

## **ACCOUNTABILITY BOARD**

**Meeting to be held on 16 November 2022**

### **LANCASHIRE POLICE MUSEUM GOVERNANCE BOARD TERMS OF REFERENCE**

Contact for further information: Angela Harrison, 01772 533587, Office of the Police and Crime Commissioner.

#### **EXECUTIVE SUMMARY**

This report presents the draft Terms of Reference for the Lancashire Police Museum Governance Board for approval upon the recommendation of the Governance Board.

#### **RECOMMENDATION**

The Police and Crime Commissioner and the Chief Constable are asked to approve the Terms of Reference for the Lancashire Police Museum Governance Board as attached at appendix 1.

## **1. Background**

1.1 Lancashire Police Museum opened in June 2022 and is located in part of the historic Lancaster Castle. The museum is housed in the castle's atmospheric former prison 'A' wing with 16 individual galleries, each contained in their own prison cell.

1.2 The galleries cover the history of Lancashire Constabulary including police training, forensic developments – including how some infamous cases were solved and an overview of the different police units including the dog unit and mounted branch. The museum provides visitors with an exciting opportunity to learn about policing past and present and to hear first-hand from people behind the badge. Exhibits include a mock custody suite with interactive exhibits and an area dedicated to modern day policing with information on joining the policing family. Visitors can walk through and see objects relating to Lancashire Constabulary including police uniforms, radios, handcuffs, saddles, plaques, photographs and lots more. The museum also commemorates those that lost their lives in the line of duty through a Memorial Wall and Remembrance Room.

1.3 The museum is a partnership between Lancashire Constabulary, the Police and Crime Commissioner for Lancashire and the Duchy of Lancaster.

## **2 Governance Board**

2.1 At the request of the Police and Crime Commissioner and the Chief Constable a Museum Governance Board has been set up. The Board intends to meet

quarterly moving forward, it had been meeting a little more frequently whilst the museum was getting up and running.

2.2 Further to meetings of the Governance Board a draft Terms of reference for the Board has been drafted and is now presented for approval upon recommendation of the Board.

2.3 Agreement of the Terms of Reference is an important step towards museum accreditation. The UK Museum Accreditation Scheme helps everyone involved with a museum to do the right things, helping people to access and engage with collections and protect them for future generations. The Accreditation Scheme does this by making sure museums manage their collections properly, engage with visitors and are governed appropriately by encouraging all museums and galleries to meet an agreed standard in

- how they are run
- how they manage their collections
- how they engage with their users.

2.4 It is the aspiration of the Governance Board in time, to have a full museum accreditation. Another important accreditation document which is currently being worked upon is the Business Plan 2022 – 24. This will set out the objectives for the museum. They are still being worked upon, but the draft objectives currently read as follows:

## **1. Create a great visitor experience**

### **We will**

- invest (through external funding) in digital technology to enhance the visitor experience
- develop greater opportunities for visitor interaction in the galleries and open spaces
- redevelop some cells so “true crime” and investigations feature more strongly (2022 visitor feedback)

## **2. Facilitate learning opportunities for schools, colleges, and universities**

### **We will**

- build lifelong relationships with schools, colleges, and universities across Lancashire to promote the relevance of the space to learning

-develop relevant educational talks in the museum to enhance the museum experience

### **3.Engage Lancashire communities**

#### **We will**

- promote coordinated family offers throughout the year
- Promote recruitment opportunities to Lancashire Constabulary
- grow our audiences
- extend our opening times
- strengthen our brand and stand out through creative marketing and communications
- continue to build trust and confidence with all communities of Lancashire

### **4. Develop collections**

#### **We will**

- approve Collections Development Policy
- create Force pathway for loaning or disposal to Lancashire Archives
- create Force pathway for transfer of objects to Lancashire Police Museum
- oral history programme to record memories of working for Lancashire Constabulary

### **5. Secure sustainable financial resilience**

#### **We will**

- look to secure supporters
- use all opportunities to apply for external grant funding

2.5 The Business Plan will be underpinned by a Communication, Engagement and Marketing Plan 2022 – 24. This plan will support the objectives referred to above.

2.6 To date, since opening the Museum has attracted over 8,000 visitors. In the summer holidays the museum had an average of 365 visitors per day. Through the analysis of questionnaires completed in term time and summertime, we have found out that the majority of our visitors live in Lancashire (87% in the summer). Our summer visitors are visiting principally to see Lancashire Police Museum, and not Lancaster Castle. Social media is the main driver for visits for our summer holidays visitors (62%). An average of 9 was scored out of 10

for visitor enjoyment, which is a fantastic achievement. There is a clear demand for more true crime stories (average of 71% over both periods) and more electronic interactives.

2.7 Encouragingly, even though it has not been open for long, the Lancashire Police Museum has been nominated for a prestigious local business award. It has been nominated in the "Visitor Attraction of the Year" category in the 2022 Love Lancaster Business Awards, alongside Lancaster Escape Rooms and The Dukes Lancaster. The awards, hosted by Lancaster BID in partnership with Holdens Law with support from Lancaster City Council, recognise employees and businesses that go that extra mile to contribute to making Lancaster city centre a better place for everyone to live, work, invest and visit. The awards ceremony will be held on the 10<sup>th</sup> of November 2022.

2.8 Lancashire Police Museum has been trialling two talks for school age children: roles in policing and history of Lancashire Constabulary and the Buck Ruxton case. The talks have been well-received so far and a teacher suggestion of the introduction of a quiz has been followed through and is now part of the offer.

2.9 Further documentation will be presented to the Accountability Board due course and an Annual Report will be forthcoming in May of 2023.

### **3 Links to the Police and Crime Plan**

### **4 Consultation**

Members of Lancashire Constabulary and the Office of the Police and Crime Commissioner's Office have been consulted as members of the Governance Board. Implications

### **5 Implications**

#### **a. Legal**

The Terms of Reference for the Governance Board will support good governance of the Museum.

#### **b. Financial**

There are no financial implications for this decision. The Museum has its own revenue budget which is monitored at the Governance Board.

#### **c. Equality considerations**

There are no Equality comments associated with this paper.

### **6 Background Papers**

None

## **7 Public access to information**

Information in this form is subject to the Freedom of Information Act 2000 and other legislation.

Part 1 of this form will be made available on the PCC website within 3 working days of approval. Any facts/advice/recommendations that should not be made available on request should not be included in Part 1 but instead on the separate Part 2 form.

APPENDIX 1

**Lancashire Police Museum Governance Board**

**DRAFT Terms of Reference**

1. The Lancashire Police Museum Governance Board (the Board) was set up by the Police and Crime Commissioner for Lancashire and the Chief Constable of Lancashire in May 2022.

## **2. Background**

- 2.1 The Lancashire Police Museum (the Museum) within the historic Lancaster Castle, was officially launched in May 2022. It is funded by the Police and Crime Commissioner for Lancashire, the Chief Constable for Lancashire and has support from the Duchy of Lancashire. It not only collects and preserves archive material and objects relating to the history of policing in Lancashire, but it acts as an important resource for community engagement. The attraction provides visitors with an exciting opportunity to learn about policing past and present in the county and to hear first-hand from the people behind the badge.

## **3. Purpose of the Board**

- 3.1 The purpose of the Board is to provide oversight support and leadership in respect of the Museum.

## **4. Membership of the Board**

- 4.1 Membership of the Board has been agreed by the Police and Crime Commissioner and the Chief Constable to be:

- Chief Executive of the Police and Crime Commissioner's Office (OPCC) - Angela Harrison (Chair)
- Divisional Commander west Division Karen Edwards - (Vice Chair)
- ACC Russ Procter
- Head of Communication and Engagement at Constabulary - Liz Riding
- Communication and Campaigns Manager at Constabulary - Paula Duxbury Lowe
- Head of Communications and Engagement (OPCC) – Rachel Whittle
- Museum Coordinator - Sabine Skae
- Critical Friend - Libraries and Museum Manager Lancashire County Council - Ian Watson
- Facilities Management - Chris Davies
- Finance – Martin Wren

## **5. Chair**

5.1 The Chair of the Board will be the Chief Executive of the Police and Crime Commissioner's Office. The Vice Chair shall be the Divisional Commander at West Division.

5.2 The Chair, or in their absence the Vice Chair (West BCU Commander) will preside over the meeting. If both are absent, then members of the Board shall choose a member of the group to preside over the meeting.

## **6. Quorum**

6.1 A quorum will be 3 members (or their representatives) from the membership set out above.

6.2 If a quorum is not present within 10 minutes of the scheduled start of the meeting or at any point after the meeting has commenced, then the meeting will be declared inquorate.

6.3 If a quorum is not present, then the meeting may still proceed at the Chair's discretion and any decisions made will be advised to the membership at the earliest opportunity by the Chair.

## **7. Frequency**

7.1 Meetings will be held quarterly or at any time as determined by the Chair.

## **8. Conduct of meetings**

8.1 Members must declare any personal interest in any agenda item at the start of the meeting and take no part in the consideration of the relevant item.

8.2 All meetings will be minuted and minutes will be circulated to the membership.

## **9. Decisions**

9.1 All members of the Board have equal status

9.2 All decisions and discussions must be clearly minuted with a summary of the discussion, the reason for the decision and the recorded outcome.

9.3 Observers and person attending the meeting in an advisory capacity may provide information but are not permitted to vote and are not part of the decision-making process.

## **10. Voting**

10.1 Each member of the Board has one vote.

10.2 Decisions will be by consensus wherever possible.

10.3 The Chair will retain the casting vote if required.

## **11. Issue of Agenda**

11.1 The Chair will provide secretariat for the Board and work closely with the Museum Coordinator.

11.2 The agenda and papers will be issued 7 days prior to the meeting through the Chair's secretariat.

11.3 The Chair can agree to accept late papers.

11.4 Minutes will be maintained by the Chair's secretariat.

## **12. Accountability**

12.1 Overall the Board is accountable to the Chief Constable and the Police and Crime Commissioner.

12.2 The Board is accountable to the PCC and the Chief Constable specifically for the following tasks:

- Twice yearly updates on performance and the direction of travel of the Museum (January and June)
- presentation of an annual report (June each year)
- presentation of the annual Business Plan (October each year) which shall include the Communications, Engagement and Marketing Plan, the risk assessment, financial position and plans for income generation.

## **13. Roles and Responsibility**

13.1 The Board is committed to the collection, preservation, documentation, interpretation and display of objects relating to the history of policing in Lancashire.

13.2 The Board is committed to maximising community engagement through the Museum.

13.3 The Board may create subgroups to further the work of the Board at any time and these subgroups shall be directly responsible to this Board but shall have no decision-making powers (beyond those already delegated to the officers of the Constabulary) but may make recommendations to the Board.

13.4 The Board has the following primary responsibilities

### **Purpose**



- a) the Board will recommend to the PCC and the CC the vision for the Museum's and its purpose through an Annual Business Plan (October each year) and when agreed will implement it
- b) the Board will deliver an Annual Report to the PCC and Chief Constable by the end of June each year

### **Continuity**

- a) the Board will have oversight of the management of Museum's affairs through the Museum Coordinator on matters including but not exclusively relating to the licence agreement, asset management and infrastructure issues, volunteers, financial spend, relationship with the Duchy (actual management of the Museum will be through the Museum Coordinator and relevant line management)
- b) the Board may make recommendations to the PCC and the Chief Constable on proposals for spend beyond the allocated in year budget at any time
- c) the Board will receive and if appropriate recommend to ACC Russ Procter, (as portfolio holder in the Constabulary for the Museum), for approval relevant Museum policies and procedures including for example Appraisal, Retention and the Access Policy, Disposal Policy, Care and Conservation Plan etc

### **Progress**

- a) the Board will have oversight of the progress of the Museum in reaching its purpose and vision
- b) the Board will monitor and track visitor figures, targets and outcomes, donations and deaccessions and any other relevant business
- c) The Board will take twice yearly updates on performance and the direction of travel of the Museum (January and June) to the PCC and Chief Constable.
- d) the Board will recommend to the PCC and the Chief Constable applications for accreditation as required (e.g., Arts Council) to further the work of the Museum.
- e) the Board will review initial proposals/ applications for grant funding and make recommendations to the PCC/CC in pursuit of additional funding. If successful the Board will have oversight of the of project implementation, grant monitoring, compliance, and any associated returns (actual management of these issues will be through the Museum Coordinator)

## **Identity**

- a) the Board will monitor and drive the outcomes in the agreed Communications/Engagement and Marketing plan

## **14. Review**

14.1 These terms of reference shall be reviewed every three years or as otherwise directed by the PCC and the Chief Constable

October 2022