



Forward Plan 2017 - 2020

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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. Its first home was in the Market House, which had just been completed. The Museum was situated in the dome of the building and contained a mixture of Natural Science, Archaeology and Ethnological artefacts - a typical antiquarian museum of the period.

2.2 In 1867, the growing Museum moved to the newly constructed St John's Hall, the town's main public building. By the end of the decade, however, the Penzance Natural History and Antiquarian Society had more-or-less ceased to exist and the Museum was in a sort of hibernation. The society was reformed in the mid-1880s, but as no rent had been paid for the museum premises for many years, specimens were sold to raise money and to clear the debt. Insect damage to the Natural History collection meant that much of it was subsequently destroyed.

2.3 The Museum remained in St John's Hall until 1947. The society sold the collections to Penzance Borough Council in 1937 for a nominal sum, with an agreement that they would be displayed for the public good. 1939 saw the collections put into storage and unfortunately many items subsequently disappeared. No record of the Museum's extensive Egyptian collection can be found. Also missing is a Bronze Age gold torque, and more unusual items such as the hand of a Mummy with a gold signet ring, a shrunken head and poisoned arrows.

2.4 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. The estate is about 15 acres, and the purchase price was £13,000. It was decided to use the house as a museum and arts centre, plus two domestic council dwellings.

2.5 The Museum was opened in its new home by Sir Cyril Fox on 24th June 1949. 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.

2.6 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. Overseen by Robert Allen, architect, the building was completely redeveloped, adding Gallery spaces, lift access and the cafe and shop, as well as refurbishing the museum. Care was taken to preserve the feel of the original genteel Victorian home, while providing state-of-the-art conditions for the display and care of the collections.

2.7 Penlee House re-opened in its current form in 1997 and now offers 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.

3. Operating environment

3.1 Penlee House Gallery & Museum (Penlee) is a service provided by Penzance Town Council. The Director reports to the Town Clerk and to the Penlee House Committee of Penzance Town Council.

3.2 Penlee 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 Government Indemnity standard for security, temperature, relative humidity and light levels. The Gallery has passed the Arts Council England Security Advisor's inspection, and frequently receives loans from national collections.

3.3 It is run by a small, but highly qualified team of enthusiastic staff that consists of five full-time posts and four part-time staff. It also benefits from a pool of over 120 volunteers who act as room stewards and information assistants, as well as a dedicated team of education volunteers who assist with schools' workshops and support the Education and Outreach Officer.

3.4 Penlee is assisted by a loyal and committed Friends Association, the Friends of Penlee House, which has around 1,700 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 runs a well-equipped shop selling books, postcards, souvenirs, and good quality learning games and toys. There is also a popular café, The Orangery, which is operated independently and leased as a franchise by Penzance Town Council.

3.6 Penlee 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 of 10am to 5pm, with last admissions at 4.30pm; winter opening hours from November to March of 10am to 4.30pm, with last admission at 4pm

3.7 There is an admissions charge of £5.00 adults and £4.00 concessions, including 60s and over. Children, Friends of Penlee House and Penzance Pass (residents of Penzance TR18, Newlyn and Mousehole) are free, and admission is free at certain times of the year, such as during re-hangs when the Galleries are partially open, and over the Christmas period.

4. Collections

4.1 A programme of at least 5 changing exhibitions a year celebrates the skill and craft of painting in West Cornwall in the late 19th and early 20th 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 has a permanent collection of paintings which is actively being developed. 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.

4.3 Founded in 1839, the museum's collections cover over 6000 years of history in West Cornwall, from archaeological sites to more recent social history. The social history gallery, which was refurbished in 2011, includes key figures such as Humphry Davy and the local fishing, farming, mining and tourism industries.

5. Review of strategic aims 2014 – 2017

In 2014, the Forward Plan outlined 5 strategic aims.

These aims informed all of Penlee's activity for this period.

The following is a summary of achievements.

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

5.1.1 Penlee continued to provide free family drop-in workshops in the Gallery on Saturday afternoons. These consist of up to 50 one hour-long art and craft sessions a year, each session attracting up to 10 children at any time.

5.1.2 Child-sized furniture was installed in the local history gallery in 2014, giving young people a space to draw and answer quizzes.

5.1.3 Penlee became an Arts Award Supporter and continued to provide week-long work placements for young people. It also continued its collaboration with Newlyn Art Gallery and The Exchange to run Art Week. It continued to run a range of Holiday Workshops, employing, wherever possible, freelance artist-educators to provide new insights into the collections and to deliver high quality art activities. All workshops are supported by a dedicated team of education volunteers. The Gallery worked with at least 5 new learning groups and 4 education volunteers were recruited and trained.

5.1.4 Penlee used funding from the 2014 - 2016 Heritage Lottery 'Time Moveth – Not!' project to test new ways of working with learning groups. Activities included dance workshops for disabled adults, children's digital animation workshops, toddler workshops and adult art sessions. The latter, working with a group of vulnerable adults, was shortlisted for an Arts and Health South West award in 2016.

5.1.5 Community engagement activities included the Volunteer Perks Project with Miracle Theatre Company giving skills-based workshops to volunteers from both organisations, working with groups of Young Volunteers on gallery-based activities, and training and resources to help blind and visually impaired people.

5.1.6 The Gallery recognises that there is still more to be done to attract more local people. In April 2015, it introduced the Penzance Pass scheme, which gave free entry to the Gallery for local residents living within the Penzance Precept area who already contributed to the running of the Gallery through local taxes. This replaced the policy of offering universal free entry on Saturdays only. Approximately 3,000 Penzance Passes were issued. There was also a net increase in the number of people joining the Friends of Penlee House by people living outside Penzance, possibly linked to the free admission benefit.

Aim 2: To provide exceptional customer service

5.2.1 Penlee continued to gather data about its visitors, through the in-house questionnaires, feedback from the visitor comments' books, Trip Advisor, Google and social media. In 2015, it joined Arts Council England's Audience Finder.

5.2.2 The Gallery has received, on average, 36.3 thousand visits since 2012.

5.2.3 Facebook, Twitter and Instagram followers have doubled over the past three years and are continuing to rise. As there is no dedicated Marketing post, marketing and communication is managed collectively. In December 2016, there were 2,445 Facebook followers, 1,830 Twitter followers and 432 Instagram followers.

5.2.4 In November 2014, Penlee upgraded its website to make it mobile and tablet friendly and refreshed the design of the home page. It receives around 48,000 visits a year.

5.2.5 In August 2015, the Penlee Walkabout App was launched in partnership with Awen community films. The app can be downloaded from the Penlee website.

5.2.6 In November 2015, Penlee was awarded Bronze in two categories at the Cornwall Tourism Awards: Best Small Visitor Attraction and Best Artistic, Cultural and Learning Experience. It was also shortlisted in the What's On Cornwall Awards 2016, just missing out to Tate St Ives for the top prize for Best Gallery. It was shortlisted for an award by Arts & Health South West for its 'Time Moveth Not' project, working with vulnerable adults. The Gallery maintained its high standards assessed by Visit England's VAQAS scheme and the Arts Council England Museums Accreditation standard.

5.2.7 In 2016, 'walk throughs' of each new exhibition were implemented to introduce staff and volunteers to the main themes.

5.2.8 In 2016, eye-catching banners were placed on each entrance to Penlee Park.

Aim 3: To ensure continued financial stability

5.3.1 In 2015, museums in Cornwall were awarded Major Partner Museum (MPM) status by Arts Council England leading to a £1.5 million programme of investment over 3 years from 2015 - 18. Penlee House receives a share of approximately £40,000 per annum. In 2015/16, this funding contributed to exhibitions, marketing, community engagement activities, Gallery refurbishment and website renewal.

5.3.2 The new Penzance Pass scheme yielded an increase of around £10,000 in admissions revenue in 2015/16. (*see above, 5.1.6*)

5.3.3 In the period Jan 2014 – Dec 2016, the Gallery raised £175,300 from charitable sources to enable the purchase of 14 items for the collection. These included Walter Langley's watercolour painting 'Time Moveth Not' of 1882 and John Opie's oil painting 'A Portrait of an Old Jew' of 1779.

5.3.4 The Friends of Penlee House continued to be a key contributor to new acquisitions.

5.3.5 An online giving page was introduced to the Penlee website in November 2014. In 2015/16, £1,320 was donated online to the Friends of Penlee House, with an additional 25% recouped through Gift Aid.

5.3.6 A fundraising strategy was written. The Director, Curator and Education Officer received fundraising training through the HLF Catalyst scheme in 2014-16. In addition, the Director had mentoring support from The Philanthropy Group and the Arts Fundraising and Philanthropy Programme paid for by the scheme.

5.3.7 The Friends of Penlee House funded the purchase of a coin-operated Automaton donations box for the Gallery made by Paul Spooner.

5.3.8 Bespoke Newlyn School products introduced to the shop range during this period include cloth bags, magnets, pins, mugs, tea-towels and an in-house publication, 'The Little Book of Newlyn School Paintings'. Many of these products were funded by an Arts Council Strategic Support Fund Grant in 2014 – 15.

5.3.9 The Gallery used Arts Council England funds to purchase and install around 40 new LED lamps in 2016 - 17.

Aim 4: To maintain existing partnerships and to forge strong and sustainable new ones

5.4.1 The Gallery maintained its excellent partnership with the Friends of Penlee House. It collaborated with the Friends in all its activities, including fundraising, increasing membership and production of Artefact, the Friends newsletter. Membership of the Friends grew from around 1,500 members in 2014 to over 1,700 in December 2016.

5.4.2 The Gallery continued to seek out opportunities to promote and participate in Festivals such as Golowan, Penzance Literary Festival, Festival of Archaeology, National Poetry Day and other local and national initiatives.

5.4.3 The Gallery continued to maintain close ties with museums and galleries in the region through its membership of the Cornwall Museums Group and the new Cornwall Museums Partnership CIO Charity. For example, the Curator worked closely with Constantine Museum, helping it to achieve Accreditation in 2016.

Aim 5: To raise the profile of heritage in Cornwall

5.5.1 Penlee House continued to hold its position as a centre of excellence for the study and display of art and history. It lent Newlyn School paintings for international exhibition and maintained high standards of exhibition research and presentation. The Gallery was praised for its exhibition presentation by the Arts Council Quality Assessors on three consecutive visits in 2015 and 2016. It maintained its Visit England Visitor Attraction Quality Assessment Standard (VAQAS).

5.5.2 It received consistently high levels of visitor satisfaction. For example, 93% visitors rated Penlee Very Good or Good on Trip Advisor (out of 433 reviews). The Gallery has won the Trip Advisor Award for Excellence in three consecutive years. Rated #2 out of 62 visitor activities in Penzance (#1 being Minack Theatre, which, arguably, is not in Penzance). Audience Finder statistics show that 99% of people interviewed in 2015-16 rated their overall experience as Very Good or Good (sample of 144). Figures recorded from the in-house questionnaire show similarly good ratings.

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)
- The Friends of Penlee House
- Penzance Town Council – Council Members and employees
- Penzance BID
- Artists and historians
- Arts Council England
- Cornwall Council
- Cornwall Museums Group
- Cornwall Museums Partnership
- Funding bodies e.g. HLF, The Art Fund, Cornwall Heritage Trust, ACE/V&A
- Kids in Museums
- Life-long learning providers
- Learning providers (schools, FE, HE & Home Educated)
- Local businesses e.g. Coodes Solicitors
- Local auction houses e.g. David Lay, WH Lane & Son, Barbara Kirk
- Local Press
- Local MPs
- The Museums Association
- National Art Museums e.g. Royal Academy, Tate, BM, V&A
- The National Trust
- Newlyn School of Art

- Newlyn Art Gallery & The Exchange
- Special interest groups (RIO, iSight Cornwall, Penta, Carefree)
- South West Federation of Museums
- Sponsors
- Tate St Ives
- Destination Management organisations e.g. Visit Cornwall, Cornwall 365

6.2 Penlee House Museum & Gallery staff contributed to a SWOT analysis in November 2016 as part of the Forward Planning process. This thinking underpinned the aims and outcomes of this strategy. (Appendix 1 - SWOT Analysis).

7. Service Forward Plan 2017 – 2020

7.1 Penlee House Gallery & Museum has five organisational aims that will define its activities for the next three years. These are:

- 1. To inspire and engage more people and a wider range of people with the collections**
- 2. To provide exceptional customer service**
- 3. To ensure continued financial stability**
- 4. To maintain existing partnerships and to forge strong and sustainable new ones**
- 5. To raise the profile of heritage in Cornwall**

AIM 1: To inspire and engage more people and a wider range of people with the collections

What we will do	Who	Review	Cost	What success will look like
We will progress the Penlee House Development project.	All staff	2020	HLF	Stage 1 & Stage 2 HLF grant applications approved.
We will consult with our stakeholders and work with the Heritage Lottery Fund to develop Stage 1 and Stage 2 Heritage Grant applications.	LC, KH, ZB	2018	Core	Stakeholders consulted via a programme of talks and open days. Project Development Plan written.

<p>We will have a properly managed programme of delivery that aims to anticipate and solve problems in advance through structured planning, e.g. business interruption, cash flow, offsite storage of collections, touring exhibitions or extra-mural exhibitions in regional museums and galleries.</p> <p>We will raise funds to match-fund the project.</p>	<p>LC, KH</p> <p>LC, Staff, Friends</p>	<p>2018</p> <p>2019/20</p>	<p>Core</p> <p>Core & Friends of Penlee</p>	<p>Stage 1 Application Approved. Project Development Plan written. Collections temporary storage plan written.</p> <p>Up to £500,000 match-funding is committed to the Penlee House Development project, with help from the Friends of Penlee House, DCMS Wolfson Gallery Improvement Fund, Coastal Communities Fund, Cornwall Council and other grant-giving bodies.</p>
<p>We will use the Kids in Museums manifesto as a model of best practice.</p>	<p>LC, ZB, DT</p>	<p>2017</p>	<p>Core</p>	<p>Staff and Volunteers receive training</p>
<p>We will continue with regular family-friendly drop-in workshops in the Gallery.</p>	<p>LC, ZB, Vols</p>	<p>2020</p>	<p>Core & Friends of Penlee</p>	<p>A schedule of free family drop-in activities is maintained. 50 x 1hr sessions delivered per year.</p>
<p>We will build on existing, and develop new, partnerships with schools, colleges, community groups and social care agencies e.g. Dementia UK and iSight Cornwall.</p>	<p>LC, ZB, Vols</p>	<p>2020</p>	<p>Core MPM</p>	<p>5 new organisations have been introduced.</p> <p>Schools in Cornwall receive annual update about Penlee's learning offer.</p>
<p>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.</p>	<p>LC, ZB, Vols, DT</p>	<p>2020</p>	<p>Core MPM</p>	<p>A programme of intergenerational learning has been trialled using Arts Award. 4 new education volunteers have been trained to assist with workshops.</p>
<p>We will work with families to explore a more family-friendly approach to the Galleries with more opportunities for young people to be involved.</p>	<p>All staff, ZB</p>	<p>2020</p>	<p>Core MPM</p>	<p>Young Volunteers programme introduced. A young people's panel is set up to advise on family learning in the museum.</p>

We will support Arts Award.	ZB, Vols	2020	Core, MPM	Bronze Award for Volunteer work placement students is set up.
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.	ZB, Vols.	2020	Core Grant funding	5 replicas are purchased for museum handling.
We will continue to work with Newlyn Art Gallery & The Exchange to introduce new audiences to Penlee through the Art Week programme of activities.	ZB, Vols.	2020	Core Income	Art Week is delivered and evaluated – rated 'good' or 'very good'.
We will introduce an annual 'Fun Palace' event working with residents of the Treneere Estate in Penzance.	LC, ZB, Vols.	2018	Core MPM	'Fun Palace' event is trialled in Penlee Park in October 2017 in partnership with Treneere families.
We will explore ways of working with artists to provide new insights into the collections.	LC, KH, ZB	2020	Core	At least one artist has engaged with the collection.

AIM 2: To provide exceptional customer service

What we will do	Who	Review	Cost	What success will look like
Staff are informed and knowledgeable.	All staff	2020	Core	There are scheduled staff meetings (fortnightly) and full meetings (monthly) with minutes. We have knowledgeable staff who are unafraid to ask questions. The Director has an 'open door' policy for comments and queries from staff. All staff have a copy of the PTC Staff Handbook (green file) and

				receive policy updates. Each staff member has an annual appraisal and follow up review after 6 months where training needs are identified.
We improve our internal facilities and lay down plans to develop Penlee House Gallery & Museum as an outstanding visitor experience.	All staff	2020	HLF, Core	<i>See Aim 1, above</i>
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.	LC, All staff	2020	Core	Data is gathered and recorded. Visitor figures are benchmarked.
We will customers a means to comment with feedback forms. We will respond to complaints by the public in a timely and effective way.	LC	2020	Core	Adherence to Penzance Town Council's complaints strategy.
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.	All staff	2020	Core	Good recruitment procedures and policies are maintained and reviewed. Volunteers receive training.
We will maintain a conversation with our users through social media networks.	All staff	2020	Core	Double the number of likes on social media. Refreshed website completed and online.
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.	LC, RN	2020	Core MPM	The website is more interactive. More artefacts can be viewed digitally, creating a forum for discussion and knowledge sharing.
We will explore the possibility of smart code technology on exhibition and display labels.	LC, KH	2020	Core	Smart codes trialled in at least one exhibition.

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.	LC	2020	Core	The approaches to Penlee House from Morrab Road and Penlee car park are integrated into the Penlee Project Development as part to create an overall, coherent design.
We will improve our internal signage and visitor orientation.	LC, DT	2020	Core	Refreshed internal signage is in place in the Gallery.
We will continue to be an Accredited museum.	All staff	2020	Core	Accreditation is achieved in 2018 & 2021
We will apply for Industry Awards, continue to be part of the Visit England VAQAS scheme.	LC	2020	Core	VAQAS achieved. Apply for Arts & Heritage Award & Cornwall Tourism Award.
We will continue to provide a high quality programme of exhibitions and events in accordance with our <i>Exhibition Policy</i> . We continue to seek out opportunities for touring exhibitions.	LC, KH All staff	2020	Core Sponsorship Grants	Up to 5 exhibitions a year. Core collection tour takes place from 2020 onwards to coincide with Penlee Development.
We will communicate with the café staff to ensure that all visitors have a consistently good experience.	All staff	2020	Core	Café staff feel part of the Penlee team. Regular meetings between café manager and Director.

AIM 3: To ensure continued financial stability

What we will do	Who	Review	Cost	What success will look like
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 and its work.	LC, KH	2020	Core Friends of Penlee	Director attends Friends' Trustees and Friends' Committee meetings and advises on funding opportunities. 3 Artefact magazines issued a year.

<p>We will build a sustainable and resilient economic future for Penlee House Gallery & Museum by investing in major improvements in 2020.</p> <p>We will raise sufficient funds (£500,000) to provide match-funding for the Penlee House Development project.</p>	LC	2020 2018	HLF Core	<p><i>See Aim 1, above</i></p> <p>Two major funding applications submitted. Target achieved.</p>
<p>We will apply for £20,000 of funds from HLF Our Heritage Grants to support the Nance Family of Cornwall exhibition in September 2019.</p>	LC	2018	Core	<p>Partnership with Leach Pottery achieved.</p> <p>Nance Publication achieved.</p> <p>Exhibition achieved and is rated 'good' or 'very good' by visitors.</p>
<p>We will continue to monitor and analyse shop takings and overall takings.</p>	LC, VR	2018	Core	<p>Shop takings and overall takings are analysed and reported to the House Committee of Penzance Town Council.</p>
<p>We will launch an online shop to capitalise on the Penlee brand.</p> <p>We will fulfil orders in-house, keeping open the possibility of contracting an external fulfilment agency if demand takes off.</p>	LC, VR	2018	Core MPM	<p>As part of the website refresh, a new online shop is launched specialising in Penlee branded goods, books, prints and cards.</p>
<p>We will continue to introduce new product lines in the shop.</p>	VR, KH, LC	2018	Core	<p>8 new product lines introduced of which 3 are original products.</p>
<p>We will commission 1 new donations box for the Gallery.</p>	LC	2018	Friends Donations MPM	<p>There is more interactivity in the Gallery, injecting an element of fun and surprise as well as raising funds.</p>

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.	LC, KH, ZB	2018	Core	A minimum of 5 funding applications submitted.
All staff will be encouraged find ways to raise funds from external sources (e.g. grant-giving bodies) for their projects.	LC, ZB, KH	2018	Core	Staff have had experience of submitting at least 1 funding application.
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.	LC, All staff	2018	Core MPM	National Portfolio Organisation application by the Cornwall Museums Partnership is successful.
We will continue to implement eco measures to reduce costs, e.g. low energy gallery lighting, use of resources and recycling. See the <i>Sustainability Policy</i> .	All staff	2020	Core MPM	Energy costs are reduced by 15%.
We will continue to provide a high-value contribution to the strategic aims of Penzance Town Council to ensure the continuation of revenue support.	All staff	2020	Core	Revenue support is continued.

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

What we will do	Who	Review	Cost	What success will look like
We will continue to maintain our excellent partnership with the Friends of Penlee House and collaborate with them in their all activities for the gallery, including fundraising, increasing membership and publication of the Friends newsletter.	LC, All staff	2020	Core	Good communication between Director and Friends' Trustees and Committee through attendance at meetings and regular reporting.
We will communicate information about our events and activities to fellow officers and elected members of Penzance Town Council in order that they	LC	2020	Core	Fellow Officers and Councillors are kept fully informed of Penlee activities through reporting,

may knowledgeably and effectively champion the work of Penlee House Gallery & Museum.				invitations to previews and special events and general advocacy.
We will seek out opportunities to promote and participate in Festivals and community events in Penzance such as Golowan Festival and Penzance Literary Festival.	ZB, LC, KH, All staff	2020	Core	We continue to offer our resources for Festival workshops; we run linked talks and activities during Festival week; a minimum of 5 local groups and organisations are contacted about the Penlee House Development project; and at least 2 consultation forums are held for the wider community to get involved.
We will continue to maintain close ties with museum and galleries in the region and through the Cornwall Museums Partnership. We will seek out new opportunities for collaboration and skills sharing.	LC, KH, ZB	2020	Core MPM	The Gallery remains as a member of the Cornwall Museums Partnership. The Director (or a member of staff in her absence) attends regular Partnership meetings.
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.	LC, KH	2020	Core MPM Sponsors & Grants	Annual brochure is printed and distributed in a timely manner by the contracted companies. Regular press contact is maintained through Press Releases, social media, website and word of mouth. Penlee has an improved and updated media database with local and national press contacts.
We will look for partnership opportunities with a national museum, or a large metropolitan museum e.g. Birmingham or Plymouth.	LC, KH	2020	Core	Meeting set up with leading British art institution to discuss touring or offsite exhibitions during Penlee Development project works scheduled for 2020.
We will look to develop partnerships, through loans and touring exhibitions.	LC, KH	2018	Core	Touring Exhibition in 2017, 'Dream & Reality'. Gibson photograph exhibition toured locally through Cornwall Museums Group.

			Sponsors & Grants	
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AIM 5: To raise the profile of heritage in Cornwall

What we will do	Who	Review	Cost	What success will look like
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.	All staff	2020	Core	Visitors rate the displays 'good' or 'very good'.
We will promote Penlee House as the recognised 'home' of the Newlyn School of Artists, who were active from c.1880 to c.1940. See <i>Exhibitions Policy</i> .	All staff	2020	Core	The exhibitions programme is planned and delivered.
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.	LC	2020	Core	Penlee House Gallery & Museum is included in conversations about local and regional regeneration and initiatives. At least 1 FAM visit a year organised for accommodation providers.
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.	LC, KH	2020	Core Sponsors & Grants Friends	A minimum of 1 painting per year is acquired through grant-aid, and at least 1 picture through gift/bequest, as a minimum (although the latter is harder to predict).
We will commission a report to explore the potential for Designated Collections status for Newlyn School works at Penlee House.	LC, KH	2020	Core	Report commissioned. Designation achieved.
We will digitise the Gibsons & Sons Photographic Archive.	KH, Vols.	2020	Core	1,200 early photographs and 400 glass plate negatives are digitised on MODES and uploaded onto the website.

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.	LC	2018	Core MPM	Lightbox show is on the streets and is rated ‘good’ or ‘very good’.
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8. Resource Plan

8.1 The Net financial contribution is from Penzance Town Council. Budgets are agreed by the Council in January for the year starting in April and are based on previous years. Inflation is added to a small number of budget lines, in particular utilities and salaries according to any Council-wide agreed increases.

A = Actual

P - Projected

Museum & Gallery Budget	2014/15 (A)	2015/16 (A)	2016/17 (A)	2017/18 (P)	2018/19 (P)	2019/20 (P)
Income (Admissions, shop, education, project grants, fees)	£455,104.00	£800,957.04	£529,501.00	£211,041.00	£217,372.23	£223,893.39
Expenditure	£705,602.00	£1,032,011.61	£796,287.00	£495,265.00	£500,217.65	£505,219.82
Net Local Authority Support	£250,498.00	£231,054.60	£266,786.00	£284,224.00	£282,845.42	£281,326.43

8.2 A staffing structure 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 Gallery & Museum abides by the MA's code of ethics and is strongly supported by Penzance Town Council.	Low. Continue to be accountable to PTC and local Council Tax payers.
Out-dated, tired displays	Low	High	Rotate displays on a regular and planned basis and offer an exciting, changing display of exhibitions to refresh the Museum & Gallery.	High – new exhibitions' development underpins all Penlee's activity and strategy.
Lack of space for stored collections	High	High	Evaluate all new acquisitions to take into account storage requirements. Plan object locations and maximise use of space with stacking and shelving. New storage spaces are an integral part of the Penlee Development scheme.	High. Impacts on All staff.
Lack of office space.	Low	Medium	Manageable, now that the Research Room is available for staff, including volunteers.	Low
Coach House (education space)	High	In current form, CH is a liability, giving rise to complaints about the poor facilities and the cold from users.	Coach House is re-developed to provide better workshop and learning spaces, and collection storage.	High

2. SYSTEMS

Threat	Risk level	Impact	Risk reduction	Priority
Poor maintenance of website.	Medium	High	Staff regularly check and review content. Work with designer to refresh and enhance the site.	High
Social networks are poorly maintained.	Medium	High	Adding to social network messages is the responsibility of all staff, creating multiple voices within the organisation.	Medium – look into emerging social networks as well.
Environmental monitoring system fails.	Medium	High	Maintain regular checks (see Collections Management plan). Contact system provider as soon as failure is identified.	High
Server fails.	Medium	High	Technical Manager is tasked to protect data with regular system back-ups. Penlee has a contract with an external IT systems support manager to resolved issues before they become a crisis.	High

3. FINANCES

Threat	Risk level	Impact	Risk reduction	Priority
Insufficient funding for projects.	Medium	High	Plan and allocate spending for each project. Apply for external funding where appropriate.	High
Reduction in overall annual income. Cuts in core funding.	Low/Medium	High	Principal funder Penzance Town Council and stakeholders to be kept informed of projects and the value of the art gallery and museum to cultural tourism. Continually investigate new sources of income, through retail (shop and online), and developing new audiences (especially families and tourists).	High

4. PEOPLE

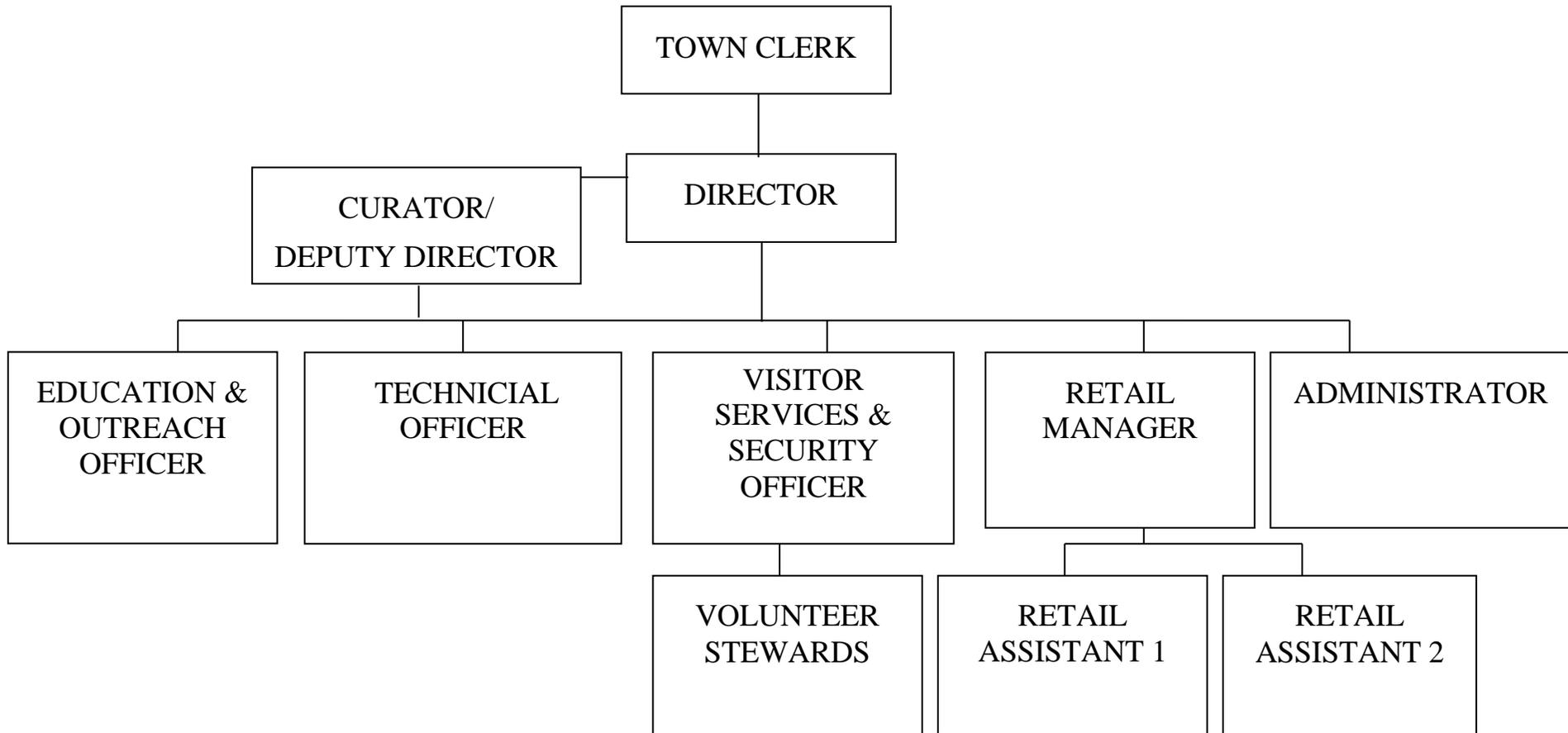
Threat	Risk level	Impact	Risk reduction	Priority
Staff succession not managed.	Low	High	All staff have job descriptions, reviews, are accountable and share their practice with the team at regular staff meetings.	High
Lack of new volunteers, including room stewards.	Medium	High	Existing volunteers are encouraged to tell their friends about the benefits of volunteering. Work with Schools, Colleges, Volunteer Cornwall and other agencies to recruit new volunteers. Train existing volunteers to take on new roles in education to support our Learning programme.	High
Volunteers feel unsupported.	Medium	High	New volunteers receive an induction and a handbook; Gallery staff are prompt to answer questions or concerns; training is given; annual social event is organised.	High
Visitor needs not understood/recognised.	Medium	High	Visitor surveys undertaken on a regular basis and results are monitored and evaluated. Comments book are checked and any complaints are investigated and responded to.	High
Drop in visitor numbers.	Medium	High	Understand our audience by gathering and evaluating data (see above). Review our advertising and how product information is disseminated.	High
Councillors fail to understand the worth of the Gallery & Museum.	Medium	High	Whilst Penlee has many champions, we must nurture new supporters through invitations to previews, talks and good news stories in the local press.	Medium

10. Review date

10.1 This Forward Plan is a live document and will be continually evaluated and reviewed by Penlee staff and our performance measured on an annual basis.

10.2 This plan was formally reviewed, revised and adopted by Penlee House Committee in May 2017.

APPENDIX 1 – Penlee House Gallery & Museum Staff Structure



APPENDIX 2 – SWOT Analysis

(November 2016 – Penlee House Gallery & Museum team)

<p>STRENGTHS</p> <p>Meets customer expectations Excellent feedback – Trip Advisor, comments Niche collection – Newlyn School Geared up to borrowing from Nationals Security and Building Management System More risky Autumn shows have an audience Good reputation Staff expertise – nationally recognised Penzance Pass scheme Location – buildings and park Café Large and supportive Friends’ organisation Arts Award supporter – good PR Volunteers: Stewards, education, research Partnerships Children’s Quizzes</p>	<p>OPPORTUNITIES</p> <p>Penzance Pass – more work to get local recognition and visits Arts Award: Young Volunteers Friends’ charitable fundraising & advocacy Penlee Development Stewards training & induction Roll out Kids in Museums and Manifesto Family friendliness – more interactives, layered interpretation, more inter-generational work Museum trails & Helen’s ‘backpack’ project Education partnerships: Poetry Day, Galleries (The Exchange), Cornwall Museums Partnership Digital & Smartphones Social media Schools & Community groups Penzance BID</p>
<p>WEAKNESSES</p> <p>Need to do more for families and young people linked to training and a clearer policy on making families feel welcome. Training on digital and use of smartphones. Poor signage. More connection with Golowan and town events in general ‘being in the loop’ Utilising BID and Pop-Up Penzance more.</p>	<p>THREATS</p> <p>Weak/ divided Governance. Local Government funding and loss of Agency fee. Devolution means more competition for local funds. Lack of capacity to deliver e.g. effective marketing.</p>

