

Police Museum Business Plan, 2016-2019



1. Executive Summary

The Culture, Heritage and Libraries (CHL) department, in partnership with the City of London Police (CoLP) have been successfully awarded a grant from the Heritage Lottery fund of £90,300.

This will finance the relocation of the City of London Police Museum, currently earmarked for closure as part of the refurbishment of Wood Street, to the space vacated by The Clockmakers Museum.

CoLP and CHL have entered into a partnership to re-evaluate the collection; modernise its display and interpretation; widen access; develop the collection so that it can be used to engage new audiences; and provide new learning opportunities for schools and community groups.

These activities will help the public further understand the heritage of policing in the City and its evolution. There will be opportunities for young people to engage with our heritage through the exhibition and its collections. The exhibits will be supplemented by related material from Guildhall Library and by an associated events and educational programme aimed at engaging with new and existing audiences.

The opening of the new museum will ensure the collection remains accessible to the public over the next three years.

2. Operational resourcing

The Clockmakers' Museum was an independent exhibition whereby the Corporation had no involvement in the promotion of or management of the Museum. Following their departure in September 2014, the museum space stood empty attracting no footfall and no income. After reviewing various ideas and possibilities for the space, and with the enthusiastic support of the CoL Police, we approached the Heritage Lottery Fund with a bid for external funding to re-open the space as a reinvented Police Museum. The HLF were overwhelmingly supportive and awarded us funding of over 80% of the project cost.

The opening of the new Museum is a natural extension of our heritage and cultural offer, strengthening Guildhall Galleries and contributing to the on-going transformation of the City's heritage.

The small amount of internal funding needed in year one has been resourced from existing local risk budgets. We have repurposed staffing to align with our outreach

activities across Guildhall. There will not be any additional running costs in years two and three and there will not be a drain on revenue budgets in other areas.

3. Links to existing strategies

The heritage offer of a new museum unique to the City aligns with our key departmental and corporate objectives, as follows:

To refocus our services with more community engagement and partnerships with others –

- To transform the sense of the City as a destination
- To develop the City's contribution to the life of London as a whole
- CoL Key Policy Priority 5: increasing the impact and outreach of the City's cultural, heritage and leisure combination to the life of London and the nation

4. Financials and footfall

The Clockmakers' Museum attracted an annual rental charge of £9,000. In addition, they attracted, on average, 12,000 visitors each year. Visitors to the libraries complex where the museum will be based average 103,000 per year.

Extrapolating from this and, in light of a marketing and social media campaign for the Police museum, visitor numbers are expected to more than double.

The recent Crime Museum at the Museum of London was their most successful exhibition of all time in terms of visitor numbers, proving that the theme of crime and policing has appeal with Londoners.

The City Guides and Blue Badge guides have agreed to include the Police Museum on their tourist routes of London, bringing coaches of tourists to the museum from the City Information Centre en route to the Museum of London.

Although the terms of the Heritage Lottery funding stipulate that museum entry should be free and accessible to all, we are able to charge for special events, talks, receptions and corporate hire. We have been approached by companies who specialise in unusual venues for corporate hire.

In addition, we are designing a range of City of London Police Museum merchandise to sell and there will be a donations box in the museum.

We also intend to bid for additional external funding from other sources in order to change the temporary displays within the permanent exhibition in years two and three.

All income generated will be reinvested back into the museum in order to update displays.

Visitor numbers and income projections for the next three years, summarised in table 2 below, are inevitably speculative at present and will be revised in the light of experience once the Museum opens. The commitment is for three years and it has always been understood that the future of the Museum will be reviewed in 2018 taking into account its success levels, the developing plans of the Museum of London, and evolving corporate strategy around Guildhall space.

Table 1: Year 1 – One-off project set-up costs with breakdown

Cost Heading	Description	How much (£)	Non recoverable VAT	Total (£)
Professional Fees	Museum concept design and development	7000		7000
Professional Fees	Working Drawings	1200		1200
Professional Fees	Showcase dressing (directed by designer/curator)	1200		1200
Professional Fees	Education sessions delivered by freelancers (20	3000		3000
Repair and conservation work	Repair and conservation of artefacts within the collection (textiles, costumes, paper, photographic, and mixed material)	9500		9500
New build work	Floor (approx. 140sqm) Re-cover using an engineered board. Includes an allowance for a feature or treatment to enhance visitor experience	7450		7450
New build work	Internal walls: 3m with spray finish ready for application of graphics or installation of interactives. Materials FSA certified/FR rated	4890		4890
New build work	Electrics Qualified electrician to connect all lighting to the existing power supply	3420		3420
Digital outputs	Exhibition showcases (a minimum of 4) providing suitable	25000		25000
Equipment and materials	Graphics/Panels production: Panels, labelling, signs, to interpret exhibits on internal walls and in	8500		8500
Equipment and materials	Sensory: Atmospheric sounds and smells in designated areas	4000		4000
Equipment and materials	Interactive: Integration of interactive screens within the wall	2100		2100
Training for	Oral History Training for volunteers: two sessions (@ £400 per session + trainer expenses	900		900
Travel for volunteers	Travel for volunteers to attend training and carry out interviews	500		500
Expenses for	Out of Pocket expense, including: Subsistence, parking charges, refreshments for interviews,	500		500
Cost of producing	Developing session outlines, content, and materials for education sessions	7400		7400
Evaluation	External evaluator to compliment internal evaluation of project and learning outcomes. (4	1400		1400
Contingency	Contingency at 10% of total budget	9940		9940
New build work	Relocation of collection and cases to new venue	4000		4000

Equipment and materials	Oral History recording equipment: 1 x recorder, 1 omni-directional microphone,	300		300
Professional Fees	Informal learning sessions delivered by freelancers	5350		5350
Publicity and	Design & production of physical & digital marketing resources	1750		1750
Total		109300		109300
Source of funding	Descriptio	Secured?	Value	
Cash	City of London Corporation match funding	Yes	10000	
Cash	City of London Police match funding	Yes	9000	
HLF grant request			90300	
Total			109300	
5c Financial summary				
Total costs		109,300		
Total income		19,000		
HLF grant request		90,300		
HLF grant %		83		

Table 2: Years 2 and 3 - Operating costs and projected income generation

Years 1 - 3	Annual costs	Projected Income	Projected Footfall	Development budget
2016/17	109,300	9,000	30,000	9,000
2017/18	0	10,000	45,000	10,000
2018/19	0	12,000	55,000	12,000
Totals	109,300	31,000	130,000	31,000