



Forward Plan 2020-2023

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Part 1 Background

1. Introduction

The Museum opened on 4th May 2005 and is housed in the basement of the Brighton Town Hall.

1.1 Creation of the Forward Plan

This Forward Plan was drafted as a direct result of the Accreditation process. Whilst a Forward plan already existed covering the period 2017-2021 it did not fulfil the requirements of Accreditation because it was too general with no consideration of resources or budgets in place. As a result it did not provide an effective planning tool or means of identifying and prioritising staff activity and work programmes.

This Forward Plan details the vision and mission of the Old Police Cells Museum as agreed by the trustees and management committee. In a meeting on 24th February 2020, trustees and management discussed and agreed on the key strategic aims and objectives for the Forward plan 2020-2023 discussed in Part 2 as well as the action plan detailed in Appendix 1 that tabulates the specific objectives over the life of the plan with a programme of work towards achievements of these objectives.

This action plan also provides the timescales and resources required to achieve the objectives. The budgets for 2020-2021 and 2021-2022 are not included within this Forward Plan but are saved as separate documents.

Appendix 2 contains an Education Development Plan that provides further information about the Education programme in the future.

The forward plan was drafted in February and March 2020 by E-J Scott, curator of the museum, and Cecilia Kendall, Accreditation Adviser following discussions with trustees and lead members of the management committee. Since then the Coronavirus pandemic and lockdown from March 2020 onwards has required a change to the running of the museum and the visitor experience. In order to address this we have reviewed the details of the forward plan and activities planned over the next three years and considered adaptations to the forward plan required due to the change in circumstances and social distancing guidelines. These are included as Appendix 3 to this document and relate to Part 1, 2.1 Internal Context and 2.2 External context, and Part 2, Section 4 Objectives.

The benefits of a Forward Plan include the following:

- It provides an opportunity for the trustees and management to plan effectively for the long term and ensure there are sufficient resources in place

- It provides an opportunity for staff and trustees to review the current practice and to agree on the strategic direction and aims of the museum into the future.
- It provides a working document for a stated period, prioritising and directing work and giving a clear sense of purpose, providing continuity to staff and informing new staff
- It considers and assigns appropriate resources in order to complete the objectives
- It shows stakeholders and funding agencies that the museum has attainable objectives with sufficient resources and is monitoring its own performance against those targets
- It provides some insight into the role and work of the museum to stakeholders and other larger parts of the organisation.

1.2 Review of the Forward Plan

The plan will be reviewed annually by the trustees and the management committee at a meeting with the curator, where the actual performance of the Old Police Cells Museum compared to the plan's objectives and aims will be discussed and evaluated for feedback at the AGM. If necessary, timescales will be amended accordingly or any issues arising or changes affecting the timetabled completion of the objectives will be documented as an appendix to the Forward Plan.

1.3 Review of the previous Plan

The previous plan covered the period 2017-2021 and was approved by the trustees in October 2016.

The plan highlighted five strategic aims over the period 2017-2020

- Service Development
- Business and marketing development
- Buildings and sites development
- Organisational development
- External relationships

Basic annual objectives were listed in the plan to fulfil these aims but these were very generalised with no outline of the resources, work programme or the means of achieving these objectives.

As a result there is no real value in monitoring the performance of the museum against the target objectives listed in the 2017-2020 plan as they were too general to provide an effective benchmark.

2. Context

2.1 Internal

The Old Police Cells Museum preserves 13 original police cells, the loaned Sussex Police collections of objects and documents and the museum's own collection. It provides the visitor with a unique opportunity to visit the old Brighton police station which comprises the male cells, female cells, male washroom, uniform store areas, and a comprehensive collection of police artefacts and memorabilia.

Visits

The Museum opens Tuesday to Saturdays for the Summer season from the start of April until 1st November. During the Winter season, the museum opens every Saturday except for the Christmas and New Year period. Access is by pre-booked guided tours at 10,30am when the Museum is open.

Museum tours are provided by enthusiastic volunteer guides, who provide a memorable visitor experience. Many of the guides are former police officers or have a strong family connection to policing in Sussex.

Events and Public engagement

A number of events have been staged and continue to be staged in the museum including, open house events, Brighton festival and fringe events, charity fund-raising events. The museum is also a popular venue for paranormal groups and filming. An annual open day marking the Summer opening of the Old Police Cells Museum takes place in April that provides an opportunity for police cadets to interact with members of the public and draw in visitors into the museum.

Education Programme

The museum provides an education service to schools, colleges, community groups. In the past school groups have been taken on a tour led by one of the public guides. In 2019 a number of ex-teachers were recruited as volunteers and they have developed a more tailored schools programme, which focuses on specific key stages, using feedback and additional surveys from schools. The schools offer is still in process of development but will entail specific tours by education staff, workshops in a dedicated space as well as school resources.

Staff

The Museum currently employs one paid member of staff, a curator, who currently works two days a week.

The museum relies on its volunteers and the curator has focused on building a core body of volunteers, taking many students from Brighton University who are keen to develop their skills and museum experience. The volunteers are split into different working groups depending on their interest and skills, such groups include collections management, education, conservation, uniforms, events.

Collections

The Old Police Cells Museum preserves 13 original police cells, the loaned Sussex Police collections of objects and documents and the museum's own collection. The collections comprise the following objects covering the period 1830 to the present day: uniforms and insignia, medals and awards, police equipment, restraint equipment, communications equipment, police memorabilia, archival material, the Caffyn Collection of police truncheons, staffs of office and tipstaves, evidence and crime materials, and a handling collection.

Funding

There are no charges for visitors coming to the Museum, although visitors are invited to make a donation. School visits are charged at £3 per child. The museum therefore relies currently on income generated from special events and venue hire, including corporate hire, weddings and paranormal.

The museum is reputedly haunted both by the ghost of Henry Soloman and also a monk who tended the land when it was a market garden for St Bartholomew's Priory, prior to the building of the Town Hall in 1832. It has therefore become a popular venue for paranormal groups who come to the cells on a Saturday night with all their equipment in the hope of finding some evidence of past events that have taken place in the cells over the past 180 years. Feedback indicates that these events do bring up certain spiritual activity.

The Museum is a 'licensed' venue for wedding or civil ceremonies for people who like an unusual setting.

Premises

The museum is housed in Brighton Town Hall, in the old police cells. Brighton and Hove City Council rent out the premises under a 10 year licence agreement for a nil payment. BHCC also covers other property costs.

2.2 External

The city of Brighton & Hove comprises different population groups living in a range of communities. There are nearly 300,000 people currently living in in the city. The population has increased by circa 15,000 since 2015 and it is predicted that the population will increase by another 24,000 over the next few years. Compared with the average across the South East, Brighton & Hove has a relatively large working age population with a slightly lower number of elderly residents.

The profile of the population is shifting, too. Approximately 20% are from non-white ethnic groups and 18% of the city's residents (equating to 52,000 people) were born outside of the UK. Brighton & Hove also ranks in the top 10 local authorities in terms of migrant workers.

Our best estimate is that 11-15% of our residents (aged 16 years or older) are from LGBT groups, including nearly 3,000 trans adults.

Brighton has one of the largest homeless populations in the country.

It has a highly educated workforce with nearly 40% educated to degree level – above the national average.

Since the mid-1990s Brighton & Hove had a fast growing and strong economy until the 2008 recession. However, the city also has some of the most deprived areas across the country in Whitehawk, Moulescoomb and Hollingbury (all of which feature in the 20% most deprived areas in the country). These deprivation levels are significantly higher than the city as a whole, but it does mean that Brighton & Hove is the 131st most deprived local authority in England (out of 317).

These demographic profiles have consequences for how the museum needs to think about the products and programmes it provides for the local community.

Part 2 Forward Plan

3. Strategic Vision and Aims

3.1 Vision

We aim to educate and inspire visitors of all ages in the history of policing in Sussex, encouraging and improving relations between all communities and police. The education programme will work by not only offering a visual tour of police history, especially within Sussex, but also via educational programmes and tours (with private bookings and time slots for schools).

To encourage community engagement, the Museum will offer a whole range of activities and events which may include: visits for community groups; paranormal events; filming in the cells; festival events; theatrical performances; use of gallery walls for exhibitions and; wedding ceremonies.

Outside of the physical museum, the service will engage with the public through existing social media entities on Facebook and Twitter. This will allow for immediate and constant interaction with communities and also provides an opportunity to advertise the service and specific events. These platforms will also act as a conduit for visitors to provide feedback, allowing the service to improve aspects of its delivery accordingly.

3.2 Mission

- *To preserve artefacts, objects, documents and information pertaining to the history of policing in Sussex, to preserve and maintain displays in the old police station cells in Brighton Town Hall to offer information, advice and education about the history of policing in the city of Brighton and Hove, and the rest of Sussex from 1968;*
- *To advance the education of the public in the history of policing and particularly the policing in Sussex, by the maintenance of a Museum for the preservation of artefacts, objects, documents and information pertaining to the history of policing in Sussex and for the public benefit; and*
- *To preserve and maintain displays in the old police station cells in Brighton Town Hall.*

The mission derives from the objectives stated in the constitution of the Museum.

3.3 Key Strategic Aims

1. To ensure sound organisational resilience
2. To develop and maintain professional standards of collections care and management to enable the museum to safeguard its collections and enable access
3. To provide engaging accessible interpretation and develop broader audiences both local and national.
4. To develop the learning offer amongst schools

4. Objectives 2020-2023

This part of the Forward plan sets out the short to medium term objectives for the Museum, forming a three year programme of work that adheres to the strategic aims of the Museum. It should be noted that the programme of work is ambitious and depends on appropriate paid staffing (full time) in the museum as well as the recruitment and retention of suitable volunteers.

Organisational Resilience

1.1 Governance

- **Objective 1A**
To ensure the museum has an appropriate robust model of governance and constitution that protects the organisation and staff

A legal review of the museum's constitution and governance in 2019 highlighted various risks to the trustees and to the museum whilst it is run as a membership society. In addition, changes to the Accreditation standard in 2018 with a focus on resilient and robust governance and organisational structure meant that its current organisational model and constitution do not comply with Accreditation requirements model. In order to fulfil accreditation requirements and reduce levels of risk to trustees and the museum, the museum has been advised to incorporate as a Charitable Incorporated Organisation and put in place a new robust constitution. Lawyers H3O have been appointed to draft and formalise the constitution and to register the new CIO with the Charity Commission.

- **Objective 1B**
To develop a responsive, effective structure of management

As part of building up organisational resilience it is essential that the museum reviews its current management structure and evaluates and formalises the different levels of management in terms of roles and responsibilities, meetings and methods of reporting. With the current governance model of a membership society, there has historically been three tiers of membership; the

trustees, the management committee and the members. The new CIO structure is flatter, with trustees normally comprising all those who effectively manage the museum. Within a CIO therefore there is usually no management committee but just trustees with the powers to delegate certain tasks to smaller sub-committees.

The museum needs to formalise a new management system with clear roles and responsibilities of trustees and any delegated powers, clear reporting lines and scheduled meetings. It is advised that it delegates various powers to different small working groups that report to trustees, allowing the museum to respond quickly and effectively to circumstances whilst maintaining trust and transparency with key staff members.

1.2 Accreditation

- **Objective 1C**
To fulfil Accreditation requirements and obtain Accreditation status

This UK-wide scheme sets nationally agreed minimum standards for the three core areas of a museum's operation: organisational health, collections, and users and their experiences. It requires the development of professional policies and procedures that improve the performance and governance of the institution and collections care as well as providing greater access to funding streams.

The Old Police Cells Museum has been developing the professional policies, manuals and procedures enabling it to make a successful application for Accreditation by Summer 2020, once the new charity CIO has been registered and various legal agreements have been issued in the CIO name.

1.3 Financial Resilience

- **Objective 1D**
Agree the Core partnership funding and other strategic support from the Sussex Police Force and the PCC

The PCC and Chief constable have provided core financial support to the museum to fund the Curator's post and other strategic costs which have enabled the museum to develop and work towards accreditation, placing itself in a strong sustainable position for the future of the museum. In order to further improve the museum's resilience and its ability to continue to deliver and improve its services and adhere to accreditation standards, it is essential to agree on and formalise the support so that the museum can plan to deliver its ambitious work programme and has the appropriate resources in place. The partnership between the PCC and Chief Constable and the museum is vital to the future of the museum.

- **Objective 1E**
To research and obtain grant funding

Once accredited, the museum has more access to different funding streams and grants, including accessing Arts Council England and Heritage Lottery Funding.

The OPCM has developed a forward plan for grant funding in consultation with Arts Council England. This plan includes applying for a research and development small grant of £15,000. Should the museum be the successful recipients of this grant, it will be used to research, cost and plan the re-interpretation of displays under a community curation and engagement model. The funding will therefore cover costings of displays, including secure display cases and design and printing of text panels, community engagement focus groups to assess approaches to the relevance of the collection to communities in Sussex today, as well as the wages associated with conducting this research, budgeting, exhibition design and reporting.

The museum is also engaging with the South East Museums Development Officer and applying for grants surrounding emergency relief for Covid 19, including improved security and the funding of new measures to reopen, including PPE equipment, health and safety signage and social distancing floor markings.

In summary, the OPCM is actively engaging with funders and support networks to ensure the long-term viability of the organisation is explored in all grant avenues available to the organisation. This is a forward ongoing strategy that is already implemented.

- **Objective 1F**
To increase income generating activities and critically review all current and potential income streams

The museum historically generates income from a number of income streams-venue hire, public tours, private groups, weddings, paranormal, schools. It has become apparent that there are significant issues with some of these income streams, that have implications for the security of the collection, as well as staff, and may therefore affect our insurance cover. Paranormals in particular are not overseen or managed.

It is therefore imperative that the museum critically analyses all income streams in detail to fully understand the related issues and develop the necessary control measures and procedures to ensure that the collections, staff and premises are adequately protected and risks are mitigated. It is possible that these issues or necessary control measures may make some of these income streams no longer sustainable.

Currently the museum follows a more reactive approach to income generating and does not take advantage of the key events happening in Brighton and Hove which draw greater tourists and visitors to the area. It is proposed that

the museum focuses on identifying new sources of income streams and develops existing one, using a more systematic, planned approach that utilises the events happening in Brighton and Hove. Creating a more systematic planned approach should enable events to run more efficiently and provide models that can be used year on year, building on those that prove the most popular.

- **Objective 1G**
To follow good financial management procedures and controls

As a CIO and once core funding has been provided, the museum will introduce more formal financial controls such as annual budgets and monitoring. A robust system will be introduced in the museum that ensures all income is received from bookings and other events and classified correctly.

1.4 Partnerships and Stakeholders

- **Objective 1H**
To develop and enhance connections with the Sussex Police Force

The partnership between the Sussex Police Force and the Museum is vital for the future of the museum. The Police Force recognises that the museum has an important role to play in engaging people with the work and history of policing and fostering good relations between the police and the community. The museum wants to develop these links further by means of a working group involving members of the police helping in the museum, and delivering events or engagement projects.

- **Objective 1I**
To continue to develop partnerships and stakeholders within the local community and further afield

The current curator has fostered important partnerships with Brighton university, providing opportunities for student volunteers to work at the museum gaining experience in collections management, conservation, graphics etc, essential to the running of the museum.

It is important to continue to develop these partnerships and also to create new opportunities through professional networking whenever possible. The OPCM is currently an active member of the South East Museum Development Programme and attends fairs for the public to showcase the museum's activities, as well as training days offered to the network. The importance of relevant networking and training opportunities for the curator, trustees and volunteers cannot be underestimated for the museum, both in terms of professional development for staff but also through providing advocacy on behalf of Sussex police and the museum.

1.5 Staffing

- **Objective 1J**
To have an appropriate staffing structure in place to support the organisation

The museum has historically relied on volunteers with a management body drawn from the Police and the volunteers to run the museum. In 2019 a professional curator was recruited as a paid member of staff for two days a week. This has had a major impact in making the museum a more professional organisation and bringing it up to accreditation standards. As the museum attains accreditation and continues to develop, the trustees recognise that the museum needs to invest in appropriate paid staff. Whilst volunteers continue to play a significant part in the running of the museum – such as guiding, education, documentation, it is essential that they are managed by a museum professional to ensure that these professional museum standards continues and that the museum is able to fulfil the work programme detailed in the appendix.

- **Objective 1K**
Maintain and recruit trustees to ensure diversity of skills and develop the strength of the Trustee Board

There are currently seven Trustees. When considering future trustees it is sensible to understand the current skills and also gaps within the Trustee body and recruit accordingly to strengthen the museum.

- **Objective 1L**
Establish working groups in order to help manage the museum effectively

The museum has historically run with a management committee, but as a CIO it is advised that the trustees delegate powers to a number of working groups who report back to the trustees. The curator has already established a number of groups who perform different curatorial duties, alongside an Education group and historically there has always been a Tour guide working group. As part of the governance of the museum, the Trustees will decide on the various working groups with delegated powers to manage different aspects of the museum, these are likely to include: Finance & Booking Management; Learning and Visitor Experience; Collections Management; Exhibitions; Interpretation and Research; Public Tours; Enterprise, Events and Communication.

- **Objective 1M**
Recruit and maintain volunteers to ensure the museum can run effectively

The museum relies heavily on volunteers to help with running the museum, both for public tours, education as well as collections management, conservation and administration. It currently has over 30 active volunteers

who each offer between two to six hours each week. Many of these volunteers have been recruited directly as students from the University of Brighton, building on the partnership with that organisation. In addition, the museum also makes use of the volunteer advertising at Brighton Museum & Art Gallery. As many of the student volunteers are only placed for one academic year, staff will continue to recruit proactively and especially at the start of the academic year. All volunteers are to be fully trained and inducted.

1.6 Risk management

- **Objective 1N**
To ensure the museum has risk management procedures in place covering security, insurance, fire, health and safety

An Emergency Plan has been written in Spring 2020 which covers the procedures to be taken in case of an emergency. All staff need to familiarise themselves with the Plan and be trained as appropriate. A Fire and Health and Safety Assessment should be completed in 2020. Risk assessments need to be completed for all events that take place in the museum and also for staff and employees while they are working in different areas of the museum and as lone workers to highlight any risks that need to be addressed.

- **Objective 1O**
To ensure the museum, staff and visitors are adequately insured

The museum has public liability and employer liability under BHCC. As it becomes a CIO it will need to ensure it has adequate cover in its own name. Advice is being sought from Misty Taylor, a broker with ErnestRShaw who has considerable experience with museums to ensure that the museum has sufficient cover in place. Consideration will also be given to the collections cover bearing in mind the nature of events taking place in the museum and the security issues highlighted in the recent Security audit.

1.7 Security

- **Objective 1P**
To ensure good external security of the building

A full security audit on the fabric of the building was performed in February 2020 by the police force. This highlighted various areas of concern which pose risks to the collection, both in terms of security and also collections care. Recommendations include repairing cracked windows and security bars. It is recognised that certain aspects of building security falls within the remit of Brighton Town Hall and the City Council so it will be important to clarify the levels of security that the Town Hall maintain in terms of alarms etc.

- **Objective 1Q**
To ensure good internal security of the museum

The curator will perform a full professional review to highlight areas of concern for the collection, including requirements for more secure display cases and storage areas. Recommendations made as part of the Security review performed by the police force will be implemented.

- **Objective 1R**
To ensure security of staff and visitors

As part of the museum's review of its security the museum will perform a comprehensive review of all staff and visitor procedures and take steps to mitigate any identified risks. This may include additional CCTV, a change in key controls and procedures. The museum will also perform a Fire and health and safety Assessment, as well as risk assessments for all staff duties and events.

1.8 Premises

- **Objective 1X**
To ensure the ongoing preservation of the estate

The Museum occupies its premises under a 10 year licence with Brighton and Hove City Council, which runs from 1 January 2019 to 31 December 2028. The police cells in the Town Hall are an integral part of the museum, and whilst there are no current plans to change the Town Hall it would be sensible for the Museum to draw up contingency plans just in case future plans change and the premises are no longer able to be used by the museum. In such a scenario the museum would need to consider how to safeguard and store the collection as well as other suitable venues that could be used.

1.9 Sustainability

- **Objective 1 Y**
To ensure the museum follows good practice relating to sustainability

In recent years the museum has embraced good practice surrounding sustainability. It does this in the following ways: It includes sustainability as an element of new volunteer internship, including turning lights on and off, recycling and so on. It recycles waste, including using council bins onsite. It uses recycled materials where possible for new displays, such as the crime scene being developed and the use of cardboard rather than PVC materials for new text panels. The Museum also uses recycled and unbleached materials, and non-toxic environmentally cleaning products. It has also changed practice to reduce waste and consumption, such as assigning gloves to volunteers for reuse where possible.

The Museum has a Sustainability policy that was formally agreed by the trustees in 2019. It is committed to this policy and will also ensure that it keeps up to date with any changes and adopts new practices which enhance sustainability within the museum where possible and practical.

Collections Development and Care

2.1 Accreditation policies and standards

- **Objective 2A**
Obtain full Accreditation and ensure the museum adheres to the policies and Accreditation standards required

As part of the Accreditation application, a collections care management framework has been formulated and approved by trustees covering Collections Development, Conservation Care, Loans in and Documentation. A Documentation Procedural manual is in the process of being documented. It is important that all new staff and volunteers familiarise themselves with the policies as well as the procedures which ensure that Accreditation standards are maintained in their museum work.

In due course, the policies will need to be updated and approved to ensure compliance with Accreditation.

2.2 Collections Management

- **Objective 2B**
Ensure the collection develops according to the vision of the trustees and in accordance with museum policies and procedures

The acquisition of objects in the past few years has been problematic, as donors (often anonymous) have left bags of objects and ephemera relating to the police or have handed them to guides to be accessioned into the collection. The museum has begun to adopt new rigorous procedures to handle incoming objects but there is still a lack of clarity and inconsistency about what to do with the objects offered, especially amongst the guides. Currently there are firm limits on future collecting as it is important that the museum concentrates on the objects it already has and any additional acquisitions, unless exceptional, puts undue stress on already very limited resources.

A Documentation Procedural manual has been drafted which will show staff the procedures to follow if they are offered any objects. Staff will need training in these procedures and also need to be fully aware of the Collections Development Policy which sets out the guidelines for collecting in normal circumstances and the areas in collecting where the museum feels it has gaps.

- **Objective 2C**
To continue to document objects to SPECTRUM standards

The introduction of Modes in early 2019 enables the museum to develop a consistent, relevant and effective cataloguing system that allows researchers and staff to use it easily for research purposes as well as collections management. In the past little consideration has been given to identify objects on loan from Sussex Police from objects owned by the Old Police Cells Museum within the documentation system. This now forms a priority when using Modes, together with the documentation of a backlog of items in storage.

It is important that all documentation volunteers are fully trained in modes and become familiar with the Documentation Procedural manual to ensure that they reach Spectrum standards for the eight primary procedures when documenting.

- **Objective 2D**
To continue to photograph and digitise the collection

The museum has commenced a project of photography of the uniform collection which it considers essential to open up access and interpretation of this important collection. Uniforms are an easily accessible means of engaging with the museum and are used on tours and in education visits to provide a physical object handling experience to enhance an understanding of policing. The uniforms have therefore been divided and categorised between handling and permanent collection objects, and the photography allows the swift differentiation between these two collections categories. A priority has then been placed upon detailed photography of the objects accessioned into the permanent collection that are not for handling, as a means of identify both the features on the uniform, as well as the condition. These photos are then distributed amongst tours guides and volunteers with expert knowledge, who can then report back on the markings to inform deeper interpretation of the object to be entered into the Modes collections database.

Following photography, object description and condition report, the object's records including images will need to be added to the Modes database, thereby creating fuller catalogued records of the objects. In the longer-term, these images can also be added to the website enabling increased online access to the collection.

- **Objective 2E**
To ensure all objects are labelled with their accession number

All objects need to be labelled with their accession number in accordance with SPECTRUM standards. This helps identify the object and reduces the risk of loss. Historically the documentation system, before Modes made no distinction between objects on loan, or owned by the OPC and allocated chronological numbers starting from 1, which has then been used to mark on the objects. In Modes the museum is introducing an additional prefix number

to identify those objects on loan, and who from, and those that form part of the collection.

The object labels need to be updated accordingly to provide a link between the objects and their documentation records.

None of the uniform collection has previously been labelled so the museum has commenced a project to label all the uniforms as a matter of priority.

2.3 Collections Care

- **Objective 2F**
To Improve management and care of objects in storage

In 2019, areas in the Museum were thoroughly cleaned to create a suitable, clean storage area for objects that have recently come into the museum and objects that are not on display. The Museum is now in a position to develop a suitable storage system that will both improve the care of objects in storage, and also improve accessibility and management of the stores. This may include boxing the material, creating a system of labelling and arranging the boxes according to type of collection or medium.

- **Objective 2G**
To follow preventative conservation procedures in display and storage areas

As part of accreditation the Museum needs to ensure that it follows adequate standards of conservation, including environmental monitoring and pest monitoring to safeguard the collection both in stores and on display. A conservation plan was prepared in early 2020 that details the procedures that need to be followed. A team of conservation volunteers is being developed from existing volunteers to focus on conservation and they will be trained to use the environmental monitoring equipment, analyse temperature, relative humidity and light levels, and record and report the data.

- **Objective 2H**
To safeguard the collection in an emergency

An Emergency plan is in the process of being completed in 2020 which incorporates a Salvage plan and how to safeguard the collection in an emergency such as flood, fire. Staff and volunteers need to be trained in the procedures, and salvage supplies need to be kept secure and levels monitored to ensure that there are sufficient in case of emergency.

Interpretation and Access

3.1 Displays

- **Objective 3A**
To provide accessible, relevant and engaging displays

Part of the research and development grant that the museum aims to get will focus on ways in which the display cells and corridor display areas could be redeveloped to provide more relevant and engaging displays. The museum currently uses a variety of different interpretation, including audio visuals, text panels, labels, but text labels are old-fashioned and would benefit from being updated. Pathe news currently shown on screens will be refreshed and updated as required. Volunteers and staff will also commence more object-based research to provide informative and interesting information for objects. A project to conserve and mount the uniforms started in early 2020 and this will continue over the next few years.

The Museum is currently planning to display one of the male cells dedicated to solving a crime and aims to complete this display by December 2020.

- **Objective 3B**
To provide an engaging history of Female policing

The museum currently does not tell the history of female policing and therefore a priority for the curator is to redisplay part of the female cells to provide an engaging history of female policing, together with a timeline on the wall.

3.2 Access

- **Objective 3C**
To reach broader audiences and increase access to the museum

Access is an important part of the Accreditation process and the museum is committed to access, as evidenced in the Access Plan written in 2019. As part of the R&D grant funding, the curator will specifically review access to the museum. This includes consideration of the best means of setting up an access advisory group that can help inform the curator when planning future displays, interpretation and other events. It is hoped that an Access Advisory group will have been established by 2022.

The handling collection is an important part of engaging with visitors and increasing access to the museum. The education group will continue to add to the handling collection items which may be duplicates of existing items or are not suitable for the accessioned collection. These are used especially with school groups, but also with general visitors who enjoy the handling collection of uniforms.

- **Objective 3D**
To develop and maintain the website

The website is currently not kept up to date and is not very user-friendly. The museum will look at different website models that are more accessible with the aim of developing a new website that works better for the museum. The website will also need to cater for the online booking system to allow visitors to book tours and other events.

- **Objective 3E**
To provide online access to the collections

There is currently no online access to the collection. With the introduction of Modes and increased documentation of the collection, staff will research ways in which the museum could use a collections interface that would upload information directly from Modes onto the website.

Before this takes place, volunteers will be encouraged to write blogs about specific objects in the collection to go on the website.

3.3 Education

- **Objective 3F**
To improve the Schools offer to attract new schools and repeat visits

The Education offer has been developed over the course of the last year with the recruitment of specific Education volunteers. The development of specialist education tours led by education staff, worksheets and loan boxes as well as continued partnerships and communication with schools will form a major part of the Education plan for the next few years. A separate Education Development Plan is included in Appendix 2.

3.4 Engagement

- **Objective 3G**
To engage younger, less specialist audiences with the collections and the museum

The museum currently offers a handling uniform collection that younger audiences can try on as well as an object trail worksheet. It is currently developing a Crime solving scene in a dedicated cell that is aimed at young visitors to further engage younger audiences. The clues drawn from the hypothetical crime scene can then be investigated in the education room as set activities for school groups led by the museum's education volunteer tour guides.

- **Objective 3H**
Improve and develop public community offer

Engagement with the community is considered a vital part of the museum's role, developing links between the museum and different communities of Brighton and Hove, and helping to forge positive relations and understanding with the police force. The museum already runs an annual open day for families with the assistance of Brighton police force cadets but it is keen to develop its offer to the different communities of Brighton and Hove. As part of the R&D grant, the curator aims to understand and research the opportunities for community engagement resulting in a relevant and exciting programme of public community engagement that can be built upon during the years.

- **Objective 3I**
To encourage use of the museum for filming to generate income

The museum offers a great opportunity for filming within the cells which generates income as well as increasing greater access to the museum. Currently there is no real procedures in place, filming is often arranged by BHCC and the museum is not notified when it takes place. This raises issues both in terms of access and security of the museum and its collection but also the museum is not aware of any controls over licencing agreements and so forth.

It is essential that the museum establishes more formal procedures and a pricing model for filming and that it is informed of any filming requests with sufficient notice and gives consent before filming occurs providing staffing and performing risk assessments as necessary.

3.5 Audience Development

- **Objective 3J**
Collect information about visitors to the museum to build an audience profile and identify potential new audiences

Tour guides currently collect visitor comments after each tour visit and also information about the demographics of the visitors. These are collated and reviewed. Over the course of the forward plan, the curator wishes to put in place a more robust procedure that ensures the information is analysed and is used to inform events, displays and interpretation within the museum. Additional surveys will be undertaken to understand the audience profile in more depth.

In 2019 the Education working group performed a detailed survey and also started to collate information about school satisfaction after each school visit. As more data is collected this will form a useful tool for developments in the school offer.

Appendix 3

Forward Plan Monitoring Due to COVID19 03 August, 2020

Changes made to Part 1

2.1 Internal

Visits

Admission to the museum is being revised due to COVID19.

- The museum is currently closed, but will reopen in October 2020 with an adapted offer that adheres to the government's COVID 19 Health and Safety guidelines.
- The museum will be open to volunteers at 09:00 Saturdays and to the public on Saturdays from 10:00 – 13:00;
- The museum will reopen on Mondays from 09:00 for cleaners and 10:00 for volunteers;
- A minimum of 3 volunteer invigilators will be required when open – one stationed in the foyer of Brighton Town Hall at the top of the stairs, one in the men's cells, one in the women's cells;
- The museum will be open further to volunteers upon request to work under safe practice guidelines;
- It is anticipated that the museum will maintain these opening hours for the winter season, and revise opening hours before the spring season, 2021.
- In the past, the museum has welcomed visitors with a guided tour. This is not possible under COVID19 social distancing guidelines. Therefore, in order to open without guides leading tours, the museum plans to develop a digital walking app that highlights star objects in each cell with a photo, provenance, historical significance and audio where appropriate. The visitor can use a tablet to self-guide their group or download the walking app prior to arrival.
- In order to maintain the presence of the guides in their absence, short intergeneration films (interviews with older volunteers/ex-officers by younger volunteers) about objects from the collection will be made and displayed on 3 TV monitors around the museum.

Bookings

Bookings will now be made digitally online:

- Bookings will be for single households or bubbles, not exceeding 5 people
- Bookings will be in 15 minute staggered slots between 10:00AM and 12:30PM.

Track and Trace

Visitors will be required to supply track and trace monitoring details when booking. This means that should a case of COVID19 be reported, it can be elevated as required, including contacting all those who may have come in contact with the infected person.

Events & Public Engagement

No events are taking place until government restrictions are lifted. The museum will continue to offer itself as a venue for hire adhering to the museum's health and safety guidelines.

Education Programme

It will not be possible to accept bookings from school groups under the government's social distancing guidelines. It is unlikely therefore, that the museum will be able to welcome schools back until Spring 2021, although this is a cautious response and will be monitored for any change in guidelines that allow larger groups to work together closely in confined spaces.

In order to maintain the work of the museum with schools in the local area, plans are underway to develop a blended education offer using object loan boxes for physical interaction with the collection in the classroom, and digital learning via pre-recorded and/or live Zoom lessons. The students will then engage with their own learning by completing lesson worksheets that can be downloaded from the museum's website.

Access to the collection will be improved via digital connectivity. Object photography will be made available via social media and the digital walking app. It will also be included in school lessons using loan boxes, with all objects in the loan boxes being photographed to improve MODES collections database records.

Funding

Introduction of Charges

The museum is revising its policy of not charging and suggesting a donation. From October 2020, it will introduce a £3 booking fee to help avoid wasted bookings using the limited number of timed entry slots available. This booking fee will be payable online.

School Charges

Schools will be charged £30 for borrowing a loan box and receiving a Key Stage lesson and worksheets.

Weddings

The museum cannot accommodate weddings under the government's current social distancing guidelines.

Paranormals

Paranormals will go ahead at the supplier's own risk. However, a cleaning fee will need to be charged in order that a deep clean is done following paranormal events. CCTV is required to ensure that the museum's insurance policy is valid. Furthermore, it will enable the museum to implement a code of good practice surrounding access to the museum under government social distancing guidelines, and can be enforced via CCTV monitoring by Brighton Town Hall's security guards.

Security

In order for the museum to sustain itself, it needs to be open for venue hire (such as for Paranormals that can be conducted using social distancing). Furthermore, self-guided digital tours means there will be less supervision of visitors at all times. As such, an assessor came in to provide a quote for CCTV that will be monitored at the Town Hall Security Desk (should grant funds be made available).

Improving security will support the museum's reopening strategy under COVID19.

PART 2 Forward Plan**4. Objectives****Organisational Resilience****1.3 Financial Resilience**

- **Objective 1E: To research and obtain grant funding**

In order to improve security and the museum's digital offer so as to reopen in October using a new model of self-led tours, the museum requires external funding. Working with a team of volunteers, the

OPCM is applying for a South East Museum Development Programme Recovery Grant.

- **Objective 1F**
To increase income generating activities and critically review all current and potential income streams

The introduction of charges will provide income generation for the museum. Increased security will allow for venue hire to open again.

1.5 Staffing

- **Objective 1M**

The museum requires more volunteers who are not shielding in order to reopen. Advertising for volunteers has gone out through the new newsletter and Brighton Royal Pavilions has offered to advertise the vacant posts once again. University of Brighton and University of Sussex are also posting for student placements.

1.6 Risk Management

- **Objective 1N**
To ensure the museum has risk management procedures in place covering security, insurance, fire, health and safety

A comprehensive risk assessment has been completed surrounding reopening the museum safely in the current COVID19 environment.

- **Objective 1O**
To ensure the museum, staff and visitors are adequately insured

A comprehensive new insurance assessment has been completed and will be ratified at the AGM 28 October.

Collections Development & Care

2.2 Collections Management

- **Objective 2D**
To continue to photograph and digitise the collection

Plans are underway to facilitate the fast tracking of a photography project surrounding star objects that can then be used on social media and in the digital walking app, as well as with students in remote lessons. This has become a priority in the current COVID19 environment, as it is seen as a vital tool to address new ways of working in order to reopen the museum.

Interpretation & Access

3.2 Access

- **Objective 3C**
To reach broader audiences and increase access to the museum

In order to increase access to students whilst they cannot visit the museum, a digital lesson will be developed that will accompany the handling box loan scheme, opening up the museum to schools in 'absence'.

Furthermore, the digitisation process – including filming volunteers and taking photographs of star objects – will be placed at the front end of the website and used on a regular social media posting schedule that will be pre-programmed. This will increase the reach of the museum beyond walk-in visitors.