ephemera and popular culture artefacts.
- *Large technology*
The Museum has collected a range of large technology items, including agricultural machinery, motor vehicles, printing presses, horse-drawn vehicles, steam engines and aeroplanes, related to specific historical events or figures. These have been collected for their historical context and association rather than as examples of technological development.
- *Environmental history*
The Museum has undertaken several targeted collecting projects that relate to human interaction with the environment since 1788. This has resulted in significant collections concerning the history of the Murray-Darling Basin, the impact of rabbits, salinity in the Murray-Darling Basin, and the history of bush walking.
- *Political history*
In the mid 1990s the Museum was responsible for delivering political history programs at Old Parliament House. Over time the Museum has developed a strong collection of political history material, including material relating to key politicians, protest material, political ephemera and objects relating to Federation.
- *Donations*
Unsolicited donations have been a major source of collections for the Museum. These tend to have been sourced from donors in south-eastern Australia and are generally social history materials that exemplify ways of life in urban and rural Australia.
- *Colonial material culture*
In November 2004 the National Museum of Australia Council approved the Targeted Collecting Guidelines for Colonial Material Culture, in part to focus collecting effort on an area considered to be only lightly represented in the National Historical Collection. Significant acquisitions have been made at auction and by private sale in the past year, including materials related to law and governance, exploration and survey, and domestic life and agriculture.

3. COLLECTION DEVELOPMENT ISSUES

3.1 Collecting Australian history

The collections of the National Museum of Australia are built on the three core fields of study first identified by the Pigott Report of 1975, supported by the *National Museum of Australia Act 1980* and re-asserted by the *Review of the National Museum of Australia* (2003). These three areas — the interaction of people and the environment, the history and culture of Indigenous Australia, and the history of Australian society from the time of British colonisation — are intimately entwined. Many of the Museum's collections are relevant to two or all three of these fields.

Moreover, the Museum regards Australian history as the result of productive encounters between these three fields. The Australian environment, Australia's Indigenous people and their history, and the institutions, structures and intellectual traditions of Britain, Europe and, later, the United States and Asia, have all helped determine the nation's life and its self-understanding. From this the Museum acknowledges the practical reality that Australia is historically connected to global forces and conditions *and* is a distinctive community of its own making.

The Museum is building collections that represent the complexity of this history with honesty, transparency and rigorous scholarship. It seeks to trace the continuities and changes in the domestic and international forces that have underwritten Australian experience. In doing so it also acknowledges that the Australian community is varied and diverse, but is united by common understanding of its principles and character.⁷

Given the breadth of its collections role the Museum must be necessarily *representative* and *selective* in building its collections, rather than taking a comprehensive, omnibus approach. The Museum also balances support for the collaborative principles of the National Distributed Collection with the need to develop its own strong collections. Finally, the Museum addresses the short-term, medium-term and long-term needs of its exhibitions, research and other programs.

3.2 Strengths and weaknesses

The existing strengths and weaknesses of the National Historical Collection balanced by the institutional short, medium and long-term needs of the Museum provide a useful guide for future collecting activities. A comprehensive audit of the collection is being undertaken in conjunction with implementation of the Opal collections database system. The first audit report will be completed in June 2006. In the meantime, this plan assesses the relative strengths and weaknesses of the National Historical Collection by reviewing its own collecting history.

At present there are more than 200,000 objects in the collection. This includes Indigenous artefacts, material relating to the history of settlement in Australia, and collections exploring human interaction with the environment. Information about the collection is kept in a variety of records. Basic information is available on the Opal database for about 40 per cent of items. The greater proportion of the remaining objects have paper records.

The current state of collections information reflects the priorities and resource base of the Museum in the years before opening at Acton in 2001. From its foundation in 1980 the Museum had a small staff and modest financial and other resources. The institution's early years were determined by efforts to secure funding and adequately resource its collection-building activities. In 1998 the institutional focus turned to research and development of the permanent exhibitions for the new building.

Since 2001 several initiatives have been established to improve collections documentation, including the implementation of the Opal database purchased from KE Software. From 2006 specific projects have been funded to convert existing paper records to digital entries. These initiatives have enabled greater access and more precise understanding of the Museum's collections.

⁷See for example J Hirst, 'More or less diverse', in H Irving (ed.), *Unity and Diversity: A National Conversation*, Sydney, ABC Books, 2001, pp. 110-129; M Dixon, *The Imaginary Australian*, Sydney, University of New South Wales Press, 1999, pp. 6-15; G Bolton and W Hudson, *Creating Australia: Changing Australian History*, Sydney, Allen and Unwin, 1997.

4. STRUCTURE OF THE PLAN

Collections development activities of the Museum are underwritten by three tiers of policy and documentation:

Part B: Collections Development Policy

This document provides high order policy guidelines for the National Historical Collection and related collections (endorsed by Council in November 2004). The policy establishes a threshold of national significance that must be met by acquisitions to the National Historical Collection. It also includes a statement of purpose, a rationale, details of the collecting domains and priorities, collecting practices and ethics, structure and use of collections, criteria for assessing significance of collections, custody and ownership of material, deaccessioning and disposal of collection material, definition of terms and responsibilities, references, implementation and monitoring.

Part C: Collections Development Framework 2005–2007

This document provides operational guidelines that more closely explain the significance of criteria for objects acquired for the National Historical Collection, particularly in terms of an object's association with significant events, people, places and experiences. It also establishes the Museum's three core thematic collecting interests and expresses the focus of the institution's collecting efforts over the medium term. Subsections in each area show the detail and breadth of the Museum's collecting interests while ensuring broad correspondence with the historic themes used by the Department of Environment and Heritage in assessing historic places.

Part D: Operational Systems and Procedures

This section sets out the operational systems and procedures used in the collections development activities of the Museum. It includes details of the Duty Curator system; the processes used to identify objects for acquisition, including targeted collecting; the object assessment process, procedures and documentation; and the National Museum of Australia Council approval and transfer of ownership process. Ethical principles and protection of donors' interests are also explained. Templates used in proposing, assessing and documenting collections — including guidelines for targeted collecting — are appended to this section.

B. COLLECTIONS DEVELOPMENT POLICY

1. TITLE

Collections Development Policy

2. INTRODUCTION

The National Museum of Australia (the Museum) is a major cultural institution charged with researching, collecting, preserving and exhibiting historical material of the Australian nation. The Museum focuses on the three interrelated areas of Aboriginal and Torres Strait Islander history and culture, Australia's history and society since settlement in 1788 and the interaction of people with the environment.

Established in 1980, the Museum is a publicly funded institution governed as a statutory authority in the Commonwealth Arts portfolio. The Museum's new building on Acton Peninsula, Canberra, opened in March 2001.

3. SCOPE

3.1 Description

The collections of the Museum consist of objects and associated materials transferred by the Commonwealth Government to the Museum following its establishment in 1980, and objects and associated materials acquired by the Museum by donation or purchase since 1980.

In 2008, the collections included more than 200,000 items, with associated collections of archival material.

3.2 Purpose

This policy establishes the intellectual and administrative principles that support collection of historical material by the Museum. The policy describes the background, rationale, definitions, collecting principles and structure of the Museum's collections.

3.3 Rationale

The Museum aims to document and celebrate the distinctive characteristics and history of the nation.

Collections are central to the Museum's role. The *National Museum of Australia Act 1980* instructs the Museum to develop and maintain a national collection of historical material, including a collection of material relating to Aboriginal and Torres Strait Islander people.

The Act empowers the Museum to do all things necessary to undertake this task, including the purchase, hire or acceptance by gift, deposit or loan of historical material or acceptance of transfer of assets from other Commonwealth Government agencies. It also empowers the Museum to collect and make available information relating to Australian history.

The Museum strives to build collections that are nationally significant, in line with its legislative responsibilities. It seeks objects, documents, images and other materials that have rich associations and communicative power while representing the thematic and geographic breadth of Australian history. Collection materials gain emblematic or iconic value through their connection

with key figures, events, places, organisations or themes in the national past. Hence the Museum's collecting is necessarily *selective* and *representative*, rather than comprehensive.

4. PRINCIPLES OR GUIDELINES

4.1 Collecting domains and priorities

The Museum seeks to balance its collecting activities between short and medium-term needs associated with exhibitions and public programs, and long-term obligations to document and represent national history and society.

Collection development activities are focused on the three core thematic areas that guide the Museum's operations:

- people's interaction with the environment
- Aboriginal and Torres Strait Islander cultures and histories
- Australian history and society since 1788.

A separate Collections Development Framework lists collecting domains, their specific subject areas and their collecting priorities for a given period. The scope and orientation of subject areas and priorities is reviewed annually.

4.2 Collecting practices and ethics

Other than those conditions imposed by the *National Museum of Australia Act 1980*, the Museum does not acquire material on a conditional basis, such as the condition that the material be displayed. The Museum does not accept material on long-term loan without taking the immediate and future implications into consideration, except as provided under 4.4.

The Museum collects and interprets objects or material that may be represented in other collections where the object or collection enables it to meet legislative responsibilities and has historical value relevant to its functions. Where material offered to the Museum would be more appropriately located in other national collecting institutions, or in regional or state museums, donors or vendors are referred to those organisations.

The Museum recognises the principles of the Museums Australia document, *Previous Possessions, New Obligations — A Plain English Summary of Policies for Museums and Aboriginal and Torres Strait Islander People*. Museum officers abide by the ICOM and Museums Australia codes of ethics with regard to collecting practices and procedures.

The Museum respects the moral rights of the creators of works acquired for the collections by ensuring the integrity of use and proper attribution of those works.

The Museum does not seek to acquire material reasonably suspected to have been looted or stolen.

4.3 Structure and use of collections

The historical collections of the Museum consist of three parts:

- the National Historical Collection
- the Education Collection
- the Archival Collection.

4.3.1 National Historical Collection

The National Historical Collection is the core collection of the Museum and consists of the most historically and culturally significant objects acquired by the Museum.

Material is recommended for acceptance into the National Historical Collection if it can be shown to have communicative power and high value against the following criteria.

Criteria for acceptance into the National Historical Collection

- *Significance*
The object of collection has historic, aesthetic, scientific or research, and/or social or spiritual significance (as per Department of Communications, Information Technology and the Arts' Significance report of 2001, 2003) that:
 - relates to themes, issues or people of national scope or importance
 - relates to subjects nominated by the Collections Development Framework and/or related Targeted Collecting Guidelines for collecting activity
 - will assist in making a lasting contribution to understanding and interpreting Australian history and culture.
- *Provenance*
The origin and/or subsequent history of the object or collection can be thoroughly documented and authenticated to the highest standards.
- *Originality or rarity*
The object or collection is unique or relatively rare, a fine example of its type, or not well-represented in other museum collections.
- *Research value*
The object or collection has high research value.
- *Display value*
The object or collection has high display value.
- *Conservation qualities*
The object or collection is suitable for long-term storage and preservation with minimal resource outlay.

Material of any medium (object, image, audiovisual material) may be included in the National Historical Collection.

Material in the National Historical Collection is deemed irreplaceable and is displayed or handled according to the highest standards of museum care. Material must be recommended by the General Manager, Collections and Content and approved by Council for inclusion in the National Historical Collection.

4.3.2 Education Collection

The Education Collection refers to materials acquired by the Museum to support specific museum programs and activities.

Not all of the material in this collection is kept for posterity, but may be acquired in the knowledge that it has a finite life as part of the Museum's collections.

Although these objects are not as historically, culturally or commercially significant as those in the National Historical Collection, they may be items of value that must be handled according to accepted museum standards.

Items in the Education Collection may be used in Museum's educational programs or lent to other institutions for use in such programs. Donors of material to the Museum are informed that the material is to be included in the Education Collection, as well as the purpose of the collection.

Material is recommended for acquisition for the Education Collection if it has a high value against the following criteria.

Criteria for acceptance into the Education Collection

- *Relevance*
The object or collection is relevant to the Museum's themes, areas of subject interest nominated in the Collections Development Framework, or current or planned program activities.
- *Educational potential*
The object or collection has value for use in Museum educational programs.
- *Display/demonstration value*
The object or collection has display or demonstration value.
- *Donor's agreement*
The donor agrees to the location of the material in the Education Collection, on the understanding that it may be used in educational programs and that it may not be kept permanently in the Museum's collections.
- *Conservation qualities*
There are no hazards or problems involved in stabilising, storing or handling the object or collection.

Material may be assessed for inclusion in the Education Collection by curatorial and education staff (for material that may be used for education programs), but must be approved for inclusion by the General Manager, Collections and Content.

4.3.3 Archival Collection

The Archival Collection comprises documents, photographs and images, and sound and vision recordings that are associated with material held in the National Historical Collection or Education Collection, or that contain information relating to the Museum's areas of collecting or research activity or program interest.

Collections that the Museum seeks to acquire may be split between objects and archival collections according to media. Items such as original documents or photographs which are considered to be highly significant, and which the Museum seeks to handle according to museum standards, are recommended for inclusion in the National Historical Collection.

The Museum does not acquire large individual collections of archival material but refers the owners of such collections to specialist archival agencies or other collecting institutions.

4.4 Custody and ownership of material

The Museum seeks where appropriate to obtain clear legal title for all objects that are to be acquired for the National Historical Collection.

Where appropriate, the Museum seeks to acquire all intellectual property rights associated with collections material. The Museum concludes a clear agreement with the owners of material or the transferring party on the nature of the acquisition, including the status of any associated intellectual property rights.

With regard to the material culture of Indigenous communities, the Museum may hold material in custody on behalf of traditional owners rather than seek the transfer of ownership to the Museum.

In the event that Indigenous communities or their representatives seek the return or repatriation of material held in custody by the Museum, the Museum will follow the relevant policies and procedures.

4.5 Deaccessioning and disposal of collections material

The Museum undertakes the deaccessioning and disposal of collections material as part of its collections management strategy. Deaccessioning and disposal of material is governed by the Museum's Deaccessioning and Disposal Policy.

5. DEFINITION OF TERMS

Archival Collection

Archival Collection refers to collections of documentary, photographic, sound or vision materials that are associated with object collections held by the Museum or contain research material in the Museum's areas of collecting interest. Material in the Archival Collection is not part of the National Historical Collection.

Acquisition

Acquisition refers to the process by which collection material is obtained by the Museum. Acquisition may be by outright donation, donation under the Taxation Incentives for the Arts Scheme, bequest, purchase, or transfer of assets. The process by which material is acquired is documented in the Museum's Acquisition Guidelines.

Australian history

Australian history comprises the political, economic, social and environmental history of Australia. Material documenting Australian history includes contemporary material.

Education Collection

The Education Collection means the collection of historical material acquired by the Museum through the collection assessment and acquisition process for educational or demonstration purposes. Material in the Education Collection is not part of the National Historical Collection.

National Historical Collection

The National Historical Collection is defined by the *National Museum of Australia Act 1980* as comprising historical material owned by or in the possession of the Museum. The National Historical Collection does not include Archival Collection or Education Collection material.

6. DEFINITION OF RESPONSIBILITIES

Council

The Council of the National Museum of Australia approves material for inclusion in the National Historical Collection.

Collections Committee of Council

The Collections Committee of Council advises the Council and Director generally on the collecting policies of the Museum and on the management of the National Historical Collection.

7. REFERENCES

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Significance: A Guide to Assessing the Significance of Cultural Heritage Objects and Collections, Canberra, Commonwealth of Australia, 2001, 2003.

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ReCollections: Caring for Collections across Australia, Canberra, Department of Communications, Information Technology and the Arts, 1999.

Previous Possessions, New Obligations: A Plain English Summary of Policies for Museums in Australia and Aboriginal and Torres Strait Islander Peoples, North Fitzroy, VIC, Museums Australia Inc., 1996.

8. IMPLEMENTATION

This policy establishes the conditions and guidelines by which the Museum undertakes its collecting functions as set out in the Act, and gives effect to the goals and objectives of the Museum's Strategic Plan.

A separate Collections Development Framework and related Targeted Collecting Guidelines set out the operational priorities for the Museum's ongoing collections development activities.

8.1 Coverage

This policy applies to all collections development activities and processes of the Museum, with the exception of acquisitions made for the Museum's Library.

8.2 Other related policies

Aboriginal and Torres Strait Islander Human Remains Policy
Aboriginal and Torres Strait Islander Secret/Sacred and Private Material Policy
Access Policy
Collections — Deaccessioning and Disposal Policy
Collections — Outward Loan of Historical Material Policy
Interpretation Policy
Library Collection Development Policy
Research and Scholarship Policy
Return of Cultural Objects Policy

8.3 Exclusions

Issues related to the conservation, storage and interpretation of the Museum's collections are dealt with separately. Library acquisitions are dealt with in the Library Collection Development Policy.

8.4 Monitoring

The Museum collects and maintains statistical information on the following collections development activities:

- offers and other inquiries on collections-related matters made to Museum officers
- offers and other acquisition proposals considered by the operational Collections Committee
- targeted collecting activities of the Museum
- material assessed by curatorial staff for inclusion in the Museum's collections
- material recommended for inclusion in the National Historical Collection
- material accepted and accessioned into the National Historical Collection, Archival Collection and Education Collection.

The Museum reports to Council on its collections development activities at every Council meeting.

The Collections Development Policy will be reviewed in November 2010.

C. COLLECTIONS DEVELOPMENT FRAMEWORK 2008–2010

1. INTRODUCTION

The National Museum of Australia Act 1980 instructs the Museum to develop and maintain a national collection of historical material related to Australia's past, present and future, including material related to Aboriginal and Torres Strait Islander people. The Museum also develops and maintains related archival and education collections.

The Collections Development Framework outlines criteria for assessing national significance of objects proposed for collection. It also details a theme-based approach for collections development over 2008–2010.

The Framework is an operational document which:

- organises the Museum's collecting activities
- identifies the collecting interests and priorities of the Museum for the interested public, the museum community and government
- provides a framework by which Museum staff can assess offers of material
- provides a context for researching and developing the Museum's existing collections.

The Collections Development Framework 2008–2010 is read as a companion document to the Collections Development Policy. Both are constituent elements of the Collections Development Plan 2008–2010.

2. SIGNIFICANCE

The Museum assesses the significance of all objects proposed for inclusion in its collections. Curatorial staff assess significance by researching an object's life history, including fabrication, use and association, and its historical value or meaning.

Assessment of an object is made with reference to a defined list of criteria that help to establish its significance. The criteria vary according to the nature of the collection for which it is being considered. As would be expected, the highest thresholds are applied in establishing object significance for the National Historical Collection.

2.1 National Historical Collection

The National Historical Collection is the Museum's core heritage collection representing Australian history and experience. It is a *selective* and *representative* collection that seeks to document the breadth of national life.

Material is accepted into the National Historical Collection if it is shown to be nationally significant. This includes objects and other materials related to national institutions and organisations as well as exemplars of state, regional and local themes, events and interests that have national visibility and salience.

A Statement of Significance is prepared for all collections proposed for inclusion in the National Historical Collection. The statement is a concise, well-argued summary of an object's history and cultural value and its relationship to other collections in the Museum. The statement is used in making an assessment of an object's historical value and to communicate the object's history.

Items are accepted for inclusion in the National Historical Collection when the Statement of Significance shows the object to have historic, aesthetic, scientific or research, and/or social or spiritual significance (as per Department of Communications, Information Technology and the Arts' *Significance* report of 2001, 2003) that:⁸

- relates to themes, issues or people of national scope or importance
- relates to subjects nominated by the Collections Development Framework and/or related Targeted Collecting Guidelines for collecting activity
- will assist in making a lasting contribution to understanding and interpreting Australian history.

In addition, objects that meet the threshold of national significance (as outlined above) should also satisfy the other criteria listed in the Collections Development Policy.

3. CORE COLLECTING AREAS

The National Historical Collection and associated archival and education collections are acquired with the aim of representing the thematic and geographic breadth of Australian history, including its cultural and regional diversity.

Collecting activities are designed to address the short and medium-term needs associated with exhibitions and public programs and the long-term obligations to document a range of Australian history and experience.

The Museum also seeks to build on existing collecting strengths and improve holdings in collection areas that are presently under-developed.

Collection development activities are focused on the three core areas that guide the Museum's operations:

- people's interaction with the environment
- Aboriginal and Torres Strait Islander cultures and histories
- Australian history and society since 1788.

These areas necessarily overlap, and objects considered for inclusion in the Museum's collections often address more than one area. Focus themes within each area indicate particular collecting interests and concerns.

In assessing items for the National Historical Collection, curators identify which focus theme within the core areas is the most relevant to the object's history. In this way, the Collections Development Framework provides both a guide for assessing an object's value and a means of communicating its significance.

3.1 Core collecting area no. 1: People's interaction with the environment

The 'People's interaction with the environment' collecting area deals with relationships between people and the physical environment in Australia. This ranges from Indigenous habitation and land use through to settlement and the development of pastoralism, agriculture and mining.

This area includes the exploration of Australia, the growth in scientific understanding of the continent, the history of major industrial land uses, the planning and development of towns and

⁸ibid.

cities, and the rise of environmental challenges and concerns such as secondary land salinity, climate change and water quality. It also focuses on the evolution of distinct landscapes and cityscapes and their meaning for Australians.

The National Historical Collection has good collections related to rural industries such as agriculture and pastoralism. These collections include materials that document the innovation and ingenuity of Australians in responding to particular environmental circumstances. Some collections also deal with contemporary environmental problems, such as secondary land salinity. The National Historical Collection has holdings that reflect Australians' love of the outdoors, ancestral links with the land and scientific interest in flora and fauna. There are also collections relating to the palaeontological and anthropological record of Australia and the continent's geology and climate. Conservation movements and artistic responses to the environment are also represented.

Focus themes

- i) *Voyages of discovery*
This theme encompasses the voyages of English, Dutch and French maritime exploration in the seventeenth and eighteenth centuries. Notable among these were James Cook's charting and natural history collecting on the Australian east coast and Matthew Flinders' scientific circumnavigation of the Australian continent. It includes hydrography and maritime survey through the nineteenth and twentieth centuries.
- ii) *Exploration and science*
This theme examines the land-based exploration of the continent in the eighteenth, nineteenth and twentieth centuries. It includes the scientific collection and description of flora, fauna, geology and climatology, and the rise of palaeontological and archaeological knowledge of the continent's 'deep time' history.
- iii) *Pastoralism, agriculture, mining and fishing*
This theme considers the development of export-oriented primary industries in Australian environments. It includes the wealth generated by these industries, the emergence of new technologies in response to particular environmental circumstances, consequent changes in the land, and contemporary developments in sustainable practices.
- iv) *Planning and urbanism*
This theme looks at the survey and planning of cities, towns and suburbs across the country. It also deals with the design and architecture of public and private buildings and the development of urban and suburban environments over time.
- v) *Attachment to place*
This theme considers spiritual, aesthetic and recreational interests in the environment. It includes campaigns and festivals held to preserve and celebrate particular places or regions, and the rise of popular interest in outdoor recreation and leisure.
- vi) *Environmental challenge*
This theme examines the history of environmental issues such as waste management, water quality, secondary salinity, land degradation and loss of biodiversity. It also deals with the history of natural disasters such as cyclones, bushfires, droughts and floods, and their social and economic impacts.

Collecting examples

- early nineteenth century editions of explorers' maps of the Australian continent, communicating knowledge of the continent

- artefacts related to shipboard life on the early voyages of discovery, including salvage materials from shipwrecks
- navigation and survey equipment used in journeys of inland exploration and in Antarctic expeditions during the nineteenth century
- palaeontological artefacts representing the continent's 'deep time' history and scientific knowledge of Australian environments
- equipment related to resource management practices in response to environmental conditions and challenges
- artefacts and objects related to the pastoral industry, including material related to life experiences on remote stations
- material culture of arable agriculture, with specific focus on the rise of wheat and sheep farming across the nation in the nineteenth and twentieth centuries
- artefacts related to the development of gold and silver mining in the nineteenth century and growth of the post-war iron ore industry in the north-west
- original plans relating to housing subdivisions and house design and construction
- objects related to water use and conservation on inland rivers, such as the Murray and Snowy rivers
- materials related to the impact of secondary land salinity on rural economies and towns.

3.2 Core collecting area no. 2: Aboriginal and Torres Strait Islander cultures and histories

The 'Aboriginal and Torres Strait Islander cultures and histories' collecting area examines Indigenous cultures, societies and experiences before and after British colonisation. It focuses on the diversity of communities across the continent and its islands, the endurance of Indigenous attachment to country, and Indigenous contributions to wider Australian society.

This collecting area includes the diversity of Indigenous Australia, emphasising continuities and differences in experience. It also addresses the effects of colonisation on Aboriginal communities and the strategies adopted to survive in new political, economic and social systems. Cultural maintenance and renewal through contemporary art practice, the use of new communications and media technologies, and Indigenous political organisations are also included.

The National Historical Collection has existing strengths in material culture collections representing Indigenous Australians. Its ethnographic collections, inherited from the Australian Institute of Anatomy, detail the history of anthropological collecting through the course of the twentieth century. The National Historical Collection also encompasses one of the most significant collections of Aboriginal bark paintings in the world and a comprehensive collection of breastplates. Collections of artwork and handicrafts sourced from the Aboriginal Arts Board include a large selection of canvases relating to the early years of the Papunya Tula art movement. More recent collections relate the history of contact between colonists and Indigenous people. Contemporary art, music and media production by Indigenous people is also featured in the collection.

Focus themes

- i) *Diversity and difference*
This theme documents the practices and traditions of Aboriginal and Torres Strait Islander people in regional communities across the country. The diversity of material culture produced by these communities reveals commonalities and differences in Indigenous land uses and their impacts.
- ii) *Indigenous people and colonisation*
This theme examines the complexities of cross-cultural contacts on the Australian frontier, from resistance to accommodation and survival. It includes the experiences of Indigenous

people in colonial society and their perceptions of, and interactions with, other people and communities.

- iii) *Attachment to country*
This theme examines Indigenous attachment to the land and its endurance through involvement in pastoral and other rural industries. It also includes the place of missions, stations and remote communities in sustaining Indigenous connection and spiritual attachment to country.
- iv) *Family and social networks*
This theme represents the place of family and social networks in the lives of Aboriginal and Torres Strait Islander people. The Museum is particularly interested in objects related to the experiences of women and children.
- v) *Cities and urban life*
This theme considers the lives of Indigenous people who lived in towns and cities after the initial impacts of colonisation. It also includes the adaptation of Aboriginal and Torres Strait Islander people to new social, economic and political circumstances in the nineteenth and twentieth centuries.
- vi) *Social and cultural renewal*
This theme examines the revival of social and cultural practices and tradition. It includes the rise of Indigenous political and social movements, the growth of Indigenous churches, and the emergence of art, literature, music, sport and new media movements in the twentieth century.

Collecting examples

- material culture related to regional Aboriginal communities, particularly in southern Australia
- objects relating to family life, and specifically to women and children
- sport, including material from contemporary sporting contests and the successes of Indigenous athletes
- items related to working life and Indigenous involvement in industries such as fishing, droving and clothing design
- development of visual arts and crafts and examples of commercial innovation and invention
- material culture related to missions and religious communities and the development of Indigenous churches
- ephemera and other material used in political activities and movements related to historical and contemporary issues
- everyday objects that represent the life experiences of urban dwellers, fringe dwellers and prisoners
- emergence of Indigenous media and new technology use in communications, such as the internet, particularly in remote areas.

3.3 Core collecting area no. 3: Australian history and society since 1788

The 'Australian history and society since 1788' collecting area encompasses the history of Australia since British colonisation of the continent. It includes the convict settlement at Port Jackson in 1788, extension of settlement through the nineteenth century, and development of the nation's political, social and economic life to the present day.

This collecting area documents both the international continuities and domestic distinctiveness of Australian history and experience. It details the enduring significance of British legal, political, economic and social institutions and traditions in Australian life. It also shows the impact of

immigration from other parts of the world, including Asia, and the influence of the US relationship and emerging global markets through the twentieth century.

The National Historical Collection has strengths in collections relating to national institutions and organisations. It also has holdings of material culture related to political institutions and notable figures, such as RG Menzies of the Commonwealth Parliament. There are good collections of migration history, of twentieth-century popular culture and domestic life, and of surveying, technical instrumentation and computers. The National Historical Collection also holds several collections that were bought or acquired from pre-existing museums or established collectors, including a horse era transportation museum, a photographic and film collection and a pioneer museum. Its holdings of colonial material culture have been augmented recently by a major acquisition from a pastoral property that dated from the early nineteenth century.

Focus themes

- i) *Government and politics*
This theme examines the history of Federation, the nation's governmental and administrative structures and their Westminster traditions, and formal and informal political processes and experiences. It also examines the connections of the Australian colonies to the British Empire and the nation's geopolitical and strategic relationships from 1901.
- ii) *Settlement and migration*
This theme deals with the settlement and migration history of Australia and the changing population of the nation over time. It looks at the early settlers in the colonies, the impact of subsequent migration waves, the relationships between migrant groups, and resulting changes in Australian life and society.
- iii) *Work, family and everyday life*
This theme examines how people have lived and worked in Australia over more than two centuries. It deals with the experience of work and labour, the changing nature of the family, aspects of domestic life and experience, and the nation's experiences on the home front in time of war.
- iv) *Faith and religion*
This theme considers the role of religion, personally and collectively expressed, in Australian life. It includes the place of the major Christian churches, religious sectarianism, non-conformism, and the religious traditions introduced by waves of migrants over the nineteenth and twentieth centuries.
- v) *Industry, commerce and trade*
This theme encompasses economic activity at local, regional and national levels within formal and informal financial networks. It includes the history of urban industries, the role of the financial and commercial sectors, and the history of trade, banking and exchange.
- vi) *Transport, communications and utilities*
This theme considers the importance of transport, communications and public utilities in national life. It includes the growth of telegraphic links within Australia and overseas in the late eighteenth century, changing transportation technologies and networks, and development of utilities and infrastructure.
- vii) *Education, arts and ideas*
This theme looks at the educational, intellectual and philosophical traditions that underwrite Australian society. It includes the foundation of schools, universities and research institutions and covers the growth of newspaper and book publishing, theatre and performing arts, music, literature and art.

viii) *Leisure, sport and recreation*

This theme examines Australian participation and interest in sport and other leisure pursuits from elite to local levels. It includes the growth in travel and tourism to and from Australia and popular interest and involvement in public commemorations, celebrations and other festivals.

Collecting examples

- material related to convict transportation, colonial administration and social structures, with emphasis on regional differences
- objects related to cross-cultural relationships in migrant communities, including relationships between these groups and Indigenous people in the nineteenth century
- objects that represent the transition from appointed colonial administrations to self-government through the nineteenth century
- artefacts and ephemera related to the Federal movement, Federation and early sittings of the Commonwealth Parliament
- material culture related to nineteenth-century campaigns for the eight-hour working day, the extension of the vote and women's franchise
- government administration and the public service, focusing on long-lasting functions such as foreign affairs, postal services, health and education
- material culture associated with Australian service in the First World War and the contemporary rise of pilgrimages to the Gallipoli peninsula
- foundation of educational and cultural institutions in Australia such as schools, universities, museums, galleries, mechanics institutes and learned societies
- artefacts related to religious practice and expression through the eighteenth and nineteenth centuries, including family bibles
- material culture of sports and leisure pursuits, including objects related to people who have made significant national contributions in these fields
- children's possessions and creations, including crafts, drawings and computer-generated work
- artefacts related to nineteenth and twentieth-century stock exchanges
- material culture of telegraphy and communications networks in the late nineteenth and twentieth centuries
- material culture of people who have made significant national contributions in the field of science, government, industry, religion and cultural arts.

4. COLLECTION MEDIA

The Museum's approach to collection media is set out in its Collections Development Policy. It will collect objects, ephemera and images as principal material culture, with documents, archival material and sound and vision resources acquired in support of object collections or research activities.

5. SPECIAL COLLECTION OPPORTUNITIES

The Collections Development Framework provides a structure and priorities for future collecting activities but should not be seen as wholly prescriptive. Objects or collections may be offered to the Museum that do not fit easily within the Framework but are of such intrinsic significance that they should be considered for acquisition into the National Historical Collection. Implementation of the Collections Development Framework 2008–2010 will not preclude acquisition of such material.

6. REPORTING AND REVIEW

Assessment of objects considered for inclusion to the National Historical Collection will refer to the relevant priority areas of the Collections Development Framework 2008–2010. The Framework will be reviewed in November 2010.

D. OPERATIONAL SYSTEMS AND PROCEDURES

1. INTRODUCTION

The National Museum of Australia acquires objects for the National Historical Collection and other associated collections through:

- i) *Targeted collecting*
The Museum establishes targeted collecting guidelines for proactive collecting activities to address a specific collection need and/or address a weakness in the collection, according to the Targeted Collecting Guidelines template.
- ii) *Donation*
Unsolicited offers of donation arrive via the Duty Curator phone or email, by letter, or via National Museum of Australia staff, or sometimes members of the public arrive with objects at the Museum. These offers are assessed in terms of the Collections Development Policy and Collections Development Framework, using the Collection Assessment Minute and Collection Acquisition Proposal. In some cases offers are made under the Cultural Gifts Program administered by the Department of Environment, Water, Heritage and the Arts.
- iii) *Bequest*
Bequests can be financial or material. In these cases executors contact and advise that the will of a deceased person favours the Museum. These offers are assessed in terms of the Collections Development Policy and Collections Development Framework, according to the Collection Assessment template.
- iv) *Purchase*
The Museum purchases objects at auction, through commercial vendors, and by agreement with private vendors. Proposals are made by curatorial or other staff using the established Collection Purchase Minute. If successful, the object is then documented according to the Collection Acquisition Proposal.
- v) *Transfer from Commonwealth agencies*
The National Museum of Australia Act provides for collections held by other Commonwealth bodies to be transferred as required. Each opportunity is dealt with on a case-by-case basis, and transfer completed by exchange of correspondence.

2. ACQUISITION PROCESS

The Museum has an established process for handling all acquisitions (see flow chart, Attachment A). Major elements of the process are:

2.1 Acquisition and Collections Group

The Acquisition and Collections Group (ACG) of the Museum meets every two weeks. The group meets to consider donation offers made during the period, proposals to purchase objects at auction or by private sale, targeted collecting proposals, requests for object loans from the National Historical Collection, and other collections matters as they arise.

2.2 Assessment

All donations, bequests, purchases and targeted collections must be documented and assessed using the approved Collections Assessment Minute and then the Collection Acquisition Proposal. These documents include a Statement of Significance that indicates the object's history and condition, its historical context and value, and its significance to the National Historical Collection in terms of identified themes in the Collections Development Framework.

2.3 Transfer of ownership

Object purchases are clearly receipted and in some cases a Deed of Sale is completed by the Museum and the vendor. Transfer of ownership in the case of donations and bequests is effected by completion of a Deed of Gift.

2.4 Council approval

The National Museum of Australia Council's Standing Collections Committee reviews the Statements of Significance of all objects proposed for inclusion in the National Historical Collection. The Committee then recommends approval or rejection of the proposal to the full Council meeting.

2.5 Accessioning

Once approved by the National Museum of Australia Council's Standing Collections Committee, an object is formally accessioned, stored, and documented in the Opal collections database.

2.6 Conservation

All collections are inspected for pests by Conservation on arrival at the repository before being placed in the assessment area of the store. Appropriate treatments are carried out where necessary.

2.7 Annual Report

The objects approved and accessioned into the National Historical Collection in any one year are recorded in the National Museum of Australia's Annual Report.

3. DUTY CURATOR SYSTEM

3.1 Aims

The Duty Curator system is designed to provide a single point of contact for collection offers and curatorial advice for public enquiries. The Duty Curator is responsible for:

- collating all offers and proposed auction bids and presenting them to the ACG
- conveying the decisions of the ACG
- maintaining the Accession Lots module on the Opal database
- acting as the first point of contact for public inquiries and questions from front of house staff.

3.2 The Duty Curator roster

A curator from the Collections and Content Division is designated as Duty Curator for each two-week period. The Duty Curator reports to the ACG which meets every second Wednesday. The ACG makes decisions on how to proceed with collection offers and proposed purchases and allocates collection work to appropriate staff. Handover from one Duty Curator to the next occurs at this fortnightly ACG meeting.

4. VALUATIONS

In cases related to purchase of objects under \$1000, Museum staff are encouraged to submit a written case (template attached) or alternately may make a verbal recommendation to the fortnightly Collections Committee of the Museum. If the case is supported by the Committee, no other independent valuation is required.

In cases related to the purchase of objects over \$1000, a written case must be made to the fortnightly Collections Committee (addressing criteria listed in the Collection Purchase Proposal template). In the case of objects to be auctioned, the Committee will further recommend a guide to bidding (however, the General Manager retains discretion to authorise bids beyond this limit). It is considered that the auction floor establishes a fair market value of the object.

In the case of objects offered by private sale and where the price is expected to fall between \$1000 and \$10,000, one independent valuation — or a reasonable estimate of the market value based on recent prices of similar materials — is sufficient to establish a reasonable offer by the Museum.

When the price of an object by private sale is expected to fall above \$10,000, then two independent valuations are required to establish a reasonable offer by the Museum.

ATTACHMENT A

OPERATIONAL FLOW CHART

