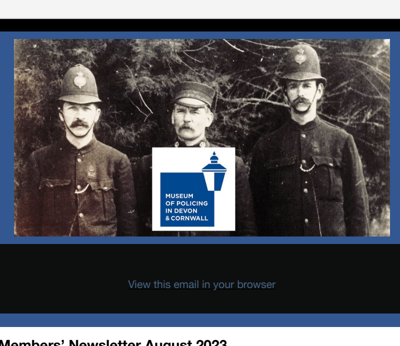

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Members' Newsletter August 2023

Hello…

Welcome to the August newsletter – in the month that's traditionally a time for relaxing summer breaks and holidays, the Museum staff and volunteers have continued to be hard at work pressing ahead with opening the premises at Tavistock, our digitisation project, designing a new website and getting involved in next month's Heritage Open Days.

The Museum's July Annual General Meeting was well-attended, and attached at the end of this newsletter are the papers and draft minutes for you to see the matters discussed and our plans for the future.

Our premises at Tavistock is growing closer to opening, as the volunteers continue to decorate internally, while our Curator finalises the displays, ready to put them in place.

And our new website is now in the hands of the designers, plus the digitisation project microsite is also under construction.

Finally, the Museum is gearing up to take part in Heritage Open Days, September 8-17, with some free events. We hope you will join us and come have a look at the new premises in Tavistock.

Bye for now,
Team Museum of Policing in Devon and Cornwall.

CEO's monthly update

I celebrated my one-year anniversary at the Museum in July! So, I have been using the summer to reflect on the great progress made over the last year, plus what the team and I need to get done by Easter 2024, which marks the end of our financial year.

A key insight is that I have to say working with the Museum is the most enjoyable job! As one gets older one realises life is all about the people, really, so I know how lucky I am to have found a great team and a great board of trustees to work with.

Aside from that my key insight is that we have now got four of the six big tasks we set ourselves underway: recruitment of the Museum's staff; winning confidence of the PCC and force; premises secured (Tavistock) on a 10-year lease; and the museum digitisation project underway. Numbers five and six on the to-do list are advance fundraising and accreditation.

I would like to take this opportunity to thank all the people who contributed to the fundraising case for support questionnaire in the spring. There has been a lot of thinking and planning going on as a result and attached you'll find the minutes of the Museum AGM, held on July 12, where fundraising was discussed, and an options paper signed off detailing what we are actually going to do. We think we have covered most things, but new ideas are always welcome, of course.

Our new Patron, John Casson, will be working with the Museum team to move us up through the gears, going forward. Starting the Museum's accreditation journey is the last plate to get spinning, which we can do now we have premises secured and can therefore make a case to Arts Council England. Accreditation is a long haul and I'll write more about what it is and why it's important in future newsletters.

In the meantime, there are still opportunities for willing volunteers to get involved at Tavistock when it opens to the public. This includes locking/unlocking the building, managing the desk, hosting visitors etc…

If you are interested in lending a hand in any way, your time and help – even a few hours - will be very much appreciated. Please drop me a line at ceo@dcpolicingmuseum.co.uk

Until next time…

Greg White, MOPIDAC CEO.

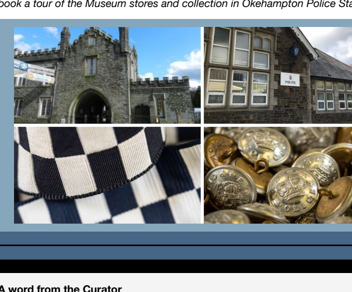
What's On:

The Museum of Policing in Devon and Cornwall is taking part in the 2023 Heritage Open Days, September 8-17.

Billed as England's largest festival of history and culture, the Museum is offering a host of free events as part of the celebrations.

- Join us at our new Court Gate premises in Bedford Square, Tavistock, on Saturday September 9,11am-3pm and Saturday, September 16, 11am-3pm. Explore the new museum and join in some family-friendly crafts; make a Sillitoe Tartan hat band or create a bookmark with your fingerprint. No booking necessary. See here for more details.
- Join our guided tour and visit the historical archive of the police forces of the South West of England, at the Museum of Policing in Devon and Cornwall. The archive is where1000s of historical documents and photographs are kept, dating back to Georgian England. Booking is essential. Wednesday, September 13. 11am-1pm and 2pm–4pm. Maximum 12 people per tour/session. Talk and tour takes 90 minutes. See here for booking details.
- Take a tour around the Museum of Policing in Devon and Cornwall, at Okehampton Police Station, and visit our historical collections of policing artefacts and objects dating back more than 200 years. Monday, September 11, 11am-1pm and 2pm-4pm. Maximum 10 people per tour/session. Tour takes 90 minutes. The Museum stores are in a working police station, so booking is essential to gain entry. Register here.

Make a Sillitoe Tartan hat band at the new Court Gate premises, in Tavistock, left, and book a tour of the Museum stores and collection in Okehampton Police Station, right.



A word from the Curator

The work to open the Museum in Tavistock has really kicked up a gear, with all the wall panels of information designed and ready to hang. Objects have been carefully selected from our stores and are ready to transport to the new premises. We are nearing the exciting point where we can put it all together, setting it up ready for the public.

The displays have not been without their challenges - in the last week we have been considering the conservation aspect coupled with the safety concerns associated with suspending a police bicycle from the ceiling!

The team at the stores in Okehampton have completed another area of the themed storage and are about to start the next, ready to show off to visitors attending our Heritage Open Day tours.

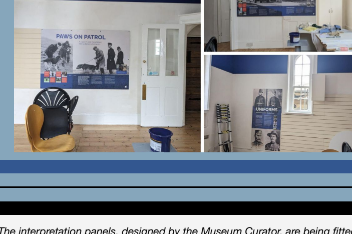
The Museum is pleased to this year be able to take part in this national event, from September 8-17, celebrating heritage, community and history.

Alongside this, the digital photography project continues to capture and record our treasures ready to share with online visitors globally once our digitisation project microsite goes live.

Bye for now

Alison Holmes, Curator

The Museum at Tavistock is taking shape, below, with the different the display areas.



The interpretation panels, designed by the Museum Curator, are being fitted.

Media news

The Museum is continuing with the prioritisation of the digitisation project of the collection and archive, which will be published on our new heritage microsite, designed by SDS, the company contracted to oversee the recording, copying and scanning of our documents, photographs and artefacts, preserving them digitally.

Once live, the microsite will be available in the same way a website is viewed, which means our collection and archive can be accessed all over the world.

The microsite will be highlighted on the Museum's website, with a click-through button taking you through to a separate site, where the items are catalogued.

A huge thank you to the Trustees for approving the funds to upgrade the Museum's website. This is now underway with a company called Cosmic, based in East Devon, whose design team has already started drafting the layout based on our wish-list of needs, which includes more scope to showcase the Museum's work, collection and archive through video, podcasts, photo galleries.

Social media continues to play a vital role in publicising the work of the Museum. Facebook has proved to be a great way of encouraging conversations about the collection and archive.

Volunteer Pam Giles's Facebook photo ID page is a fantastic asset in starting conversations, raising the Museum's profile, while gathering important information about some of the photos and objects held in our care.

Pam started the Facebook page during the pandemic, in December 2020. Since then, she has scanned and posted more than 2,600 separate photos, inviting the 496 members to comment on the images, leaving information and personal experiences about the events, jobs, people, and places photographed. This information then forms part of the archive held by the Museum.

The private group, which is only accessible when permission is granted to join, is now posting images of objects and artefacts held in the collection in Okehampton.

If you're on Facebook and would like to join Pam's group, see here.

You can follow the Museum on Facebook here.

Becca Gliddon, Communications and Marketing Officer

Museum News

Work experience

The Museum was recently joined by two work experience volunteers, sisters Bethan Rennie, aged 17, who wants to be a detective, and 19-year-old Kayleigh, who in September starts studying for a degree in ancient history and archaeology at Exeter University.

They said they hope to volunteer with the Museum again if their studies allow.

During her time at the Museum, Bethan spent time helping in the stores in Okehampton and joining volunteers at the archive in Exeter, before she returns to Okehampton College in the autumn to do her A-levels.

Sister Kayleigh, who has been on a gap year, was impressed by the system used by the Museum to record its collection and archive.

She said: "I am probably going to use it in archaeology so it's quite good to get the experience before I go to university."

The pair were inspired to join the Museum's volunteers on work experience after learning their grandfather, John Lock, was a detective and Deputy Commissioner at Scotland Yard, where in 1976 he was awarded the Queen's Medal for his work with the Regional Crime Squad.

Kayleigh said: "When he died, we went through all his stuff and were interested to find out about his job and what he did.

"It was interesting going through all his old documents. There were photos of him playing football with the squad.

"We found lots of old photos and training instructions he wrote. There were tons of photos so I'm going to scan them all."

Bethan, who spent three days at the stores in Okehampton, secured her work placement in a bid to gain an insight into her chosen career path, joining the police and becoming a detective.

She said: "I wanted something related to the police as I haven't got that much experience in policing so I wanted to do something I would enjoy.

"It's made me feel sure about going down that career path. Everybody has been so lovely."

Pictured here below, left to right, is Museum volunteer Pam Giles with sisters Bethan and Kayleigh Rennie, who were at the archive helping the Wednesday team.

New laptops

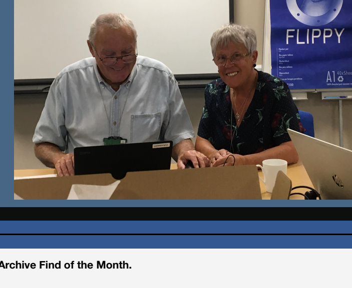
Volunteers at the archive have been able to forge ahead with their cataloguing and recording after the Museum provided the team with two new laptops.

The new laptops mean the volunteers no longer need to rely on using their own equipment or waiting until a machine becomes available, giving them double the opportunity to access the archive cataloguing system.

Peter Hinchliffe, Museum volunteer, said: "The Museum has provided two laptops, so we've got double the laptops with four on the go instead of two.

"It's wonderful because we can crack on."

Below: Volunteers Peter Hinchliffe and Pam Giles at the archive with the new laptops.



Archive Find of the Month.

A Chief Constable's Order Book dating back more than 100 years, discovered in the Museum's archive, reveals an unusual method of transport used to take female prisoners to the police station.

To preserve the woman's dignity, Police Constables were ordered to arrange for an ambulance – or a stretcher - to transport those arrested and 'not carry them bodily through the streets'.

The Chief Constable hinted that physically handling women by police would be unacceptable to the public, and shocking for bystanders.

The handwritten decree, signed off by the Chief Constable's Office in February 1908, states: "*Arrest of females.*

"In all cases of arrest of females, when there is difficulty in getting the prisoners to the station, either in consequence or drunkenness, or violent behaviour, Constables making the arrests must, if possible, obtain an ambulance for the purpose of conveying such prisoners to the Police Station, and not carry them bodily through the streets.

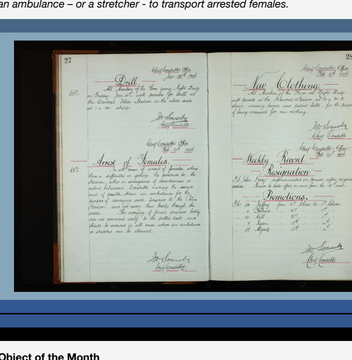
"The carrying of female prisoners does not commend itself to the public taste, and should be avoided in all cases where an ambulance or stretched can be obtained."

The Chief Constable's Order Book is kept at the Museum's archive, in Exeter, where it was spotted by our volunteers.

Peter Hinchliffe, a volunteer at the Museum archive, said police were also the 'ambulance service' before 1948.

Researching the subject after the archive find, Peter discovered how a public subscription service was set up in Exeter, Devon, in the early 1900s, for the city to buy its own 'proper' ambulance, which was horse-drawn.

The Chief Constable's Order Book (below) states Police Constables must arrange for an ambulance – or a stretcher - to transport arrested females.



Object of the Month

Members of the South West Police Heritage Trust Photo ID Facebook group have come up trumps with the history of this LT120-20 Speed Detection laser device found in the stores at Okehampton.

When Museum volunteer Pam Giles posted a photo of this 'speed gun', the members rose to the challenge to identify its use across Devon and Cornwall, with many adding their personal experiences.

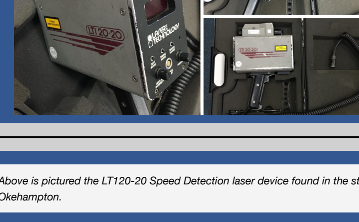
Most remembered the 'great piece of kit' as being accurate because it could be used to detect vehicle speeds up to a range of 999 metres.

The 'heavy bit of kit' could be mounted on a tripod and was 'very accurate in the hands of a trained operative'.

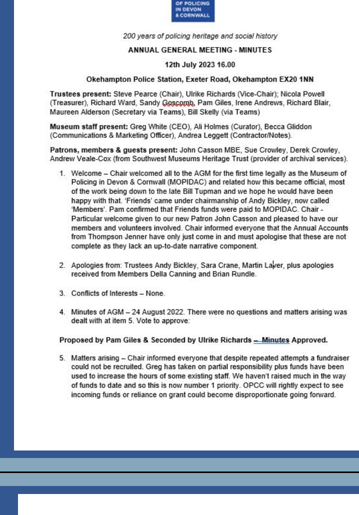
One recalled it was like 'shelling peas with the range and accuracy' with a 'ridiculously sized battery' needed to power the device.

"We had it to replace the hand-held radar, which was not very accurate. The LTi was a step change in speed detection because it was capable of recording traffic both travelling towards and away from the operator," a member of the group said.

Some remembered using the equipment along the North Devon Link Road, and in Exeter 15 years ago. And it is reportedly still in use in the West Devon area and Cornwall.



Above is pictured the LT120-20 Speed Detection laser device found in the stores at Okehampton.


MUSEUM OF POLICING IN DEVON & CORNWALL

200 years of policing heritage and social history

ANNUAL GENERAL MEETING - MINUTES

12th July 2023 16.00

Okehampton Police Station, Exeter Road, Okehampton EX20 1NN

Trustees present: Steve Pearce (Chair), Ulrike Richards (Vice-Chair); Nicola Powell (Treasurer), Richard Ward, Sandy Goscomb, Pam Giles, Irene Andrews, Richard Blair, Maureen Alderson (Secretary via Teams), Bill Skelly (via Teams)

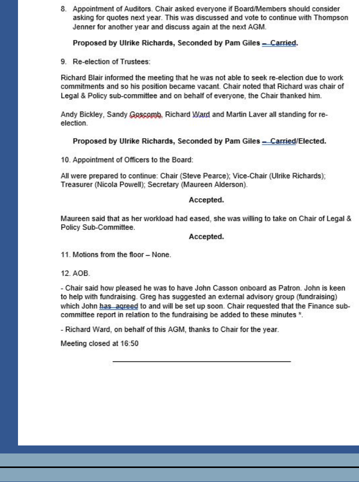
Museum staff present: Greg White (CEO), Ali Holmes (Curator), Becca Gliddon (Communications & Marketing Officer), Andrea Leggett (Contractor/Notes).

Patrons, members & guests present: John Casson MBE, Sue Crowley, Derek Crowley, Andrew Veale-Cox (from Southwest Museums Heritage Trust (provider of archival services).

1. Welcome – Chair welcomed all to the AGM for the first time legally as the Museum of Policing in Devon & Cornwall (MOPIDAC) and related how this became official, most of the work being down to the late Bill Tupman and we hope he would have been happy with that. 'Friends' came under chairmanship of Andy Bickley, now called 'Members'. Pam confirmed that Friends funds were paid to MOPIDAC. Chair - Particular welcome given to our new Patron John Casson and pleased to have our members and volunteers involved. Chair informed everyone that the Annual Accounts from Thompson Jenner have only just come in and must apologise that these are not complete as they lack an up-to-date narrative component.
2. Apologies from: Trustees Andy Bickley, Sara Crane, Martin Laver, plus apologies received from Members Della Canning and Brian Rundle.
3. Conflicts of Interests – None.
4. Minutes of AGM – 24 August 2022. There were no questions and matters arising was dealt with at item 5. Vote to approve:

Proposed by Pam Giles & Seconded by Ulrike Richards – Minutes Approved.

5. Matters arising – Chair informed everyone that despite repeated attempts a fundraiser could not be recruited. Greg has taken on partial responsibility plus funds have been used to increase the hours of some existing staff. We haven't raised much in the way of funds to date and so this is now number 1 priority. OPCC will rightly expect to see incoming funds or reliance on grant could become disproportionate going forward.


8. Appointment of Auditors. Chair asked everyone if Board/Members should consider asking for quotes next year. This was discussed and vote to continue with Thompson Jenner for another year and discuss again at the next AGM.

Proposed by Ulrike Richards, Seconded by Pam Giles – Carried.

9. Re-election of Trustees:

Richard Blair informed the meeting that he was not able to seek re-election due to work commitments and so his position became vacant. Chair noted that Richard was chair of Legal & Policy sub-committee and on behalf of everyone, the Chair thanked him.

Andy Bickley, Sandy Goscomb, Richard Ward and Martin Laver all standing for re-election.

Proposed by Ulrike Richards, Seconded by Pam Giles – Carried/Elected.

10. Appointment of Officers to the Board:

All were prepared to continue: Chair (Steve Pearce); Vice-Chair (Ulrike Richards); Treasurer (Nicola Powell); Secretary (Maureen Alderson).

Accepted.

Maureen said that as her workload had eased, she was willing to take on Chair of Legal & Policy Sub-Committee.

Accepted.

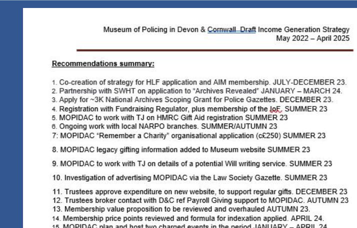
11. Motions from the floor – None.

12. AOB.

- Chair said how pleased he was to have John Casson onboard as Patron. John is keen to help with fundraising. Greg has suggested an external advisory group (fundraising) which John has agreed to and will be set up soon. Chair requested that the Finance sub-committee report in relation to the fundraising be added to these minutes *.

- Richard Ward, on behalf of this AGM, thanks to Chair for the year.

Meeting closed at 16:50


Museum of Policing in Devon & Cornwall Draft Income Generation Strategy
May 2022 – April 2025

Recommendations summary:

1. Co-creation of strategy for HLF application and AIM membership. JULY-DECEMBER 23.
2. Partnership with SWHT on application to "Archives Revealed" JANUARY – MARCH 24.
3. Apply for ~3K National Archives Scoping Grant for Police Gazettes. DECEMBER 23.
4. Registration with Fundraising Regulator, plus membership of the IoF. SUMMER 23
5. MOPIDAC to work with TJ on HMRC Gift Aid registration SUMMER 23
6. Ongoing work with local NARPO branches. SUMMER/AUTUMN 23
7: MOPIDAC "Remember a Charity" organisational application (c£250) SUMMER 23
8. MOPIDAC legacy gifting information added to Museum website SUMMER 23
9. MOPIDAC to work with TJ on details of a potential Will writing service. SUMMER 23
10. Investigation of advertising MOPIDAC via the Law Society Gazette. SUMMER 23
11. Trustees approve expenditure on new website, to support regular gifts. DECEMBER 23
12. Trustees broker contact with D&C ref Payroll Giving support to MOPIDAC. AUTUMN 23
13. Membership value proposition to be reviewed and overhauled AUTUMN 23.
14. Membership price points reviewed and formula for indexation applied. APRIL 24.
15. MOPIDAC plan and host two charged events in the period JANUARY – APRIL 24.

16. Review process and pricing for enquiries management in Exeter. BY DECEMBER 23.
17. Income generation to be a standing agenda item at Digital subcommittee. AUGUST 23.
18. Finance subcommittee guide investment of Y2 grant via Flagstone. SUMMER 23
19. One+ high-profile additional Patrons be solicited to MOPIDAC cause. APRIL 24
20. Establishment of a MOPIDAC Fundraising Advisory Group. SEPTEMBER 23
21: MOPIDAC to work with TJ on trading and merchandising. AUGUST 23
22. Implementation of a cash and card donation solution in Tavistock. AUGUST 23
23. Dedicated trustee project sponsor for MOPIDAC accreditation process. DECEMBER 23

Introduction and context:

In March 2022 the Office of the Police & Crime Commissioner (OPCC) agreed to grant fund the Museum of Policing in Devon & Cornwall (MOPIDAC) for the three years, profiled as follows:

	2022/23	2023/24	2024/25
Staff	112,740	118,720	125,018
Non-staff costs	35,600	36,770	37,990
Tavistock lease	7,600	7,600	7,600
Museum contribution	(23,400)	(23,960)	(24,570)
TOTAL	132,540	139,130	146,038

Continuation of the grant at the profiled level is dependent on:

- The Museum retaining its charity and company status;
- The provision of annual accounts to the Charity Commission and the Force;
- Satisfactory annual review of finances and progression against objectives, to be reported in the autumn of each funding year.

MOPIDAC submitted its first progress report to OPCC in autumn 2022, together with the charity's annual review and audited accounts, financial summary forecast, and a schedule of updated performance indicators.

The D&C Resources Board received the report in December 2022 and recommended award of 2023/2024 grant in full.

However, grant remains conditional upon the Museum generating income of its own[1] to supplement core funding. The Museum now needs to develop a clear income generation strategy and action plan for its delivery.

Also, the Museum has not yet prepared a strategy for sustainability *beyond* the current grant period. It is improbable (and undesirable) that the Museum can rely on full financial support from PCC and D&C, yet a professionalised Museum structure will be financially more demanding than a Museum returning to a small, part-time, or volunteer-led model, as in the past.

Equally, professional fundraising is tightly regulated and should only be undertaken with due reference to trustees' statutory duties and with full confidence in the *long-term* financial stability of the charity concerned. Further information on trustees' statutory duties is available here.[2] Please also refer to *Appendix D "Ethical Fundraising Policy".*[3]

Case for support:

Development of a Museum income generation strategy is key to securing the necessary external income for the Museum to (1) match present grant, as required by Force and PCC, plus (2) move toward a position of future sustainability.

An essential primer to agreeing an income generation strategy is conducting a "Case for Support" exercise.

All successful fundraising efforts have a clear understanding of the "ask" being made, whether to grant-givers, statutory bodies, or high-net-worth-individuals. This is why public appeals for

e.g., Children in Need, Comic Relief, etc. succeed – because they have a very clear vision of what the ask is. Or asks – a case for support may look very different when couched in a grant application than when communicated to a member of the public.

Nonetheless, the asks are versions of a common truth: that all fundraising starts with WHY? A good case for support answers the 'why' - what change an organisation is seeking to achieve.

What emotional appeal does an historic collection of police artefacts offer - a collection that may not be seen as a critical requirement for the good of the community (or the Force)? Or which should be funded as part and parcel of statutory arrangement?

[1] 2022/23 target – 23.4K; 2023/24 target – 23.9K; 2024/5 target – 24.5K
[2] https://www.gov.uk/government/publications/charities-and-fundraising-cc20/charities-andfundraising
[3] In draft @ 27.06.23: Ethical Fundraising Policy

NEED Why / evidence?	SOLUTIONS What are we offering?	IMPACT Long-term difference	BUDGET How much?	VALUE ADDED Why us?
What is the issue / problem? Why is it important? What if nothing was done? How do we know there's a problem?	What are we going to do? When will this happen? What will be involved and who gains? Where will it take place? Why are we doing it this way?	How are we going to change things? What will be different / more / less / greater / fewer? *What is the long-term change we want to effect?* How will we know if we have achieved it?	How much will this cost? How are we going to spend it? Where are we planning on getting (match) funding from? Full cost recovery?	What do we bring to this work? Why trust us? Skills and experience? Track record? Awards, recognition, testimonials, partnerships?

Fig. 1: All fundraising is about CHANGE

Some key questions:

a) What is significant about this collection?
b) What makes us special?
c) What is of local, regional, national significance?
d) What is the role of the Museum to Devon & Cornwall Police?
e) What is the contribution in 'societal terms' the Museum can make to the communities in Devon and Cornwall.
f) What will a donation "save"?
g) How to pitch or package an appeal

See appendix A: Case for Support outcome summary.

Track record, strategy, and resources:

In the 2022-23 reporting period, a small grant application made to the Prince's Countryside Fund (awards up to 25K) was unsuccessful, as were all 7 previous funding applications of various bid sizes to the National Archives, HLF (x2), British Film Institute, Community Neighbourhood Fund (Cornwall) and Archives Revealed.

One successful application has been authored (by CEO to Devon locality grants in connection with the opening of Tavistock premises and linked to this autumn's programme of National Trust Heritage Open Days) (1K).

The Museum's limited experience in successful small grant capture and reporting of outcomes, e.g., in the areas of website development, digitisation, or funding the acquisition of preservation-related materials, is a hindrance. The Museum needs to invest in a period of building funder confidence in our ability to deliver outcomes going forward (see HLF below).

Appointment to the Curator post in November plus the uplift in Curator's working hours (0.4 > 0.6 FTE) agreed at the trustees' Board meeting of 8th February 2023 – small-grants often being conservation equipment related – is an important and welcome extra resource in the absence of an in-house fundraiser, a staff post to which the Museum has been unable to recruit.

The Museum CEO post-holder is the other obvious bid-writing resource in the team. Trustees may wish to consider recruitment of additional fundraising consultancy resource to potentially outsource one or more bid applications However, the issue with fully outsourced writing is that the consultant has limited time to acquire a 'feel' for the organisation plus, importantly, little or no jeopardy, or "skin in the game".

The Museum could be better served by using a consultant to identify and scope an opportunity for us, and then finesse an application written in house, and/or conduct specific pieces of work, such as pieces of storytelling, creative or technical writing. This approach is also more easily costed and would likely fall within the Museum's existing allocation of resources.

Income generation for the Museum of Policing in Devon & Cornwall

1. Small Grants <5K:
Research and apply for grants from foundations and organisations that support cultural institutions, history, public safety, and community development. Seek grants specifically targeted towards museums and law enforcement initiatives. Grants and trusts are normally one-off applications for funding. Their size depends on the project concerned, but many are quite small. Usually awards are in the form of project funding and in most cases require some element of match funding. The museum can point to the OPCC grant in this regard.

Post-pandemic there is unprecedented levels of need in the Arts causing extremely high levels of competition for all funding streams. Compounding demand is the fact that investment returns have been negative for most grant-givers for years and look set to remain negative for the foreseeable future.

Southwest Museums Development– Small grants £1K – £10K available but the Museum will need to be officially 'working towards accreditation'. Funding is focused on the areas of organisational resilience, collections development, increasing inclusion, and environmental responsibility. There is also a changing themed grants programme, most recently 'display' related.

Association of Independent Museums (AIM) – the Museum must be a member to apply (we presently aren't). A variety of small grants of varied amounts and with different funding sources behind them are available, but with a wide range of differing eligibility criteria. Some have no stipulations around Museum accreditation status. Example include:

- Pilgrims' Trust conservation grants. Next round in Autumn, we plan to apply.
- Governance support
- Training grants including AIM Higher
- New stories, new audiences
- Connected communities
- Art Scholars' "Brighter Day" £1.5K to £8K

National Archives – New funds come on line in 2024, suggest working with the new archivist on joint funding opportunities (see recommendation 2 below).

2. Bigger grants >5K
2.1 National lottery Heritage Lottery Fund (HLF):
HLF has now published its new post-COVID recovery 2023-2033 strategy, entitled "Heritage 2033". Key objectives for the programme are (*GW italics*):

Saving heritage: improve condition and understanding of heritage; reduce amount of 'heritage at risk'; deliver transformational long-term projects; *make digital heritage more accessible.*
Protecting the environment: put landscapes and habitats into recovery; increase understanding of and connection to nature; reduce the negative environmental impact of the funding portfolio; improve heritage's ability to adapt to climate change.

Inclusion, access; and participation: increase diversity of heritage workforces and audiences; reduce barriers for people under-served by heritage; *enable more people's heritage to be recognised; champion digital technology to improve access.* **Organisational sustainability:** increase organisations' commercial and governance capabilities; develop skills and capacity across heritage; *embed resilience in projects we fund*; strengthen heritage's contribution to local economies.

The Museum must have attained "Working Toward Accreditation" status officially to be able to apply for funding (see Museum Accreditation below). Typically with HLF, organisations need to look to build track-record via a series of discrete, one-year delivery projects, probably applying every 18-months to 2-years. The former "Friends" group had success with this approach.[4] Now the Museum has signed the lease to the building in Tavistock a series of projects can be planned with more confidence, which we might look to have supported over the next two years. For example, work with the Box on a Plymouth-focused collaborative project, with Dartmoor Museum, with Bodmin Gaol or SWHT archive-related - then look to secure larger awards. Thereafter longer-term planning over a 7-10-year timeframe becomes important with substantial funders.

RECOMMENDATION 1: Museum CEO and Curator identify, contact, and meet a HLF advisor to update HLF on the Museum's current status, obtain a diagnostic on the Museum's potential for funding, and start co-creation of a strategy for applications. Review AIM membership.
PREP WORK JULY/AUGUST 2023, HLF PROJECT STRATEGY FOR DECEMBER 2023.

2.2 National Archives:
"Archives Revealed" is a partnership funding programme between the National Archives, the Pilgrim Trust, and the Wolfson Foundation. It is the only funding stream in the UK dedicated to cataloguing and unlocking archives. This funding programme provides grants of up to £45,000, reopening in early 2024 for applications for projects lasting up to two years (via EOI plus full application phases). The programme is highly competitive, with less than 20% of applications receiving funding (IRO 8/9 awards from a pool of between 50 and 100 applications. High confidence is required in the case for support to invest time and resource here.

National Archives may also be approached for a separate funding stream, a scoping grant (up to 3K). The Scoping Grants programme funds an expert report, to assess significant and

[4] 'Driving Heritage' project 2010 and 'Policing Past, Community Present' 2016, author Angela SuttonVane. Latter project was transferred to D&C Comms due to resource efficiencies made at that time.

unknown collections that may be of public value. This funding could be used to commission a professional assessment of the heritage value of the Museum's recent acquisition of a hardcopy collection of original C19th 'Police Gazettes.'

RECOMMENDATION 2: Museum work with partners SWHT to scope the viability, size, and shape of an application to "Archives Revealed" in the next application window (January-March 2024). This could fall in the area of supporting and accelerating digitisation work in the archive. JANUARY – MARCH 2024. **RECOMMENDATION 3**:CEO apply for a 3K National Archives Scoping Grant for professional assessment of the heritage value of the Museum's collection of Victorian-era Police Gazettes. BY DECEMBER 2023.

3. Corporate sponsorships:
Local businesses with brands aligned with the values of the Museum and its stakeholders, especially those with a connection to law enforcement, offer potential for corporate partnerships.

Museum trustees may wish to consider devising a structure for corporate sponsorship levels and benefits, for example including naming rights for exhibitions / interpretations in Tavistock or elsewhere, or recognition in promotional materials, and the Museum newsletter or website. Businesses with particular geographic locations, e.g. Ginsters of Callington, could be approached for support with exhibitions - or materials for digitisation – related to the town and its history. At national level, the Museum could be of interest to organisations like Police Mutual and equivalents.

Trusteeship could be used as a means of opening the door to future corporate donors, or sponsors, for example, recruitment of an individual with links to local Chambers of Commerce or Local Enterprise Partnership.

The Museum's police car has been the object of much background work in 2023, to finalise the Museum's formal ownership of the vehicle with both DVLA and D&C. The vehicle may offer the potential for sponsorship from, for example, Vospers, or other businesses in the procurement or fleet management orbit of D&C.

DISCUSSION:
Components of a corporate sponsorship offer / ask. What organisations, if any, have expressed an interest in this area? What conversations are waiting to happen, or what contacts do we have in the corporate world we might start to talk with?

4. Individual gifting:
The Museum must develop a scalable individual giving programme. In particular we must use our online platforms right now for three reasons: our pool of constituents, i.e. people 'known' to us, is really quite small, chiefly Members plus past and present trustees, groups which to a large extent overlap anyway; secondly, because much of the necessary fundraising hygiene

factors are not yet in place to solicit and manage larger donations from cultivated relationships (e.g., Fundraising Regulator compliance, Institute of Fundraising Membership); and third, with present resources we lack the means to conduct a substantial campaign without opportunity cost in other workstreams, or with confidence steward restricted gifts received over the long term.

RECOMMENDATION 4: To inculcate good practice the Museum register with the Fundraising Regulator, plus one team member apply for membership of the Institute of Fundraising.

4.1 Gift Aid:
The 'Friends' organisation (now 'Members') were registered for Gift Aid with HMRC. However, the Museum is not registered. The Gift Aid process is useful as it provides additional income for a charity by way of tax credit and also, as it is tax advantageous for the donor, the theory is that it should attract a greater level of donations. The downside is that there is compliance required with HMRC to submit the Gift Aid declaration so the reclaim can be made. This process has been simplified somewhat over the years and is something the Museum's accountants, Thompson Jenner, have advised they might assist us in establishing.

RECOMMENDATION 5: Museum team work with Thompson Jenner to register with HMRC for Gift Aid purposes and cascade Gift Aid options into Museum processes and procedures, including via the Stripe account and MemberMojo software.

4.2 NARPO campaign:
Chair and CEO are already working to open dialogue with the local and regional branches of NARPO, and this work will continue on an immediate basis. At first sight this is friend-making activity rather than fundraising per se, though the latter stems from the former given time and care. "Asks" at this stage are in terms of volunteering opportunities, donations of objects and documents 'from the loft', and a soft ask by pointing to the opportunity to join the Museum Members group.

RECOMMENDATION 6: Chair and CEO work with local NARPO branches to raise the profile of the Museum amongst the retired officer demographic.

4.3 Legacies:
Cultivation of legacy donations must be close to the centre of the Museum's ask. Activity in this area could be mostly information-based using the new Museum website and therefore incurring no or minimal cost, bar staff time. Our present Museum audience demographic is favourable, and there is a deep well of goodwill toward the Museum.

Successful charities in healthcare often advertise in the Law Society Gazette (c158K solicitor subscribers). Some large national charities provide a free Will writing service (albeit the charity is upfront paying the legal fees for drafting the Will) on the basis that a significant donation is made as part of the donor's estate. From the perspective of the donor they get a free Will drafted, but also gifts to charities left as part of an estate accrue Inheritance Tax (IHT) advantages. The less proactive (and less costly, but also potentially less rewarding) approach to Will writing would be one of providing information, advice and guidance via the Museum's website, newsletter, and annual review (see 'Museum Membership' section below). The Museum's accountants, Thompson Jenner are also available to advise in this area.

To solicit legacies one needs to be able to point with 100% conviction to a long-term future for the Museum guaranteeing correct stewardship of the gift.

The CEO has reached out to www.remembeacharity.org.uk (alliance of 200 charities with an interest in legacy gifting) for further information / membership eligibility (fees £244 first year, £305 thereafter 2023 prices).

RECOMMENDATIONS 7: Museum take forward Remember a Charity application; **8.** Provide legacy information on the Museum website; **9.** work with Thompson Jenner to put in place a Will writing service; **10.** investigate costs for advertising via the Law Society Gazette legal services directory "Charity Explorer."

4.4 Regular gifting functionality
Regular gifting functionality has been identified as a priority to implement on the Museum's website in 2023. Presently MemberMojo (Members scheme software) and the www.dcpolicingmuseum.co.uk website can only accept one-off gifts. Recurring single payments are easier to administer for membership purposes.

Direct debit functionality is also a desirable addition if the Museum is able to meet the industry-standard Direct Debit Scheme rules. Direct debit functionality could be outsourced to a third-party direct debit collection services payment partner, possibly one such as Stripe, with which the Museum has an existing account.[5]

RECOMMENDATION 11: Trustees approve the necessary expenditure on the new website, to support regular gifting functionality including recurring single payments and direct debits.

4.5 Payroll Giving:
There is a tax break for charitable giving which is available to serving D&C officers / police employees wishing to contribute to the Museum (in effect join the 'Members' scheme). Serving officers / employees could access Membership at the £21.60 price point for £17.28 net pa via monthly or single annual subscription. Higher rate taxpayers receive a tax break of £8.64 i.e., Membership for £12.96 net pa. One-off annual subscription may be easier to administrate. The Museum would still receive the present full subscription of £21.60 over the year. Much depends on whether D&C is willing to handle payroll giving for the Museum and treatment of charges incurred.

10% uptake could yield c.600 x £21.60 =£12,960. There is an HMRC recognised payroll giving organisation based in Tavistock - scheme fee zero; administration charges either deducted from donations or paid by employer. https://www.charitablegiving.co.uk/employers

RECOMMENDATION 12: Trustees broker a conversation with relevant D&C colleagues to explore Payroll Giving options to support the Museum.

5. Museum Membership (ex-Friends):
The Museum Membership scheme provides the Museum with a small but loyal group of supporters, and a small, but growing, consistent income through subscriptions and donations. Present subscription rates (pa): Adult £24; Museum volunteers, NARPO, serving personnel £21.60; students £19.20; former 'Friends' £8 (protected until December 2023).

[5] Or, for example, https://www.accesspaysuite.com/direct-debit/

RECOMMENDATION 13: Membership value proposition to be reviewed and overhauled, which presently centres on the Museum monthly newsletter. The package could be bolstered

to include: (1) formalising receipt of Police History Magazine as part of Members

subscriptions; (2) introduction of a special annual review / donor recognition edition newsletter (December); (3) donor recognition in Tavistock by print or digital means; (4) pre-opening preview event for Museum Members; (5) annual 'wine & cheese' donor reception in Court Gate building. BY DECEMBER 2023. **14.** Membership price points require review and application of a formula for indexation, e.g. CPI + 1%. BY APRIL 2024.

6. Talks:
There is potential to generate a modest income from events, either online or in person. Our friends at Devon Rural Archive (DRA) host a seasonal programme of afternoon walks (building and gardens, hosted by the resident Curator) and evening talks from local historians and experts, typically one or two events per month, e.g. Devon in the time of King James 1, A social History of Torquay, A Tudor Christmas. Up to 40 places are available in the lecture room at Shilstone and bookings are solely conducted online via the DRA website. Tickets are priced at £7 per person. MOPIDAC could attempt something similar, perhaps with the assistance of Mr Simon Dell in Tavistock, or drawing on trustees' expertise as speakers, or even using Shilstone as a venue. E-commerce functionality will be required to take bookings (integrated into the proposed new website specification).

RECOMMENDATION 15: given necessary website e-commerce functionality, the Museum plan and host two events, content TBD, in the period JANUARY – APRIL 2024, one in Devon (at Shilstone, or University of Exeter?), one in Cornwall (Bodmin Gaol?).

7. Southwest Heritage Trust / archive-related:
The Museum has an agreement in place with partner organisation Southwest Heritage Trust (SWHT) for hosting the MOPIDAC archive at the Devon Records Office, plus a new agreement for the provision of archival services to the Museum.

There is income generated by fees charged for handling incoming enquiries from members of the public, researchers, academics etc.

RECOMMENDATION 16: the Museum team work with partners SWHT to review the effectiveness and yield of previous arrangements for enquiries management. Then working with the SWHT archivist allocated to the MOPIDAC archive, with and through the Police Archive Steering Group, develop a new business model for the archival services contract period. BY DECEMBER 2023.

8. Professional Services Fees:
The Museum team is aware of the need to view all incoming enquiries through an income generation lens. Activities such as lecturing, the provision of information, advice, or guidance, and perhaps advertising, may offer some opportunity to bring in small amounts of income. There is little evidence of demand so far but that may change as the Museum matures and grows (digitisation / Tavistock). When refurbished and roadworthy, the police car owned by the Museum may offer potential in this area. The Museum team plans to react and price opportunistically for now.

9. Digitisation on demand:
The digitisation project offers potential for income generation. The new Heritage micro-website (which will host the digital content alongside, but indistinguishable from, the main Museum website) will be live with an array of content from both archive and collection in September 2023.

As the archive and collection are so large, the approach to digitisation being taken is a "shallow" one i.e., a small amount of content being digitised from a broad spread of materials.[6] This approach best showcases the wealth of content the Museum has to offer whilst managing a very limited budget.

This approach also offers the potential for the Museum to approach potential sponsors or donors with a tangible, but incomplete, product which, with assistance, could be made whole. Companies in a particular location or industry sector could find this an attractive proposition for sponsorship at a level of, say, 2-5K dependent on the volume of content to be digitised. A Museum overhead contribution of 25% could be applied.

On an individual level, digitisation is also an attractive potential ask for restricted personal gifts. An individual with a passion for, say, the police history of the Exeter City Force, might find a digitised 'teaser' of related content, with an ask for support to create more content in the same vein, a far more attractive proposition than a general request for support to the Museum in the round.

With a mature digitised product, there is potential to trial a subscription model to the Museum's growing digital content, rather like a newspaper subscription offers access to all editorial content behind a paywall for a fee. With a good amount of content on offer and a specialised audience to engage with it, a business case could be devised to create a margin for the Museum.

Finally, some content might be trialled in a 'pay-per-click' approach. Low-resolution versions of images, or images which are heavily watermarked, could be made available on the public side of the new website. A micro-fee, say, 0.99p, could be levied on the site users to download higher resolution images or watermark-free versions (Museum IP rights can be protected through coding of images instead of watermarking), or per page view.

RECOMMENDATION 17: income generation be added as a standing item to the (steering) Digital subcommittee future meeting agendas. AUGUST 2023

10. Events:
The Museum could organise special events like such as a gala dinner, an auction or charity runs, with a specific focus on engaging D&C officers and the public. These events would serve as both fundraising opportunities and avenues for raising awareness.

The Museum is set to reschedule its Plymouth Area Police Choir (PAPC) joint event in autumn 2023 (spring event postponed due to COVID).

A (fundraising) Gala Dinner has long been discussed. With the Museum's new site in Tavistock open there could be an opportunity to host an event at the Bedford Hotel in Tavistock, However, events are risky, expensive and time consuming. The Museum must have very high confidence in the potential return on investment to embark on what would be an untried venture and major commitment of resources.

[6] Refer to Digitisation paper 3 approved by Digital Sub-committee, May 2023, for full details of the digitisation methodology.

On a smaller scale representatives of the media should be approached to preview the Court Gate building, or a series of tours could be offered at the collection in Okehampton and archive in Exeter.

DISCUSSION: If we attempted a big event might we be better co-producing something in the style of PAPC rather than taking all the risk on ourselves. We are at the size of operation where a big event is do-able but would consume a disproportionate amount of time and effort. An external event manager could be considered (for a fixed fee) but would represent an additional overhead to account for in the ROI. A free or subsidised venue or hospitality would make a big difference to the calculus. A celebrity guest speaker of real calibre might also make a big difference to viability.

11. Endowment campaign:
A substantial income generation campaign has been considered in the past, including suggested asks to 639 Parish Councils in Devon & Cornwall, district councils and local authorities, Young Farmers, police cadets, schools, and colleges. The ambition of creating an endowment fund of £3M has been cited but, barring the truly unforeseen, building a fund of that size would take considerable time and, at best, generate an income of, say £150,000 (5% ROI), barely enough to fund the existing operations of the Museum.

DISCUSSION: do local authorities and other stakeholders such as these have the means as well as appetite to support a police museum, especially from a cold 'ask'. What contacts do we have a political level to make friends at the organisations involved first, or what contacts do we have already we could approach to take soundings (a campaign 'quiet' phase)? Also to what end would an ask be geared? If the ambition is to simply substitute PCC/D&C funding, i.e. pay staff, keep the lights on, that's not a particularly compelling ask. A more discrete cause might likely have a higher chance of success. Digitisation of records in a certain geographic location might be a concept worth exploring with the relevant local bodies (see digitisation on demand above). But would be unlikely to yield unrestricted funds and wouldn't contribute to building an endowment.

12. Treasury Management:
At the April 2023 Museum Board meeting trustees' approved recommendations contained in the paper "Treasury Management 0323". The paper discussed the Museum maximising assets in this time of rising interest rates by using 'Flagstone', one of the UK's leading zero risk cash deposit platforms. Flagstone is a way for investors to maximise ROI while protecting their funds. It has placed more than £8bn in client assets through access to hundreds of accounts – including exclusive and market-leading interest rates – from up to 50 banking partners. For more information see https://www.flagstoneim.com/about-us/

RECOMMENDATION 18: Given the Museum would be unlikely to need to draw all our potential funds chosen for deposit in once tranche, Finance subcommittee is already tasked with spreading a Museum investment over a mixture of Instant Access and Term accounts through Flagstone, in order to have both the benefits of immediate liquidity, but also the increased rates that some longer terms (i.e. 3-, 6-, or 12-month accounts) can afford.

13. Patron(s) and an External Advisory Group:
Building strong relationships with potential donors and influencers is crucial. The solicitation and use of Patrons gives airtime, authority, and credibility to our cause and provides an element of trust in the Museum for other potential supporters. A number of potential Museum Patrons have already been identified for trustees' consideration.

For more information see appendix B: role of the MOPIDAC Patron.

RECOMMENDATION 19: One or more additional high-profile Patrons be recruited to the Museum cause in the grant period.

14. Establishment of a (Fundraising) External Advisory Group.
In view of the long-term nature of a Museum and the equally long-term ethical considerations attached to fundraising, trustees should consider establishment of a fundraising advisory group.

RECOMMENDATION 20: *See appendix C: Fundraising External Advisory Group sample Terms of Reference.*

15. Merchandising:
The proposed new Museum website and the new premises in Tavistock, taken together present an opportunity to venture modestly into online and real-world Museum merchandising. But there are matters to consider when a charity commences to trade.

Charities are normally exempt from paying income tax/corporation tax on the basis that they exist solely to achieve their charitable objectives. As such, a charity is not in existence to generate a profit. There are occasions when a charity does generate a "profit" from perhaps a non-core activity such as profits from fund raising events. However, when such a surplus is generated from primary purpose trading, such profit is not taxable. Furthermore, even if the trading is not primary purpose, if it falls within the *Small Trading Exemption* then the profit is still not liable to tax. The present limits are:

Annual Charity Income	Maximum Non-Primary Purpose Trading
Under £32,000	£8,000
£32,000 - £320,000	25%
£320,000 +	£80,000

VAT consideration is required as a charity is not exempt from VAT registration when it is trading. The statutory threshold for mandatory VAT registration is when annual income from taxable sources exceeds £85,000. The Museum could however register earlier on a voluntary basis, and this may be sensible to recover overheads/set-up costs.

With a current turnover of c150K the Museum could trade up to IRO 35K *profit* and stay within the Small Trading Exemption. Trading, however, means a whole new set of challenges for the Museum team around handling cash / taking payments, management of inventory, etc.

RECOMMENDATION 21: The Museum take advice from Thompson Jenner on the implications of trading under the Small Trading Exemption versus setting up a trading entity. In parallel, the Museum team investigate e-commerce solution associated with the new website specification and "on-demand" merchandising, to minimise working capital / inventory. **22.** Implementation of a cash and card donations 'pay point' style solution in Court Gate building, Tavistock.

Museum Accreditation

The UK Museum Accreditation scheme is an Arts Council England programme of nationally agreed standards ensuring museums are sustainable, focused, and trusted, inspiring the confidence of the public, funders, and governing bodies.

Working toward the accreditation (Spectrum) standards is an *essential* strategic step for the Museum. Meeting the accreditation standard is desirable to increase the potential for accessing significant external funding from e.g. Heritage Lottery Fund (HLF) and other grant giving bodies.

"Working Toward Accreditation" is an entry-level standard the Museum team aspires to achieve by means of returning an eligibility questionnaire with the assistance of Devon Museums Group (Museum Development officer), in calendar year 2023. This entry level standard is intended to provide an administrative home, time, and space for museums to work toward attainment of the full set of Spectrum standards.

RECOMMENDATION 23: Typically, achieving accreditation can take 3 years, and good practice indicates a project is best pioneered by a dedicated Trustee project sponsor for the duration e.g. Sussex Police Museum, Brighton. A benchmarking visit be prepared to Sussex or, as a fall-back, Cheshire Police Museum in Warrington.

Long-term sustainability:

This paper has primarily been concerned with the potential to generate income to match D&C grant in the current funding period to 2025. However, museums and archives are long-term commitments and trustees rightly will expect some consideration of possible funding models for the future. Most police museums fall into one or other of the following (rather contrived) categories:

1. "Hybrid" model – force grant funding plus external funds raised using the former as match **2. "Everything but money" model** – a force supports a museum in all respects bar monetary. Staffing is provided solely by volunteers whilst all other requirements such as premises, ICT, communications, marketing, and so on, fall on the force concerned.

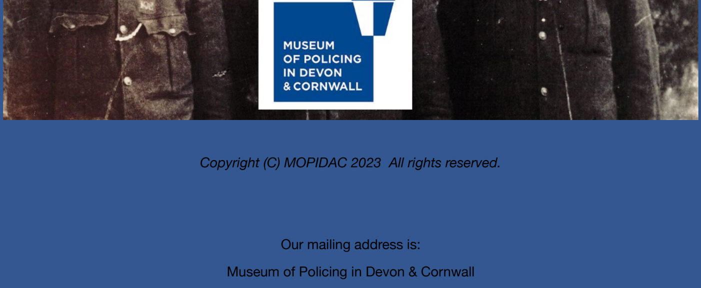
3. **"Good Life" model** – a museum has developed income streams sufficient to stand on its own two feet, perhaps with an agreed, long-term contribution level from the force concerned, but only as one of a number of income sources.
4. **"Black Swan" model** - something occurs at national level, either via NPCC Heritage Portfolio, or a national police museum is funded which affects the existing regional players.

Something from leftfield, something unexpected, such as a large, unrestricted legacy gift.

5. **"HLF"** model: In the style of West Midlands Police Museum, a significant capital project is co-created involving premises and multiple public and private sector stakeholders, e.g., refurbishment and repurposing of an architecturally and culturally significant building or police asset.

G White

June 2023



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