

# Forward Plan 2019/20 – 2020/21

## Contents

1. Mission and purpose
  2. Background to Penlee House Gallery & Museum
  3. Operating environment
  4. Collections
  5. Review of strategic aims 2017 - 2019
  6. Consultation and analysis of views
  7. Forward Plan Aims 2019/20 – 2020/21
  8. Resource Plan 2019/20 – 2020/21
  9. Risk Management
  10. Review Date
- Appendix 1: Governance and staff structure chart
- Appendix 2: SWOT analysis 2019

## **1. Our mission and purpose**

### ***The artistic heart of West Cornwall***

Penlee House Gallery & Museum exists to serve the local community and the visiting public through its displays, exhibitions and educational activities. It collects, preserves, interprets and makes accessible art and artefacts related to the history and culture of West Cornwall, specialising in the work of the Newlyn School of artists.

## **2. Background to Penlee House Gallery & Museum**

2.1 The institution now called Penlee House was initially known as Penzance and District Museum, and was founded by the Penzance Natural History and Antiquarian Society in 1839. At the end of World War II, the owners of the Penlee Estate were planning to build on the land and to demolish the house. The then Mayor, Robert Thomas, decided to open a public appeal and purchase the estate as a War Memorial. It was decided to use the house as a museum and arts centre and to open the gardens as a public park. It was administered by the Borough Librarian from 1949 until 1974, when Penzance lost its borough status and the Museum became the property of Penwith District Council. In April 1983, ownership of the Penlee Estate reverted back to Penzance Town Council.

2.2 In the 1990s, substantial funding was raised from various sources, including the Heritage Lottery Fund, the European Regional Development Fund, Penwith District Council, Penzance Town Council and the Friends of Penlee House, to refurbish and develop the Museum and Art Gallery. Penlee House re-opened in its current form in 1997, offering changing displays drawn from its own collections, supplemented by loans from public and private collections, reflecting the unique, rich heritage of the far west of Cornwall. Since 1997, the Gallery has been transformed into the world-leading centre for the Newlyn School and Lamorna artists, showcasing their work in special exhibitions. Penlee House has become well-known for securing significant loans from national and occasionally international collections, displaying them in Cornwall to our local community and visitors to Penzance.

2.3 Penlee House is owned and operated by Penzance Council and it is at the heart of the local community. Penlee House uses its collections to engage with children, young people, adults and older people. The learning programme at Penlee House is well-established. Its aims are to introduce children and young people to Penlee House and to understand and remove the barriers that anyone may face when trying to access Penlee House and its collections. This includes special programming for adults facing social isolation and long-term mental and physical health conditions.

### 3. Operating environment

- 3.1 Penlee House Gallery & Museum is owned and operated by Penzance Town Council (known hereafter as Penzance Council). The Director reports to the Town Clerk and to the Penlee House Committee of Penzance Council. Under the Penzance Council Terms of Reference, the Penlee House Committee has delegated authority to oversee the running of an Art Gallery & Museum on behalf of the Full Council.
- 3.2 Penlee House abides by recommendations and codes of practice set by the UK Museums Association Code of Ethics. It is a fully accredited museum (No. 801) and matches the Government Indemnity standard for security, temperature, relative humidity and light levels. Penlee House ensures that security conditions remain at nationally-recognised standards and received a visit in February 2019 from Ian Johnson, Security Consultant to Arts Council England who approved the security of the building and our procedures.
- 3.3 Penlee House is run by a small, but highly qualified team of enthusiastic staff that consists of five full-time posts and four part-time staff. From 2018 to 2021, these staff are supplemented by a part-time Digital Engagement Officer and a Digital Apprentice, whose positions are funded by the Arts Council England NPO programme facilitated by Cornwall Museums Partnership. A committed pool of over 120 volunteers support key elements of Penlee House's delivery. Volunteers undertake room stewarding and provide information and a warm and well-informed welcome to visitors. A team of collections volunteers assist with the work of the Curator/ Deputy Director and a team of education volunteers assist with schools' workshops and support the Education & Outreach Officer.
- 3.4 Penlee House is assisted by a loyal and committed Friends Association, the Friends of Penlee House, which has around 1,800 members. The Friends is an independent charitable trust (registered Charity No. 1001644) set up to support Penlee House in developing its collections and its education work. The Friends of Penlee House is run by a Committee of volunteers who are elected each year at the AGM. The Friends are members of the British Association of Friends of Museums.
- 3.5 Penlee House runs a shop selling books, postcards, souvenirs and good quality educational games and toys. There is also a very popular café, The Orangery, which is operated independently and leased as a franchise by Penzance Council.
- 3.6 Penlee House is open Monday to Saturday and Bank Holidays throughout the year. It is closed on Sundays. It operates summer opening hours, from April to October 10am to 5pm, with last admissions at 4.30pm; winter opening hours are from November to March 10am to 4.30pm, with last admission at 4pm
- 3.7 There is an admissions charge for adults and concessions. Children, Friends of Penlee House and Penzance Pass holders (residents within the Penzance Council precept area) are free. Admissions charging is a key income stream for Penlee House and, as such, is reviewed periodically by benchmarking against other local museums and heritage sites.

## 4. Collections

- 4.1 There is a programme of special exhibitions each year. At least three of these will celebrate the skill and craft of painting in West Cornwall in the late 19<sup>th</sup> and early 20<sup>th</sup> centuries, usually including the group of famous Newlyn School and Lamorna Group artists, such as Stanhope and Elizabeth Forbes, Walter Langley and SJ Lamorna Birch.
- 4.2 Penlee House has a permanent collection of paintings which has been extensively developed over the last 22 years. The gallery staff actively seek to develop the collection. Some of the best-known works include 'The Rain it Raineth Everyday' by Norman Garstin, 'School is Out' by Elizabeth Forbes, 'Among the Missing' by Walter Langley and 'On Paul Hill' by Stanhope Forbes. See Collections Policy for further detail.
- 4.3 Founded in 1839, the museum's collections cover over 6,000 years of history in West Cornwall, from archaeological sites to more recent social history. The social history gallery includes information about key figures such as Humphry Davy and the local fishing, farming, mining and tourism industries.

## 5. Review of strategic aims 2017-2020

**In 2017, the Forward Plan for 2017-20 outlined five strategic aims. These aims have informed all of Penlee House's activity for this period. The following is a summary of achievements to date (September 2019). The plan below covers the end-period of the previous Forward Plan and plans ahead for the year 2020-21. This Plan will be reviewed by 30 September 2020.**

It should be noted that a core principle of the 2017-20 Forward Plan was the initiation of a major capital redevelopment of the Penlee House site which would lead to increased commercial space (shop and café extensions), increased gallery and collections storage space, and improved back of house space for staff. This project was initiated by the former Director, Louise Connell, and progress was made in the form of architect's plans and initial feasibility work. An approach to the Heritage Lottery Fund in 2017 resulted in their advice not to apply for all of the project money at once but to apply instead for a Resilient Heritage grant. Louise Connell left her post as Director in July 2018 before any further applications were submitted. The new Director started in November 2018. The National Lottery Heritage Fund re-opened for applications in January 2019. The redevelopment project is still a key aspiration, as can be seen in section 7 of this Forward Plan.

Below is a review of the Forward Plan aims, point by point, from the 2017-2020 Forward Plan.

## **5.1 Aim 1: To inspire and engage more people and a wider range of people with the collections**

### ***5.1.1 Penlee House Development Project***

As noted above, following advice from the Heritage Lottery Fund, a Resilient Heritage Grant application was advised. This has not yet been achieved due to staff changes.

### ***5.1.2 Kids in Museums***

Penlee House has taken part in Takeover Days in 2017 and 2018 and Teen Twitter Takeover Day in 2018 and 2019. The Kids in Museums manifesto has been shared with volunteers at a training session.

### ***5.1.3 Family-friendly drop-in sessions***

50 Saturday afternoon drop-in sessions are held each year. These are supplemented by six additional 'Arty Afternoon' sessions held during the summer holidays. The attendance at these sessions has steadily grown.

### ***5.1.4 Build partnerships with schools, colleges, community groups and social care agencies e.g. Dementia UK and iSight Cornwall***

New partnerships were built with a range of groups who previously hadn't had contact with Penlee House. Amongst these were: iSight Cornwall, Hearing Loss Cornwall, Penlee Care Home, Pengarth Day Centre, Homestart Kernow, WILD Young Parents. We have worked with local colleges and schools to co-curate exhibitions and to exhibit their work.

### ***5.1.5 We will improve our volunteer recruitment to allow more people the opportunity to participate in museums and galleries. We will develop a programme of inter-generational learning with knowledge transfer from senior volunteers to younger recruits.***

A programme of intergenerational learning has been trialled using Arts Award. Four new education volunteers have been trained to assist with workshops. Lottery funding enabled us to develop a new opportunity for volunteers: nine volunteers were trained to deliver guided tours four times per week, proving very popular with our audience and enabling a new way to access the special exhibitions. A group of 'Citizen Curators' were recruited in 2018 and a new cohort in 2019. Citizen Curators are five volunteers who receive a six-month training programme to provide them with curatorial skills.

### ***5.1.6 We will work with families to explore a more family-friendly approach to the Galleries with more opportunities for young people to be involved.***

Young volunteers have been introduced to the galleries and have undertaken curatorial, digital and learning work. A youth panel has been decided against, instead consultation takes place with young people during the course of projects at Penlee. For example, the Carefree project consulted in depth with young people about their experience of visiting museums.

**5.1.7 We will support Arts Award.**

At least one young person is supported in Gold Arts Award each year. In 2018-19 this resulted in an exhibition showing digital re-imagining of core Newlyn School works.

**5.1.8 We will recognise that people have different learning styles and explore ways of imparting information using different methods, including through handling objects, sensory exploration, sound pieces, use of film and video, taking a 'layered' approach to interpretation.**

Penlee House has introduced digital reinterpretation within the galleries. This has included providing oral history recordings to support a photography exhibition, providing access to a number of archive photographs in a social history exhibition and providing a way to display animation created during an Arts & Health workshop.

**5.1.9 We will continue to work with Newlyn Art Gallery & The Exchange to introduce new audiences to Penlee through the Art Week programme of activities.**

Art Week took place in 2017, but both parties agreed to not continue after this date as it was not as successful as hoped.

**5.1.10 We will introduce an annual 'Fun Palaces' event working with residents of the Treneere Estate in Penzance.**

The first Fun Palace event in 2017 took place at Penlee House and in subsequent years (2018 and 2019), the Fun Palace event has taken place at the community centre at Treneere.

**5.1.11 We will explore ways of working with artists to provide new insights into the collections.**

Artists have been engaged to support Learning sessions to give greater insight and access to the collections and to support participants in developing creative skills. Artists were invited to participate in the Penlee Inspired exhibition in 2018.

**Aim 2: To provide exceptional customer service**

**5.2.1 Staff are informed and knowledgeable.**

There are scheduled team meetings every fortnight with minutes. Staff have regular 1:1s. The team is knowledgeable and unafraid to ask questions. The Director has an 'open door' policy for comments and queries from staff. All staff have a copy of the Penzance Council Staff Handbook (green file) and receive policy updates. Each staff member has an annual appraisal and follow-up review after 6 months where learning and development opportunities are identified.

**5.2.2 We improve our internal facilities and lay down plans to develop Penlee House Gallery & Museum as an outstanding visitor experience.**

This aim was aligned to the redevelopment of Penlee House (see 5.1.1). However, the Penlee House team is always striving to improve the visitor experience and minor improvements have been made, for example, increased family participation activities in major exhibitions and the provision of free guided tours four times a week.

**5.2.3 We will understand our visitors' likes and dislikes and act on the feedback that we receive from the comments book, visitor questionnaires, letters and conversations with our visitors. We will continue to gather data from our visitor questionnaires and evaluate it, and continue to benchmark our visitor figures within the Cornwall Museums Partnership.**

Data has been collected and visitor numbers benchmarked. Other museums in Cornwall recorded lower visitor numbers in 2018 than in previous years, a trend also seen at Penlee House.

**5.2.4 We will give customers a means to comment with feedback forms. We will respond to complaints by the public in a timely and effective way.**

As above, feedback is monitored and acted upon. When dealing with complaints, staff adhere to the Penzance Town Council complaints policy.

**5.2.5 We will maintain high standards within the organisation by means of staff appraisal, development and training, by recruiting qualified and experienced staff when required, and by harnessing the enthusiasm and expertise of volunteers.**

As above, staff appraisals and 1:1s happen regularly. Good recruitment procedures and policies are maintained and reviewed. Volunteers receive training at induction and also at two training/social evenings a year.

**5.2.6 We will maintain a conversation with our users through social media networks.**

We have greatly enhanced our use of social media since 2017. We now regularly update Facebook, Twitter and Instagram. Recruitment of a Digital Apprentice in 2018 has enabled significantly greater investment in maintaining these networks.

**5.2.7 We will keep an up-to-date and relevant website. We will research and seek advice on best practice. We will engage a web designer to cost our ideas.**

Penlee House staff keep the current website up to date. A new website is in development and will be fully launched before the end of 2019. This will enable greater engagement with collections and an enhanced e-commerce offer.

**5.2.8 We will explore the possibility of smart code technology on exhibition and display labels.**

This has been considered and instead labels have been used to include easy access to audio descriptions via 'pen friend' devices. Rather than changing the labels we have included more digital interpretation within the galleries to appeal to wider audiences and to reinterpret the collections in different ways.

**5.2.9 We will work with Penzance Town Council and Cornwall Council to improve the external signage to Penlee House Museum & Gallery. Clearer highway signage for vehicles is needed on the approach to Morrab Road as well as improved signage in the Park on the approach to Penlee – to create the WOW factor.**

This project has not taken place. The exterior appearance of the entrance to Penlee House was significantly improved by the Citizen Curators who put in place window graphics showing the Branwell Family. We will work to understand whether signage would significantly improve the visitor experience, potentially through non-user visitor surveys.

**5.2.10 We will improve our internal signage and visitor orientation.**

Although no permanent signage has been purchased, temporary signage is used to inform visitors about what's happening today in the gallery – for example, guided tours and family activities.

**5.2.11 We will continue to be an Accredited museum.**

We will complete our Accreditation review by 31 October 2019.

**5.2.12 We will apply for Industry Awards, continue to be part of the Visit England VAQAS scheme.**

We were successful at the Cornwall Heritage Awards in 2018 winning the Audience Initiative Award, and runner up in 2019 for 'Object of the Year'. We won the 'Holyer An Gof' award for the book 'Stanhope Forbes: Father of the Newlyn School' in 2018. In 2017 we won a Bronze Cornwall Tourism Award for the Stanhope Forbes exhibition and we have won Muddy Stiletto awards in 2018 and 2019. We continue to take part in an annual Visit England assessment, achieving 76% in 2017 and 80% in 2018.

**5.2.13 We will continue to provide a high-quality programme of exhibitions and events in accordance with our Exhibition Policy. We continue to seek out opportunities for touring exhibitions.**

We have staged five major exhibitions per year, including the award-winning Stanhope Forbes exhibition in 2017. These exhibitions feature loans from national collections and provide access to core works of national significance in an area of relative geographical isolation. In addition to the major exhibitions, around five smaller exhibitions are shown in the community space in our social history gallery. These exhibitions celebrate or commemorate significant anniversaries and are often co-curated with members of the community. Touring exhibitions are always explored. Since 2017, one exhibition has been part of a tour, with talks in place to tour another.

**5.2.14 We will communicate with the café staff to ensure that all visitors have a consistently good experience.**

Regular meetings between the Director and Café Manager take place. Reviews and feedback are shared between us.

**5.3 AIM 3: To ensure continued financial stability**

**5.3.1 We will continue to value and work closely with the Friends of Penlee House Gallery & Museum and support Artefact magazine and Friends' fundraising activities for the benefit of Penlee, recognising them as important advocates and ambassadors for Penlee House and its work.**

Director attends all Friends Committee and Trustee meetings. Artefact magazine produced three times a year and fundraising activities are supported.

**5.3.2 We will build a sustainable and resilient economic future for Penlee House Gallery & Museum by investing in major improvements in 2020. We will raise sufficient funds (£500,000) to provide match-funding for the Penlee House Development project.**

See above in section 5.1.1 – the Penlee House Development Project did not reach this stage during the period of the previous Forward Plan.

**5.3.4 We will apply for £20,000 of funds from HLF Our Heritage Grants to support the Nance Family of Cornwall exhibition in September 2019.**

Further research established that there was insufficient material available for a full exhibition, so the Nance Family has been featured in the *Creative Tensions* exhibition in 2019. An Our Heritage grant (£13,500 from National Lottery Heritage Fund + match funding from Friends of Penlee House, Cornwall Museums Partnership and Penzance Council) was instead applied for and used for the 'Illuminations' project, which increased engagement with Penlee House's photographic collections through an exhibition and community programming.

**5.3.5 We will continue to monitor and analyse shop takings and overall takings.**

Shop takings and overall takings are analysed and reported to the Penlee House Committee. These are used to make projections during the budget setting process.

**5.3.6 We will launch an online shop to capitalise on the Penlee brand. We will fulfil orders in-house, keeping open the possibility of contracting an external fulfilment agency if demand takes off.**

The new website, to launch in 2019, will have e-commerce capabilities.

**5.3.7 We will continue to introduce new product lines in the shop.**

New product lines were introduced in the shop: two books to accompany special exhibitions (*Stanhope Forbes: Father of the Newlyn School* and *The Gibsons: Master Photographers of Victorian Cornwall*); two designs of pencil case, three designs of bag, cushions, three designs of mirror.

**5.3.8 We will commission 1 new donations box for the Gallery.**

This did not take place during the period of the forward plan.

**5.3.9 We will carry on fundraising for grants from existing sources (e.g. HLF, Art Fund, ACE/V&A Purchase Fund, Cornwall Heritage Trust) and research new sources of funding.**

Since 2017 we have been successful in funding bids to Heritage Lottery Fund (now National Lottery Heritage Fund); Cornwall Heritage Trust; Tesco Bags of Help; Cultivator. We have secured major funding from Arts Council England as part of the Cornwall Museums National Portfolio Organisation.

**5.3.10 All staff will be encouraged to find ways to raise funds from external sources (e.g. grant-giving bodies) for their projects.**

The Education & Outreach Officer, Curator/Deputy Director and Director have all made successful funding applications since 2017.

**5.3.11 We will continue to work with the Cornwall Museums Partnership to bring grant income into the region for the benefit of its museums and galleries.**

This was successfully achieved with the award of National Portfolio Organisation funding. This funding has enabled more ambitious programming to make Penlee House more inclusive to a wider range of people.

**5.3.12 We will continue to implement eco measures to reduce costs, e.g. low energy gallery lighting, use of resources and recycling.**

Penzance became a Plastic Free town in 2017 and the shop and café have eliminated single-use plastic. A compost bin has been introduced into the staff kitchen and waste from the café is composted where appropriate. LED lighting has been introduced to three of the galleries, with plans for more in 2019/20.

**5.3.13 We will continue to provide a high-value contribution to the strategic aims of Penzance Town Council to ensure the continuation of revenue support.**

A new strategic plan was adopted by Penzance Council in February 2019. Penlee House's forward plan is interlinked with the overall strategic plan.

#### **AIM 4: To maintain existing partnerships and to forge strong and sustainable new ones**

##### ***5.4.1 We will continue to maintain our excellent partnership with the Friends of Penlee House and collaborate with them in all of their activities for the gallery, including fundraising, increasing membership and publication of the Friends newsletter.***

There is good communication between the Director and the Friends of Penlee Committee and Trustees. The Director attends all Committee and Trustees meetings. Friends membership is actively promoted to visitors to the gallery. The Friends newsletter is produced three times per year. The Director organises the lecture programme for the Friends.

##### ***5.4.2 We will communicate information about our events and activities to fellow officers and elected members of Penzance Town Council in order that they may knowledgeably and effectively champion the work of Penlee House Gallery & Museum.***

Fellow officers are kept up-to-date through: monthly attendance at Penlee House staff meetings, sharing of staff meeting minutes, reporting at meetings and invitations to previews. Councillors are kept informed formally through the Penlee House committee meetings and minutes and informally through invitations to previews and events.

##### ***5.4.3 We will seek out opportunities to promote and participate in Festivals and community events in Penzance such as Golowan Festival and Penzance Literary Festival.***

Attendance on Mazey Day and Quay Fair Day promotes Penlee House and providing family activities. We have supported Penzance Literary Festival and Archaeology Festival by programming special walking tours and theming our Saturday activities to these festivals.

##### ***5.4.4 We will continue to maintain close ties with museums and galleries in the region and through the Cornwall Museums Partnership. We will seek out new opportunities for collaboration and skills sharing.***

The Gallery plays an active role in the Cornwall Museums Partnership. The Director or another member of staff in her absence attends all partnership meetings. Cornwall Museums Partnership successfully gained National Portfolio Organisation funding from Arts Council England from 2018 and this has increased working across the consortia of museums. The Directors, Learning Officers and Curators from the partner museums each have their own groups that meet regularly. Partnership working can be demonstrated by several projects, for example the Carefree Culture Pass project in which young people visited all of the partner museums.

##### ***5.4.5 We will continue to raise the national and international profile of Penlee House through promotion of the exhibitions programme, general marketing, PR activities and collaboration with other institutions, through loans and touring exhibitions.***

An annual brochure is printed and distributed each year. There are regular content updates on social media and press releases are sent to local and national publications. Marketing budgets are limited but are mainly used to promote Penlee House to local audiences and visitors through lifestyle magazines. We have loaned nationally and internationally, notably we gained publicity for loaning *Chickens Amongst Cornstooks*, c1887 by Helene Schjerfbeck to the Royal Academy as the only public collection in Britain with a Schjerfbeck.

**5.4.6 We will look for partnership opportunities with a national museum, or a large metropolitan museum e.g. Birmingham or Plymouth.**

Loans from Plymouth were popular at Penlee House during Plymouth's redevelopment project. Partnerships are being explored with Nottingham Castle Museum.

**5.4.7 We will look to develop partnerships, through loans and touring exhibitions.**

The exhibition 'Dream & Reality' toured in 2017. Loans have been made internationally and nationally. Gibson photographs will be loaned to other local museums.

**AIM 5: To raise the profile of heritage in Cornwall**

**5.5.1 We will reinforce Penlee House as a recognised centre of excellence and key collaborative partner in furthering the study and display of art and human history relating to west Cornwall, through its collections, displays, documentation, use of IT, publications and special exhibitions.**

In our 2018-19 surveys, 99% of visitors rate Penlee House as good or very good. Two new books have been published by Penlee House between 2017 and 2019. The Curator and Administrator have answered hundreds of enquiries per year from researchers. The Director and Education & Outreach Officer have given talks across Cornwall and beyond.

**5.5.2 We will promote Penlee House as the recognised 'home' of the Newlyn School of Artists, who were active from c.1880 to c.1940.**

The exhibitions programme's main focus is these artists and high-profile loans are brought in for each exhibition. Core works by Newlyn School artists are always on display.

**5.5.3 We will work with Visit Cornwall, CATA, Cornwall Museums Partnership, Cornwall 365 and other cultural tourism initiatives to promote Penlee and the heritage of West Penwith.**

We continue to advertise with Cornwall 365 and work with Visit Cornwall to understand what's happening in the tourism industry in Cornwall. Recent contact has been made with the Tin Coast Partnership.

**5.5.4 We will develop, maintain and make accessible to the public a collection which is representative of the art and history of West Cornwall, through the encouragement of gifts, bequests and long-term loans, and through grant-aided purchases.**

Six paintings have been acquired since 2017 via gift or purchase.

**5.5.5 We will commission a report to explore the potential for Designated Collections status for Newlyn School works at Penlee House.**

Funding has been obtained to assist with this but staff changes have postponed this application.

**5.5.6 We will digitise the Gibsons & Sons Photographic Archive**

Over 1,200 early photographs and 400 glass plate negatives have been scanned and are in the process of being put on MODES and uploaded to the website.

**5.5.7 We will use the Gibson collection as a springboard for a community project that weaves people's stories and experiences. We will work with the community and the Town Manager and BID to select 20 glass plate negatives to display in local shop windows in the historic Chapel Street and Market Jew Street areas.**

The community project using the Gibson archive evolved differently, towards a successful HLF bid that led to oral history recordings and memory sessions with older people in the local community. An exhibition was produced and family activities took place.

## **6. Consultation and analysis of views**

6.1 Penlee House Gallery & Museum has taken into account the views and suggestions of visitors, staff and stakeholders in its formation of policy. It records and responds to views given by the public through its comments book, letters, visitor surveys and dialogue on social media. Stakeholders include:

- Museum staff (including volunteers and work placements)
- Penzance Town Council – Council Members and employees
- The Friends of Penlee House
- Artists and historians
- Arts Council England
- Cornwall Museums Partnership
- Penzance BID
- Cornwall Council
- Funding bodies e.g. the National Lottery Heritage Fund (NLHF), The Art Fund, Cornwall Heritage Trust, Arts Council England, ACE/V&A Purchase Grant
- Kids in Museums

- Life-long learning providers
- Learning providers (schools, Further Education, Higher Education & Home Educated)
- Local auction houses e.g. David Lay, WH Lane & Son, Barbara Kirk
- Media, especially local press and local news
- Local MPs
- The Museums Association
- National Art Museums e.g. Royal Academy, Tate
- The National Trust
- Newlyn School of Art
- Newlyn Art Gallery & The Exchange
- Special interest groups (e.g. RIO, iSight Cornwall, Carefree)
- Creative Kernow
- Cornwall Museums Group
- South West Federation of Museums
- Sponsors
- Tate St Ives
- Destination Management organisations e.g. Visit Cornwall, Cornwall 365

6.2 Penlee House staff contributed to a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis in September 2019. This took the SWOT analysis undertaken by them in November 2016 as part of the Forward Planning process and updated it. This thinking underpinned the aims and outcomes of this strategy. (Appendix 2 - SWOT Analysis).

Penlee House staff were involved in a Strategic Plan away day in May 2019, where staff were able to discuss and develop understanding of the Penzance Council Strategic Plan.

## 7. Penlee House Forward Plan 2019/20 – 2020/21

Penlee House Gallery & Museum has five organisational aims that will define its activities for the next two years.

Penzance Council launched its Strategic Plan in February 2019. A copy of this Strategic Plan can be found here :

<https://www.penzancetowncouncil.co.uk/assets/file/Penzance%20TC%20Strategy%202018-2021%20-%20FINAL.pdf>

There are six points in the Strategic Plan relating directly to Penlee House. For the purposes of this Forward Plan, two of the points have been amalgamated:

**Aim 1. PZTC to determine a clear vision for the long-term support of Penlee House.**

**Aim 2. Establish a financial sustainability plan to limit growth in public funding support following the withdrawal of Cornwall Council agency fee.**

**Aim 3. Maintain existing partnerships, including the Friends of Penlee House, local community groups, special interest groups, schools and other museums/heritage groups. Continue to forge strong and sustainable partnerships.**

**Aim 4. Inspire and engage more people and a wider range of people with the collections and raise the profile of art and heritage in Cornwall.**

**Aim 5: Continue to seek funding opportunities to enable progress on the redevelopment of the Penlee House site to increase the size and potential of the café, shop, collections store and exhibition space. To review plans to redevelop the Coach House and determine a strategy for future Coach House usage.**

This plan covers the two years running up to the end of the current round of National Portfolio Organisation funding that we have received via Cornwall Museums Partnership.

A significant area of concern within this period is to ensure financial stability, given that the Cornwall Council agency fee (worth c£48,000 per year) will cease in April 2022.

Key to abbreviations:

Key to abbreviations in the Forward Plan		
D = Director	RM = Retail Manager & team	ACE = Arts Council England
C/DD = Curator/Deputy Director	DEO = Digital Engagement Officer	NPO = National Portfolio Organisation
EOO = Education & Outreach Officer	Ad = Administrator	CMP = Cornwall Museums Partnership
TO = Technical Officer	Ap = Apprentice	NLHF = National Lottery Heritage Fund
VSSO = Visitor Services and Security Officer	Vols = Volunteers	FOP = Friends of Penlee House
PZTC = Penzance Council	TC = Town Clerk	

**AIM 1: PZTC to determine a clear vision for the long-term support of Penlee House.**

1	What we will do	Who	Review	Funded by	What will success look like?
1.1	Work with our key stakeholders to advocate for the importance of continuing to support Penlee House.	D	Annually	Core & external funders	Continued financial support for Penlee House from key stakeholders: <ul style="list-style-type: none"> <li>• Penzance Council</li> <li>• Arts Council England</li> <li>• Cornwall Museums Partnership</li> <li>• Friends of Penlee House</li> <li>• NLHF</li> <li>• V&amp;A/Art Fund Purchase Grant</li> </ul> Explore new potential funding streams leading to investment from new funding sources
1.2	Do an annual stakeholder SWOT analysis to identify risk areas and areas for development	D	Annually	Core	<ul style="list-style-type: none"> <li>• Risks to stakeholder support are identified and appropriate action is taken.</li> </ul>

					<ul style="list-style-type: none"> <li>• Opportunities identified and leads followed</li> </ul>
1.3	Continue to advocate and promote the work of Penlee House across local, national and international media	D	Ongoing	Core	<ul style="list-style-type: none"> <li>• Local community and Penzance Councillors aware of the work of Penlee House and feel positive about continuing to support the Gallery.</li> </ul>
1.4	Continue to produce accurate and detailed forward plans and budgets to enable Councillors to make informed decisions about the future funding of Penlee House	D	Annually	Core	<ul style="list-style-type: none"> <li>• Penzance Councillors have the information they need to make informed decisions about future funding.</li> </ul>

**AIM 2: Establish a financial sustainability plan to limit growth in public funding support following the withdrawal of Cornwall Council agency fee**

2	What we will do	Who	Review	Funded by	What will success look like?
2.1	Look to increase income through admission fees and fee structure.  Ensure that visitors understand the reason behind increasing admission fees and what admission fees are used for.	D & PZTC	Annually	Core	<ul style="list-style-type: none"> <li>• Admissions income increases</li> <li>• Visitors still feel they get value for money</li> <li>• Visitors understand what admission charges are used for and why they are essential to the continued running of Penlee House</li> </ul>
2.2	Raise increased income from Café franchise	TC & PZTC	2019	Core	<ul style="list-style-type: none"> <li>• Increased income from popular café continues</li> </ul>
2.3	Increase income from secondary spend by improving attractiveness of shop and analysing shop stock/surveying customers	D & RM	Ongoing	Core	<ul style="list-style-type: none"> <li>• Increased income achieved from shop stock</li> <li>• Expert opinion sought from retail expert to try to increase income</li> </ul>
2.4	Increase development time for exhibitions to better promote them and maximise the value of effort put into them by reducing to four major exhibitions per year	D & C/DD	2020	Core	<ul style="list-style-type: none"> <li>• Increased time to work on exhibitions</li> <li>• Reduced expenditure on special exhibitions</li> <li>• Increased value from exhibitions by having slightly longer runs and running continuously through June when more visitors are in Penzance.</li> </ul>

2.5	Launch e-commerce on new website	DEO & RM	Apr 2020	ACE NPO funding	<ul style="list-style-type: none"> <li>Fully functioning e-commerce site being well-used and generating income</li> <li>Business processes in place to ensure compliant and efficient fulfilment of orders</li> </ul>
2.6	Increase marketing activity for Penlee House, especially using social media	D, Ap, DEO	Monthly	ACE-NPO and Core	<ul style="list-style-type: none"> <li>Minimum of 10 social media posts per week across all platforms, increase followers by 5% annually</li> <li>Website hits increase by 5% annually</li> <li>Monthly monitoring of digital engagement to inform ongoing strategy</li> </ul>
2.7	Analyse marketing spend and ensure money is being spent wisely for maximum impact	D	Every 6 months	Core	<ul style="list-style-type: none"> <li>Improve marketing strategy to seek best value and highest impact</li> <li>Work with other attractions across Cornwall for cross-promotion</li> </ul>
2.8	Continue to work with Cornwall Museums Partnership to ensure that money is brought into the region to support museums and galleries	D	Ongoing	ACE-NPO and Core	<ul style="list-style-type: none"> <li>Work with CMP to advocate for museums in Cornwall</li> <li>Maximise opportunities to promote Penlee House's work on the national stage</li> <li>Continue to align Penlee House activities with key national priorities for ACE, NLHF and other major funders</li> </ul>
2.9	Continue to look for eco-measures to reduce Penlee House's impact on the environment whilst also reducing costs. Support the findings of Penzance Council Climate Emergency working group	All staff, PZTC	Ongoing	Core and ACE-NPO	<ul style="list-style-type: none"> <li>All staff feel empowered to suggest financial and environmental sustainability initiatives</li> <li>Environmental impact continues to be monitored and improvements to mitigate environmental impact are made e.g. conversion to LED lighting, food waste composted etc.</li> </ul>
2.10	All staff to continue to explore funding opportunities for projects	All Staff	Ongoing	All funders	<ul style="list-style-type: none"> <li>New projects to be sustainably funded. Appropriate grant funding to be sought to do this if required</li> </ul>
2.11	To seek investment for major redevelopment project (see Aim 5) to ensure long-term sustainability of Penlee House for major improvements, especially to improve the commercial spaces	D	2021	NLHF, ACE, FOP	<ul style="list-style-type: none"> <li>Major capital redevelopment project re-started</li> <li>Expression of Interest submitted to NLHF</li> <li>Developments that are most needed are addressed first</li> <li>Clear way forward established with funders</li> </ul>

2.12	To maintain an excellent relationship with the Friends of Penlee House to ensure continued investment in Penlee House projects and funding for acquisitions	D	Ongoing	FOP	<ul style="list-style-type: none"> <li>FOP positive about Penlee House and continue to fund acquisitions and education projects</li> <li>FOP poised to assist with major fundraising for Penlee House development project</li> </ul>
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**AIM 3. Maintain existing partnerships, including the Friends of Penlee House, local community groups, special interest groups, schools/colleges/universities and other museums/heritage groups. Continue to forge strong and sustainable partnerships.**

3	What we will do	Who	Review	Funded by	What will success look like?
3.1	We will communicate information about our events and activities to fellow officers and elected members of Penzance Council in order that they may knowledgeably and effectively champion the work of Penlee House Gallery & Museum.	D, All staff	Annually	Core	<ul style="list-style-type: none"> <li>Members fully informed of work at Penlee House through detailed reports to Penlee House Committee</li> <li>Members and staff invited to all previews</li> <li>Director attends Senior Management Team (SMT) meetings</li> <li>Member of SMT attends Penlee House team meetings monthly</li> </ul>
3.2	We will continue to value and work closely with the Friends of Penlee House Gallery & Museum and support Artefact magazine and Friends' fundraising activities for the benefit of Penlee, recognising them as important advocates and ambassadors for Penlee House and its work.	D; C/DD; Ap; FOP	Annually	FOP	<ul style="list-style-type: none"> <li>Director attends Committee meetings and Trustees meetings</li> <li>Friends fully informed of work of gallery</li> <li>Friends continue to support acquisitions and education programme</li> <li>Lectures organised and supported annually</li> <li>Artefact newsletter produced 3 x per year</li> </ul>
3.3	We will continue to maintain close ties with museums and galleries in the region and through the Cornwall Museums Partnership. We will seek out new	D, EOO, C/DD	2020	Core/NPO	<ul style="list-style-type: none"> <li>Deliver NPO programme</li> <li>Director to attend all partnership meetings</li> <li>EOO and C/DD to attend Learning Group/Curatorial Group meetings</li> </ul>

	opportunities for collaboration and skills sharing.				<ul style="list-style-type: none"> <li>• Support CMP's advocacy work</li> <li>• Deliver collaborative work with other museums in the partnership</li> <li>• D, EOO and C/DD to hold monthly meetings to check progress</li> </ul>
3.4	We will seek out opportunities to promote and participate in Festivals and community events in Penzance such as Golowan Festival and Penzance Literary Festival.	EOO	2021	Core	<ul style="list-style-type: none"> <li>• Run 2 x talks/walks for Archaeology festival</li> <li>• Engage with Treneere Team Spirit and run Fun Palaces activity once per year</li> <li>• Have a presence at Golowan festival – run an children's activity on Quay Fair Day</li> </ul>
3.5	We will continue to raise the national and international profile of Penlee House through promotion of the exhibitions programme, PR activities and collaboration with other institutions, through loans and touring exhibitions.	D, C/DD, Ap	2021	Core/NPO/Other funders/sponsors	<ul style="list-style-type: none"> <li>• Seek opportunities to tour exhibitions and facilitate national and international loans from our collections</li> <li>• Create annual brochure in good time to promote exhibitions</li> <li>• Work with Penzance Council Comms Officer to leverage PR opportunities</li> <li>• Tour photographs from the Gibson collection to other museums in Cornwall</li> </ul>

**AIM 4: Inspire and engage more people and a wider range of people with the collections and raise the profile of art and heritage in Cornwall. To provide an excellent visitor experience.**

4	What we will do	Who	Review	Funded by	What will success look like?
4.1	We will continue to be an Accredited museum	All staff	2019	Core	<ul style="list-style-type: none"> <li>• Accredited status retained in 2019 Accreditation Return</li> </ul>
4.2	We will strive to maintain and improve standards across the whole visitor experience: arrival, admissions, gallery and cafe	VSSO, All staff	2019	Core	<ul style="list-style-type: none"> <li>• Continue to act on feedback from Visit England assessments, seek to improve score above 80% (2018 score)</li> <li>• Monitor visitor comments in surveys, visitor book and online reviews. Act on suggestions</li> </ul>

					<ul style="list-style-type: none"> <li>• Respond to any complaints – adhere to Penzance Council Complaints procedure</li> <li>• Work with volunteers and staff to ensure warm welcomes to all visitors</li> <li>• Ensure that exterior of Penlee House is attractive</li> <li>• Communicate with Leisure and Amenities team to report any issues in Penlee Park</li> <li>• Ensure high standards of cleanliness and upkeep within Penlee House</li> <li>• Regular communication with Café team to ensure joined-up approach to visitor experience</li> <li>• Ensure visitors receive a great hello and great goodbye</li> </ul>
4.3	We will improve and increase our digital engagement	DEO, Ap	2019	NPO	<ul style="list-style-type: none"> <li>• We will complete the refresh of the Penlee House website, to make it more accessible</li> <li>• We will keep the website up-to-date</li> <li>• We will post to social media a minimum of ten times per week to increase engagement in this way</li> <li>• We will look for innovative content for our social media and website</li> </ul>
4.4	We will continue to encourage children and families to engage with Penlee House through our programming and activities at Penlee House	EOO, Vols	2021	Core/NPO	<ul style="list-style-type: none"> <li>• Continue weekly Saturday activities using the exhibitions and collections as inspiration</li> <li>• Run family activities during summer holidays</li> <li>• Create quizzes for children for each exhibition</li> <li>• Keep family activities in Museum in good order, well-presented and materials available</li> </ul>

					<ul style="list-style-type: none"> <li>• Add a new interactive element to the gallery to encourage drawing in the gallery by adults and young people</li> <li>• Continue to offer Under 5s programming: monthly Baby &amp; Parent and Tick Tock Time sessions. Consider increasing frequency of these sessions (subject to cost)</li> </ul>
4.5	We will build on existing partnerships with schools and colleges, community groups and different user groups e.g. John Daniel Centre, WILD Young Parents, Carefree Cornwall	D, EOO	2020	Core/NPO/FOP additional funding sources	<ul style="list-style-type: none"> <li>• Maintain existing partnerships with local schools – ensure that they remain up-to-date with new information about what's going on at Penlee House</li> <li>• Work with John Daniel Centre to develop programming that empowers service users</li> <li>• Develop projects alongside WILD Young Parents</li> <li>• Continue to work with Carefree Cornwall towards launching a 'Culture Pass' for young people with experience of living in care across all of Cornwall</li> <li>• Continue to work with Treneere Team Spirit to provide outreach activities, especially Fun Palaces on an annual basis</li> <li>• Seek funding to enable enhanced work with these groups</li> </ul>
4.6	We recognise that we have an important role to play in combatting social isolation and increasing wellbeing amongst members of our community	EOO	2021	NPO	<ul style="list-style-type: none"> <li>• We will continue to run Arts &amp; Health sessions that enable adults who are living with long-term physical and mental health conditions affecting their wellbeing to develop their creative skills and have their work exhibited.</li> </ul>
4.7	We recognise that volunteers are highly significant to our delivery and we will work to maintain volunteer numbers, ensuring volunteers receive good	VSSO, all staff	Ongoing	Core	<ul style="list-style-type: none"> <li>• Create induction handbook for volunteers</li> <li>• Continue to maintain volunteer numbers through recruitment</li> </ul>

	training, a clear induction process and that they feel supported. Enable volunteers' social events				<ul style="list-style-type: none"> <li>• Hold at least 2 volunteer training sessions/socials per year</li> <li>• Invite volunteers to all previews</li> <li>• Create opportunities for young volunteers to work towards Arts Award (e.g. work experience students undertake bronze)</li> </ul>
4.8	We will create multi-layered approaches to interpretation within the gallery spaces	D, EOO, C/DD, Ap, DEO	2021	Core/NPO	<ul style="list-style-type: none"> <li>• Continue to seek opportunities for re-interpretation of collections through working with community groups and artists</li> <li>• Host at least one major co-curated exhibition each year, and smaller community exhibitions in the Social History Gallery</li> <li>• Broaden the appeal of Penlee House by offering exhibitions such as Tour of Britain or Creative Tensions</li> <li>• We will develop new ways to use digital technology to reinterpret the collections and exhibitions, e.g. sound recordings in gallery/animations</li> </ul>
4.9	We will reinforce Penlee House as a recognised centre of excellence and key collaborative partner in furthering the study and display of art and human history relating to west Cornwall, through its collections, displays, documentation, digital access to collections, publications, outreach activities and special exhibitions.	D, EOO, C/DD, DEO	2020	Core/NPO	<ul style="list-style-type: none"> <li>• Research Policy created and collaborative work with higher education providers established</li> <li>• Online collections enhanced and launched on website</li> <li>• Documentation up-to-date (see Documentation Policy)</li> <li>• Produce a publication to accompany Laura Knight exhibition</li> <li>• At least four major exhibitions each year</li> <li>• Talks/lectures hosted by Penlee House and given by Penlee House staff both on and off-site</li> </ul>

					<ul style="list-style-type: none"> <li>Promote Penlee House as the recognised 'home' of the Newlyn School of Artists, who were active from c.1880 to c.1940 through exhibitions, website and outreach</li> </ul>
4.10	We will work with Visit Cornwall, Cornwall Museums Partnership, Cornwall 365 and other cultural tourism initiatives to promote Penlee and the heritage of West Penwith.	D, C/DD	2020	Core	<ul style="list-style-type: none"> <li>Use Citizen Curators programme to explore the significance of at least 10 collections items in the context of the 'Cornish National Collection'</li> <li>Advertise and subscribe to relevant publications and have membership with relevant organisations</li> <li>Understand, network and support other partners in art and heritage within Penzance and West Penwith, e.g. Tin Coast partnership</li> </ul>
4.11	We will develop, maintain and make accessible to the public a collection which is representative of the art and history of West Cornwall, through the encouragement of gifts, bequests and long-term loans, and through grant-aided purchases.	D, C/DD	2021	FOP/ other funding sources	<ul style="list-style-type: none"> <li>See Collections Development Policy</li> </ul>
4.12	We will explore the potential to achieve Designated status for the Newlyn School collection	D, C/DD	2021	NPO	<ul style="list-style-type: none"> <li>Work with relevant experts to create material required to progress application</li> </ul>

**AIM 5: Continue to seek funding opportunities to enable progress on the redevelopment of the Penlee House site to increase the size and potential of the café, shop, collections store and exhibition space. To review plans to redevelop the Coach House and determine a strategy for future Coach House usage.**

5	What we will do	Who	Review	Funded by	What will success look like?
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5.1	<p>We will explore the potential to progress the Penlee House Development project, recognising that this may need to happen in phased stages rather than in a single redevelopment project.</p> <p>We will consult with our stakeholders and work with the National Lottery Heritage Fund to develop applications that will enable us to work towards a major capital redevelopment project</p>	D	2020	Core/NLHF	<ul style="list-style-type: none"> <li>• Consultation has taken place with NLHF and other potential funders</li> <li>• Application for most suitable funding</li> <li>• Expression of interest is submitted for all or part of the overall project</li> </ul>
5.2	<p>We will develop business continuity plans to ensure minimal disruption to the business during any redevelopment</p> <p>We will scope out potential match-funders for redevelopment projects</p>	D	2021	Core	<ul style="list-style-type: none"> <li>• Business planning for any redevelopment created</li> <li>• Match-funders for redevelopment projects sought</li> </ul>
5.3	<p>Collections storage is now an urgent issue. We will increase the collections storage capacity in 2020 through the addition of more storage furniture</p>	D, C/DD	2020	Core/NPO	<ul style="list-style-type: none"> <li>• Opinions and quotes for new storage furniture obtained</li> <li>• Storage furniture purchased and fitted</li> </ul>
5.4	<p>We recognise that the Penlee House buildings are ageing and that elements of the buildings require repair. We will ensure that a buildings maintenance plan is in place</p>	D, TO, VSSO	2021	Core	<ul style="list-style-type: none"> <li>• Ensure adequate buildings maintenance planning for roof, guttering etc.</li> <li>• Plan for eventual replacement of air conditioning unit</li> <li>• Continue with weekly maintenance visits</li> <li>• Repair windows</li> <li>• Replace gallery lighting to LED to save energy and costs</li> </ul>
5.5	<p>Ensure working group of Councillors and staff is set up to discuss options for refurbishment of Coach House and</p>	TC	2019/20	Core	<ul style="list-style-type: none"> <li>• Review plans to redevelop Coach House</li> <li>• Establish timetable and scope for redevelopment</li> </ul>

	establish what the level of aspiration is and how this will be funded				<ul style="list-style-type: none"> <li>Establish how Coach House is to be used</li> </ul>
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## 8. Resource Plan

8.1 See separate document: Penlee House budget. Budgets are planned for three years in advance and are reviewed each autumn for approval in January.

8.2 A diagram of the museum staff resources is attached as Appendix 1.

## 9. Risk Management: Assets, Systems, Finances & People

### 1. ASSETS

Threat	Risk level	Impact	Risk reduction	Priority
Disposal/Sale of collections	Very low	High	Penlee House abides by the MA's code of ethics and is strongly supported by Penzance Council.	Low. Continue to be accountable to Penzance Council and precept payers. The Collections Development Policy lays out Penlee House's framework for collections disposal and this procedure would be followed in any disposal situation.

Out-dated, tired displays	Med	High	<p>Rotate displays on a regular and planned basis and offer an exciting, changing display of exhibitions to refresh the Museum &amp; Gallery.</p> <p>Seek to make improvements to the Museum and Archaeology displays</p>	<p>High – new exhibitions development underpins all Penlee’s activity and strategy.</p> <p>Refreshing the museum displays would form part of a major redevelopment project</p>
Lack of space for stored collections	High	High	<p>Evaluate all new acquisitions to take into account storage requirements. Plan object locations and maximise use of space with stacking and shelving. NPO funding in 2020-21 will be used to purchase additional racking and storage space.</p> <p>New storage spaces are an integral part of the Penlee Development scheme.</p>	High. Impacts on all staff. Impacts on Penlee House’s ability to continue to collect.
Lack of staff facilities.	Med	Med	There is a lack of space for staff (e.g. staff room). Office space is cramped and tired.	Medium. Improvements in this area are not budgeted for in the next financial year.
Coach House (education space)	High	High	Coach House is re-developed to provide better workshop and learning space.	High. Coach House redevelopment group set up to meet in October 2019.
Building maintenance	Med	High	Weekly maintenance ensures there are no urgent threats to the building, however, there are areas that require specific attention	High. The building requires strategic investment over the next few years to repair and improve the roof, guttering, windows etc.

## 2. SYSTEMS

Threat	Risk level	Impact	Risk reduction	Priority
Poor maintenance of website.	Low	High	Refreshed website due to launch 2019. Apprentice and Digital Engagement Officer ensure that content is up-to-date, refreshed and engaging.	Medium. This has been addressed through funding for website development.

Social networks are poorly maintained.	Low	High	Recruitment of Digital Marketer apprentice means that content is regularly updated	Low – Digital Marketer Apprentice has time to devote to keeping social networks up-to-date
Environmental monitoring system fails.	Med	High	Maintain weekly checks by maintenance contractor. Maintain contracts with system providers. Chiller unit was replaced in 2018. As system ages, act quickly to repair faults.	High – Failure of this system could cause damage to collections and building fabric
Server fails.	Medium	High	Technical Officer is tasked to protect data with regular system back-ups. Ensure improvements are made to computer systems	High – Penlee House computer systems require investment over the next few years

### 3. FINANCES

Threat	Risk level	Impact	Risk reduction	Priority
Reduction in overall annual income. Cuts in core funding.	Med	High	<p>Plans developed to mitigate loss of Cornwall Council Agency Fee (loss of c£48,000 in April 2022)</p> <p>Principal funder Penzance Council and stakeholders to be kept informed of projects and the value of the art gallery and museum to cultural tourism.</p> <p>Continually improve current sources of income, through retail (shop and online), and developing new audiences (especially families and tourists).</p> <p>Keep admission fees under review</p>	High – Penlee House will not be able to operate at current levels without bridging this upcoming funding gap

Insufficient funding for engagement projects.	Low	High	For the next two years, NPO funding is in place to fund engagement projects.  Match-funding to be sought for projects.	High
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#### 4. PEOPLE

Threat	Risk level	Impact	Risk reduction	Priority
Staff succession not managed.	Low	High	All staff have job descriptions, regular reviews, are accountable and share their practice with the team at regular staff meetings.	Medium
Insufficient staff resource to deliver scale of ambition Staff time is stretched. Risk of staff 'burn-out'.	High	High	Review commitments and do not take on additional projects where there is insufficient resource. Director to monitor workloads through 1:1s Change to exhibition programme to enable greater time for preparation between exhibitions. Use volunteer and freelance support where possible.	High

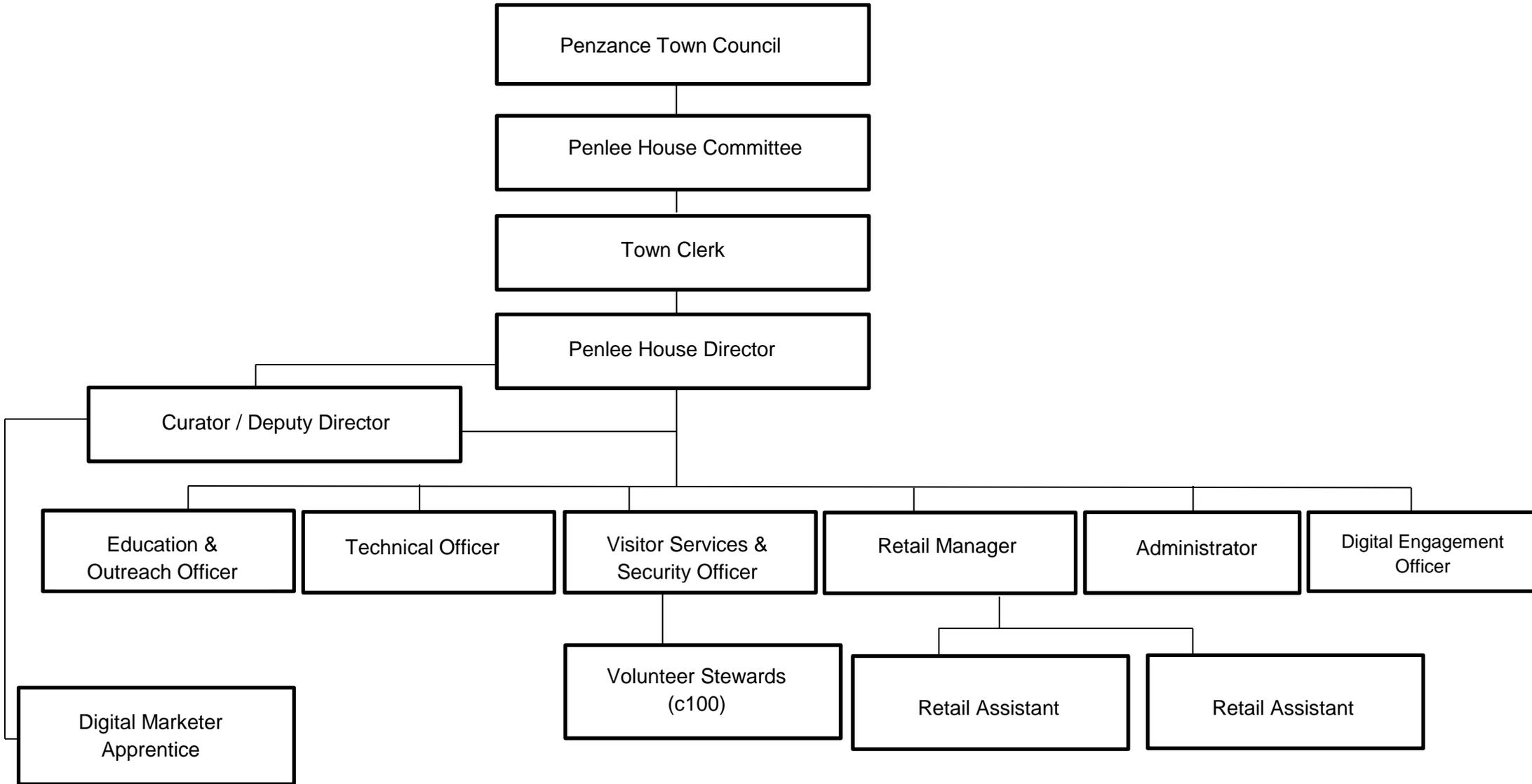
Lack of new volunteers, including room stewards.	Low	High	Existing volunteers are encouraged to tell their friends about the benefits of volunteering.  Volunteering options have increased e.g. volunteer tour guides, Learning volunteers.	Medium – current levels of volunteers are adequate, however new volunteers are always welcome.
Volunteers feel unsupported.	Medium	High	New volunteers receive an induction. Work will take place to develop a volunteer handbook; staff are prompt to answer questions or concerns; training is given; minimum of two training/social events a year are organised.	High
Visitor needs not understood/recognised.	Medium	High	Visitor surveys undertaken on a regular basis, both an in-house version and Audience Agency survey. Results are monitored and evaluated. Comments book are checked and any complaints are investigated and responded to.  Online reviews monitored and responded to.	High
Drop in visitor numbers.	High	High	Visitor numbers are essential to maintain income. Trend in reduced visitor numbers (seen across sector) over last two summers due to good weather. Imperative to understand our audience by gathering and evaluating data (see above). Essential to review our very limited marketing spend and ensure this is spent wisely.	High – visitor numbers essential. Penlee House needs adequate visitor numbers to sustain itself

## 10. Review date

10.1 This Forward Plan is a live document and will be evaluated and reviewed by Penlee House staff and our performance measured on an annual basis. The Forward plan will be presented to Penlee House Committee annually for review and update. The next update will be due on 30 September 2020.

10.2 This plan was formally reviewed, revised and adopted by Penlee House Committee on 30 September 2019.

# APPENDIX 1 – Penlee House Gallery & Museum Governance and Staff Structure



## APPENDIX 2 – SWOT Analysis

(September 2019 – Penlee House Gallery & Museum team)

<p><b>STRENGTHS</b></p> <p>Newlyn School collection – strong focus and well-liked by audience          Surveys show experience meets customer expectations          Excellent feedback – Trip Advisor, Google review and visitor book comments          Able to meet GIS standards and borrow from Nationals          Good reputation          Staff expertise is nationally recognised          Penzance Pass scheme          Location – buildings and park.          Café very popular          Large and supportive Friends’ organisation          Arts Award supporter          Volunteers: Stewards, education, research, volunteer guides          Partnerships with Cornwall Museums Partnership, other museums          Children’s Quizzes          Good public support          Have become more accessible/inclusive (e.g. BSL tours, audio descriptions)          Established family offer through Saturday activities, fishermen’s pockets          Established offer for young people: volunteering, work experience, targeted work with groups of young people          Attracted National Portfolio Organisation funding          Success with fundraisers locally and nationally          Arts &amp; Health work</p>	<p><b>OPPORTUNITIES</b></p> <p>Young Volunteers – build on existing programme          Friends’ charitable fundraising &amp; advocacy          Penlee Development – funding required to redevelop Penlee site for the future          Increased income from café and shop          Stewards training &amp; induction to be improved with handbook          Family friendliness – more interactives, layered interpretation, more inter-generational work          Learning partnerships: Poetry Day, Festival of Archaeology, Penzance LitFest, Cornwall Museums Partnership          Digital Marketer Apprentice and Digital Engagement Officer to increase digital engagement through website, social media and in gallery          Event for local B&amp;B owners to increase word-of-mouth recommendations          Schools &amp; Community groups to advocate for Penlee locally          Work with local Penzance partners e.g. BID, community outreach events, Golowan          Potential to offer Arts Award to work experience students          Cross-promotion in local attractions</p>
<p><b>WEAKNESSES</b></p> <p>Loss of Agency fee from Cornwall Council</p>	<p><b>THREATS</b></p> <p>Loss of agency fee from Cornwall Council</p>

<p>Space at Penlee House – lack of storage space to enable collections development. Limited staff space e.g. staff room/office space/lack of staff facilities</p> <p>Lack of capacity and funds to deliver effective marketing</p> <p>Lack of capacity to undertake new projects</p> <p>Coach House not an attractive environment for school groups</p> <p>Building is ageing and maintenance programme needs development</p>	<p>Community governance review may lead to reduction in precept for Penzance Council, resulting in reduction in available funds for Penlee House</p> <p>Storage space at capacity – inability to keep collecting</p> <p>Lack of staff resource to deliver ambitions and risk of staff ‘burn out’</p> <p>Warmer summers caused by climate change may continue trend of lower visitor numbers in fine weather</p> <p>Buildings maintenance requires attention</p>
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