

<b>Committee(s)</b>	<b>Dated:</b>
Culture, Heritage and Libraries – For Decision Police Committee – For Decision Policy and Resources – For Decision	22/10/2018 01/11/18 15/11/18
<b>Subject:</b> City of London Police Museum: clarification of governance arrangements	<b>Public</b>
<b>Report of:</b> Peter Lisley, Assistant Town Clerk and Culture Mile Director; and Ian Dyson, Commissioner, City of London Police	<b>For Decision</b>
<b>Report author:</b> Nick Bodger, Head of Cultural and Visitor Development;	

### Summary

On 7 November 2016, a new City of London Police Museum opened within Guildhall Library. Supported by a £90,000 grant from the Heritage Lottery Fund (HLF), a major reinterpretation of the collection and space was undertaken. The Museum has become a valuable addition to the already-significant heritage offer at Guildhall, opening to a strong and favourable press, with visitor numbers totalling 26,827 in its first year and education and events programmes engaging a further 3,279.

At the time of opening, no clear arrangement for the division of governance of the Museum between relevant Committees was articulated and it remains absent from any Committee's terms of reference.

This report seeks to formalise governance of the Museum assigning its business strategy, and the cost of staffing and space to the Culture, Heritage and Libraries Committee, with ownership of the Museum collection assigned to the Police Committee. Furthermore, it seeks delegated authority for the Assistant Town Clerk and Culture Mile Director, and the Commissioner, City of London Police, to assume oversight of the day-to-day running of the Museum, re-establishing the cross-departmental officer Board (that was originally formed to ensure HLF funding requirements were met in full) to manage operations.

### Recommendation(s)

Members of the Culture, Heritage and Libraries Committee and the Police Committee are asked to:

- Agree the governance structure outlined in this report, namely that the business strategy for the City of London Police Museum and the cost of the staffing, accommodation and business operations sit under the governance of the Culture, Heritage and Libraries Committee for a period of three years (until 14 November 2021); and that ownership of the Museum collection, and costs pertaining to its rotation within the Museum and its conservation, as well as

the recruitment of volunteers for Museum business, fall under the governance of the Police Committee.

- Subject to approval of the above, approve delegated authority to the Assistant Town Clerk and Culture Mile Director for the management and staffing of the Museum, and to the Commissioner, City of London Police, for the management of the Museum collection.
- Subject to the approval of both recommendations above, approve the re-establishment of the officer-led Museum Board (with representation from both departments) to manage the day-to-day running of the Museum under the delegated authority proposed, noting major projects, expenditure, or changes to the running of the Museum business will be referred to the relevant Committee(s) through the delegated Chief Officers, as appropriate.

Members of the Policy and Resources Committee are asked to:

- Ratify the decisions of the Culture, Heritage and Libraries Committee and the Police Committee in regard to the division of governance for the City of London Police Museum so that they may be included within the respective Committees' terms of reference.

Members of the Culture, Heritage and Libraries Committee are also asked to:

- Approve commercial hire fees being waived for the City Police should they wish to use the Museum space for a private reception or tour, noting that for out-of-hours use, any costs incurred will need to be recovered from the City Police.

## **Main Report**

### **Background**

1. On 7 November 2016, a new City of London Police Museum opened within Guildhall Library (in the space previously occupied by the Clockmakers' Museum). Relocating from its original home in Wood Street Police Station, the move enabled significantly-increased public access to the Museum's collection through the five-to-six-days-a-week opening hours of the Library.
2. Supported by a £90,000 grant from the Heritage Lottery Fund (HLF), a major reinterpretation of the collection and space was undertaken as part of the move. This received a significant and favourable press, with visitor numbers in the Museum's first year of operation totalling 26,827, and education and events programmes engaging a further 3,279.
3. The Museum has become a valuable addition to the already-significant heritage offer at Guildhall and is promoted under its Guildhall Galleries umbrella brand.
4. Until 21 August 2018, the Museum's operations were largely governed by the requirements of the HLF funding – this included the establishment of a Board of

officers from both the City Police and Guildhall Library who were tasked to ensure all terms and conditions were met and reported appropriately. That agreement has since expired.

### **Current Position**

5. At the time of the move, no clear arrangement for the division of governance of the Museum between relevant Committees was articulated and it remains absent from any Committee's terms of reference. That said, the Museum collection was, and remains, in the ownership of the Police Committee and the costs of the Guildhall Library space and its staff (who manage(d) the Museum business) were, and continue to be, met by the Culture, Heritage and Libraries Committee.
6. Following the departure of the Head of Guildhall and City Business Libraries in April this year, responsibility for the City of London Police Museum business was transferred to the Head of Guildhall Galleries (previously Head of Guildhall Art Gallery and London's Roman Amphitheatre). Requisite staffing and a small budget for marketing and promotion were also moved.
7. A draft document outlining the operational arrangements between departments, namely the Town Clerk's Department (under which Guildhall Galleries sits) and the City Police, has been drawn up. The document proposes to re-establish the Board with officer representation from both services, to enable efficient and effective day-to-day management of the Museum.

### **Proposals**

8. As 'owner' of the space in which the Museum sits and provider of its staffing and operations budget, it is proposed that the Culture, Heritage and Libraries Committee assume governance for the Museum's business strategy, delegating authority to the Assistant Town Clerk and Culture Mile Director for:
  - a. The management and maintenance of the Museum space
  - b. The management of the Museum business
  - c. The staffing of the Museum business
  - d. The promotion of the Museum business
  - e. The hire of the Museum space and any charging (retaining all income)
9. For clarity, this proposal is not intended to formalise any transfer of ownership or liability for these aspects of the business to the Police Committee or the Commissioner, nor of the funding that the Culture, Heritage and Libraries Committee provides in support of them. However, for use of the space by the City of London Police (for private tours or events) outside of core opening hours, it is proposed that the Assistant Town Clerk and Culture Mile Director be permitted, under delegated authority, to waive charges reserving the right to recover any costs for security and/or any other expense incurred as a result of such a booking.
10. As owner of the City of London Police Museum collection and the budget to conserve it, as well as the Museum brand (excluding the Guildhall Galleries

brand), and with the City of London Police's access to a volunteer pool that may support Museum business, it is proposed that the Police Committee assume governance of the collection, delegating authority to the City of London Police Commissioner for:

- a. The management and rotation of the Museum collection within the Museum space
  - b. The conservation of all items within the Museum collection
  - c. The use of any items within the Museum collection for PR or other purposes
  - d. The supply and management of volunteers in support of the Museum business
11. For clarity, this proposal is not intended to formalise any transfer of ownership or liability for any items provided for use at the new Museum to the Culture, Heritage and Libraries Committee. It is further acknowledged that the decision to supply or exhibit any materials in the collection to any party (within the City Corporation or external to it) rests with the City of London Police Commissioner under delegated authority.
12. It is proposed that governance of the City of London Police Museum as described above be assigned to the Police Committee, and for three years, until 14 November 2021, to the Culture, Heritage and Libraries Committee, noting that the Culture, Heritage and Libraries Committee (as temporary custodian of the Museum's home) may relinquish governance when the Museum considers options for a more permanent setting (this is likely to be when plans for the new Museum of London and Fleet Bank House have been significantly advanced or realised).
13. Furthermore, it is proposed that the Museum appear in the terms of reference for both Committees as detailed.
14. Subject to delegated authority being granted to the Assistant Town Clerk and Culture Mile Director and the City of London Police Commissioner as detailed above, it is proposed that the officer Board is re-established to manage business as usual and to take relevant decisions about the Museum to ensure its ongoing success as a visitor attraction and education resource.
15. To manage business as unusual, be that decisions relating to major projects, expenditure, or changes to the running of the Museum business, it is proposed that the Board, through its respective Chief Officers, shall defer to the relevant Committee(s) as per the division of governance laid out above.

### **Corporate & Strategic Implications**

16. The City of London Police Museum has and continues to deliver against the City Corporation's Corporate Plan 2018/23, aligning with the aim to "shape outstanding environments", specifically delivering against outcome 10, action d "we will protect, curate and promote world-class heritage assets, cultural experiences and events".

## **Implications**

17. There are no new financial or HR implications relating to this proposal in that resource for all elements of the service are provided within existing local risk budgets and staff quotas.

## **Conclusion**

18. The City of London Police Museum plays a significant and valuable part in the heritage offer at Guildhall. Its move from Wood Street to the Guildhall Library has increased access to its collection and helped build knowledge and the good reputation of the City of London Police and the City Corporation (as a respected provider of heritage attractions).

19. No City Corporation Committee has the Museum cited in its terms of reference and, as such, governance is assumed but not formalised. The provision of the Museum collection by the City Police and the accommodation of the Museum at Guildhall Library (staffed by the Guildhall Galleries team) suggests a bilateral solution with the Police Committee and Culture, Heritage and Libraries Committee working in partnership to govern the asset.

20. Enabling officers through delegated authority to manage the business-as-usual aspects of the Museum and re-establishing the officer Board to do this will ensure service delivery is collegiate and collaborative with the interests of both departments (and Committees) represented under a shared vision, so ensuring the Museum's continued success.

## **Appendices**

- None

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