



Service Forward Plan

2012 - 2015

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Inspiring Art for Everyone
Service Forward Plan 2012 - 2015

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1. Our mission and purpose

“Inspiring art for everyone”

Falmouth Art Gallery exists to inspire an appreciation and enjoyment of art, encouraging an understanding of the rich artistic heritage of Falmouth, Cornwall and the South West. It has exciting and stimulating learning initiatives that are accessible to all, at the same time providing exceptional customer service and high standards of collections care.

2. Background to Falmouth Art Gallery

2.1 Falmouth Art Gallery is a service provided by Falmouth Town Council. It opened in its present form in 1978 and is one of the leading art venues in Cornwall, along with the Tate St Ives, Royal Cornwall Museum, Newlyn Art Gallery and Penlee House Gallery & Museum.

2.2 The gallery abides by recommendations and codes of practice set by the UK Museums Association and follows the Museums Association’s Code of Ethics. It is a fully accredited museum (No.998) and matches national standards for security, temperature, humidity and light levels. The gallery has passed the Arts Council England security advisor’s inspection, making it suitable for loans from national collections.

2.3 It is run by a small, but highly qualified, team of enthusiastic staff. There are four full-time posts and three part-time posts. In addition, the gallery employs freelance educators, volunteers and temporary work placements.

2.4 The core of the Falmouth art collection dates from 1923, with gifts made by Alfred Aaron de Pass (1861 - 1952). It features works by major British artists including Trevor Bell, Sir Frank Brangwyn RA, Sir Edward Coley Burne-Jones, Charles Napier Hemy RA, Dame Laura Knight RA, Henry Moore OM CH, Sir Alfred Munnings RA, Ben Nicholson, John Opie RA, William Strang RA, Henry Scott Tuke RA, John William Waterhouse RA and George Frederick Watts RA.

2.5 There are important collections of work by Kenneth Newton (Richard Harris Gift), Marjorie Williams (Dr Mariella Fischer Williams Gift), Harry Ousey (Sue Astles Gift), underwater photographs by Mark Webster, Children’s

Illustration Archive and a collection relating to the Surrealists visit to Cornwall in 1937 which includes works by Eileen Agar, Lee Miller, Sir Roland Penrose and Man Ray.

2.6 A master print collection includes works by Claude, Durer, Piranesi and Rembrandt. The gallery also houses an important collection of topographical prints of the area.

(For further information see *Acquisitions and Disposals Policy*).

3. Looking back: a review of the Service Forward Plan 2008 – 2012

3.1 Falmouth Art Gallery's vision in 2008 was to become a national centre of excellence. During the period of the plan, the gallery was nominated for five national awards, including runner up in the Museums and Heritage Excellence Awards 2010 and won the Sandford Award for Heritage Education in the same year. Strategic priorities included IT development and collections management; learning and access; and excellence in programming and interpretation. The following indicates how these target areas achieved their objectives:

3.2 Information technology: The gallery aimed to raise funds to put the catalogue on to the web with key works on the website by 2010 and the entire collection available by 2013. This target was exceeded, with all the works available on the web by 2010. The digital catalogue was audited and updated in 2010.

3.3 Collections management: The objective to apply for an Esmée Fairbairn Grant to restore and conserve historical frames was achieved. The *Falmouth Frameworks* project was a milestone in the art gallery's history, being the first from a public gallery to explore the aesthetic union of frame and artwork. The project concluded with an exhibition entitled *Frameworks* in September 2011 alongside a fully illustrated catalogue of the exhibition published by Sansom & Co.

3.4 Acquisitions and disposal: The approved disposal and transfer of works to other accredited museums in line with the Museums Association *Collections for the Future* recommendations were completed. Beneficiaries included the National Maritime Museum Cornwall, Penlee House Museum & Gallery Penzance, Cornwall Council Record Office, Penryn Museum and Royal Cornwall Museum Truro.

3.5 The art gallery collection grew by 42% from the beginning of 2008 to April 2012. This increase can be partly explained by the acquisition of four sizeable print collections given to Falmouth Art Gallery through the Art Fund. These were the Hugh Stoneman Archive in 2008, the Naomi G Weaver Gift in 2009, the Ivor Abrahams RA print collection in 2011 and the Dr Margaret Whitford bequest in 2012. Seen as a whole, Falmouth Art Gallery now holds one of the most important print collections in public ownership outside London.

3.6 Other important artworks were acquired through fundraising, including John Singer Sargent's 1905 *Portrait of Charles Napier Hemy*, Tacita Dean's *Sequence of stones* and Sophie Anderson's *Roses*.

3.7 The ambition and scope of Falmouth Art Gallery's collecting policy (see *Acquisitions and Disposals Policy*) means that the art gallery's stores are nearly full. Unframed works, such as the print collection, can be stored safely and compactly in acid-free solander boxes on shelves.

3.8 The lack of secure storage space for framed work within the building is an issue and may impede future collecting plans unless more space is found.

3.8 The gallery will continue to find imaginative ways of exhibiting the collection and have frequently changing displays. (See *Temporary Exhibitions Policy*).

3.8 Facilitating learning and access for all
These objectives continue to underpin all aspects of the gallery's learning policy.

- To continue to support informal and formal learning
- To establish Falmouth Art Gallery as a nationally recognised learning environment
- To promote Falmouth Art Gallery as a centre for family and lifelong learning
- To involve staff, volunteers and the community in the enabling role that the museum plays
- To continue to develop an innovative programme of workshops, activities and non-didactic learning opportunities
- To improve the skills of our team of dedicated educators
- To establish more partnerships to enrich lifelong learning
- To continue unobtrusive and effective evaluation systems

3.6 The biggest achievement of all in the period of the plan was the Heritage Lottery funded *John Singer Sargent Project*. This three-year project, which concluded in March 2012, enabled the purchase of an important oil painting by John Singer Sargent, the *Portrait of Charles Napier Hemy*; funded a series of exhibitions and workshops; and created a new FT post of Access and Interpretation Manager to support the gallery's learning activities.

4. Where we are now

4.1 Falmouth Art Gallery faced significant challenges in 2011. The art gallery's director, Brian Stewart (1953 – 2010) died unexpectedly in December 2010. The gallery was temporarily managed by the Collections Manager and the Access and Interpretation Manager until the appointment of the new director who took up post in July 2011. The interim managers held the organisation on an even keel for this six-month period, continuing with the ambitious programme of projects that Brian had initiated, including the MLA New Expressions 2 *Childhood with the Surrealists* project; *Frameworks*, funded by the Esmée Fairburne Trust and the HLF funded *John Singer Sargent Project*, and blockbusting exhibitions such as *Masters of Photography*, *Kurt Jackson at 50* and *British Impressionists*.

4.2 In spite of this huge setback, the art gallery has achieved remarkable results. In her report of September 2011, the VAQAS Quality Assessor summarised:

“Falmouth Art Gallery is a great asset to the town of Falmouth. It has a wonderful attitude to customer service. This attitude is reflected not only in direct contact but also the friendly and informative email responses. The staff are very knowledgeable and engage exceptionally well with visitors of all ages.”

4.3 Overall, attendance at the art gallery in 2011 was buoyant, showing an increase in visitor numbers of 2.4% against the previous year.

4.4 From the toolkit provided by AIM (the Association of Independent Museums) Falmouth Art Gallery staff determined the gross impact of visits to the gallery in terms of economic value. Using its own visitor data, it calculated that Falmouth Art Gallery was worth £1.45 million to the local economy, based on the percentage of local visitors, day trippers and overnight visitors who used the art gallery in 2010.

4.5 In her introduction to Cornwall Museums’ Strategy for 2012 – 2017, Libby Buckley, Chair of Cornwall Museums Group observed,

“Research shows that museums are increasingly popular; in 2010 there were 1.5 million visits to Cornwall’s museums. According to initial results of the DCMS Taking Part survey, 43% of the population attended a museum or gallery at least once during the past year. The scale of attendance at museums and galleries is not a one-off; this level of participation has been sustained over a number of years. It is clear that the museums sector is a long-term contributor to Cornwall’s cultural life and to its economic development.”

4.5 Falmouth Art Gallery continues to enjoy a positive relationship with Falmouth Town Council, which recognises the economic and social benefits that the art gallery brings to Falmouth and the region.

4.6 In 2011, Cornwall Council embarked on a county-wide review of museums in the region, with the aim of understanding the sector, driving up quality and developing five strategic priorities for the region. Falmouth Art

Gallery, although not directly revenue funded by Cornwall Council, is a capital beneficiary of Cornwall Council funding, and as such was involved from the very start of the consultation process. The outcome of this consultation is the Cornwall Museums' Strategy 2012 – 2017.

4.7 Cornwall Museums' Strategy's five strategic priorities are;

- Achieving sustainability and resilience
- Inspiring and engaging more people and a wider range of people
- Building sustainable and fruitful partnerships
- Developing a skilled and diverse workforce
- Raising the profile of heritage in Cornwall.

4.8 Knowledge of these wider priorities for the museums and galleries sector in Cornwall has helped with our forward planning at Falmouth Art Gallery.

4.9 This Service Forward Plan has also been informed by the White Paper for Culture (2012) and the Falmouth and Penryn Community Plan (2009).

5. Service Forward Plan 2012 - 2015

Looking forward: our five aims

5.1 Falmouth Art Gallery has developed five organisational aims which will define its practice for the next three years. These are:

- To become one of the leading small art gallery and museum organisations in Great Britain and to follow and set standards of best practice.
- To provide imaginative exhibitions and displays of regional, national and international importance of interest to local people and visitors to Falmouth.
- To make art accessible and develop innovative approaches to education and interpretation.
- To provide exceptional customer service.
- To give every child and young person (CYP) the opportunity to experience the richness of the arts.

5.2 Aim 1: To become one of the leading small art gallery and museum organisations in Great Britain and to follow and set standards of best practice.

resource	How we will achieve this
from budget	By retaining our Accredited status
from budget	By relaunching our Enhanced Volunteer scheme
from budget	By applying for regional and national awards to showcase our excellence
income	By fundraising for new acquisitions of works of art
from budget	By publishing articles, books and catalogues related to our collections

date	How we will measure success
June 2012	Accreditation achieved
Sept 2012	Enhanced Volunteer scheme re-launched
End 2012	At least 1 award achieved
End 2012	2 works for the collection acquired with grant funding
End 2012	At least 1 article and 2 catalogues published

5.3 Aim 2: To provide imaginative exhibitions and displays of regional, national and international importance of interest to local people and visitors to Falmouth.

resource	How we achieve this
Grants and core budget	By collecting the best work by artists of the Fal area, past and present
income	By achieving sponsorship for at least 1 exhibition in 2013
income	By continuing to lend and borrow works for exhibition
income	By applying to HLF Your Heritage for the 2014 'Cultural Triangle' series of exhibitions
income	By applying for Arts Council grants to support the gallery's exhibitions programme in 2012, 2013 and 2014

n/a	By including works by professional artists from the Fal area in exhibitions
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date	How we will measure success
End 2012	New works donated or purchased
End 2012	2013 exhibitions programme agreed and £5k sponsorship achieved
End 2012	Funding secured from HLF for 2014, up to £45k
2012 & 2013	Arts Council funding secured for 2012, 2013 and 2014
Sept 2012	Falmouth Art Week launched
End 2012	2 Art Gallery initiated Public Art events on The Moor

5.4 **Aim 3: To make art accessible and develop innovative approaches to education and interpretation.**

resource	How we will achieve this
from budget	By launching the improved features on the website
income (HLF application)	By installing an info point (computer hub) in the gallery to enable the public to access the online catalogue
from budget	By having internet broadband in the galleries
income (Arts Council)	By creating a series of offsite artist-led events and installations aimed at increasing people's access to, and experience of, art
from budget	By providing layers of interpretation to make shows accessible at different entry levels
from budget	By keeping the art gallery and its related services FREE at point of delivery
from budget	To continue to strengthen links with local community groups, special needs visitors and families

resource	How we will measure success
Sept 2012	New web front page created, new shop pages and online sales for prints and cards
2014	New info point installed in the gallery (part of 2014 HLF bid)
June 2012	'Spring Festival' and 'May torch' events launched

Sept 2012	Falmouth Arts Week launched
ongoing	Relationships with groups such as Falcare and Arts for Health are maintained and developed

5.4 Aim 4: To provide exceptional customer service.

resource	How we achieve this
ACE/HLF catalyst grant? If not, from budget	Launch a new Supporters Scheme to reward loyal visitors and offer benefits
from budget	Give staff opportunities to attend training events
from budget	Launch an e-newsletter
from budget	To understand our audience by undertaking visitor evaluation
from budget	To maintain the exceptional standards required by Visit England's VAQAS scheme
Ongoing dialogue with Cornwall Council and other stakeholders	Explore ways of extending exhibition space, stores and visitor services
from budget	Promote the gallery as a place to purchase individual gifts such as jewellery, ceramics, textiles, handmade cards, prints and automata by Cornish artists.

date	How we will measure success
End 2012	Supporters Scheme launched
End 2013	50 people signed up as Supporters
End 2012	Staff have attended training (identified in appraisals) in object handling, website and IT and emergency planning
End 2012	E-newsletter launched
End 2012	A simple scheme to capture data piloted, both online and in the gallery
Sept 2012	VAQAS report shows that our standards have been maintained
By 2014	Over 100 Cornish-based artists and craftspeople are supported

5.5 Aim 5: To give every child and young person (CYP) the opportunity to experience the richness of the arts.

resource	How we achieve this
from budget	Maintain our fortnightly baby paint sessions
from budget	Continue to develop our links with local schools and colleges
from budget - sponsorable	Hold an annual Young Person's Art Competition
from budget - sponsorable	Show we value young people's art with shows in the Community Gallery and include CYP work in the art gallery where planned
from budget	Find ways of closer working with UCF students such as an annual art exhibition/post-degree show selection
from budget - sponsorable	Initiate a new strand of early years learning for 18mths -3 year olds

date	How we will measure success
2012	Baby paint workshops are fully booked
2012	Maintain current levels of uptake by schools and colleges
2013	Partnership with UCF established
Summer 2012	Painting competition launched in partnership with Gyllingdune Gardens, John Dyer (artist) and The Packet newspaper. Outcomes published in The Packet and all art exhibited at Gyllingdune and the art gallery in July 2012.
End 2012	Early years workshops launched, to run fortnightly

6. Consultation

6.1 Falmouth Art Gallery has consulted and listened to the views of visitors and key stakeholders in its formation of policy. Key stakeholders include:

- Art Gallery staff (including volunteers and work placements)
- Artists and craftspeople
- Arts Council England
- Cornwall Council
- Cornwall Heritage Trust

- Cornwall Museums Group
- English Heritage
- Falmouth Business Improvement District (BID)
- Falmouth Library
- Falmouth Town Council – Council Members and employees
- Funding bodies
- Kids in Museums Trust
- Life-long learning providers
- Learning providers (schools, FE & HE)
- Local businesses (e.g. Sully's, neighbours on The Moor)
- Local Government
- Local commercial galleries (Beside the Wave, Great Atlantic Gallery)
- Local Press
- Local MPs
- Museums Association
- National Maritime Museum Cornwall
- The National Trust
- Newlyn Art Gallery & The Exchange
- Penlee House Museum & Art Gallery
- Royal Cornwall Polytechnic Society
- Royal Cornwall Museum, Truro
- Special interest groups (Falcare, RNIB, Real Ideas Organisation RIO, Arts for Health)
- Sponsors
- Tate St Ives
- Town Forum and Town Manager
- University College Falmouth
- Visit Cornwall

6.2 The art gallery staff contributed to a SWOT analysis in March 2012 as part of the Forward Planning process. The following is a summary:

6.3 **Strengths**

Friendly, supportive Mayor and Town Council, a good team of volunteers, good reputation, regular visitors, loyal schools and strong education offer, family appeal, expert staff, FREE!, close to Library, staff pull together (teamwork),

sense of humour, small staff means that it's a strong team and resilient – can cope with difficult situations.

6.4 Weaknesses

Sense that some Town Councillors are unaware of the range of what we deliver; the building is a problem, e.g. lack of space for collections storage and offices, the building has no 'kerb appeal', frontage is lacklustre, the external signage is weak, especially lift access, lighting systems are a challenge, need more exhibition space for the permanent collection to show it off, no café, only 1 toilet for groups, website needs updating, staff overstretched on Saturdays.

6.5 Opportunities

Show off the gallery to Town Councillors, host corporate events, encourage Councillors to have more of an advocacy role, a new membership/supporters scheme, funding, closer links with the University, increase the retail offer through online sales (gradually), re-vamp frontage, building design/expansion, possible removal of Cornwall Council toilets could mean opportunity to expand, create better links with Library, weekend or Sunday staff, being on the Moor is also an opportunity.

6.6 Threats

Possible changes to future Town Council administration, listed building, change in government/Council/political climate, any potential cut in opening hours, staff and finances, retiring officials in Town and County Council as champions would be lost.

7. Review date

7.1 This policy is a live document and our five aims will be continually scrutinised and reviewed by art gallery staff, and our performance measured on an annual basis.

7.2 This policy will be formally reviewed, revised and brought to Committee in April 2015.

This policy was passed by The Art Committee, Falmouth Town Council on 30 April 2012

Appendix 1 Resource Plan 2012 – 2013

2012/13 Budget: £267,381 from Falmouth Town Council, approved by the FTC Finance Committee

People: Director F/T, Collections Manager F/T, Access & Interpretation Manager F/T, Assistant Curator F/T, 2 x P/T Shop Managers, Gallery Technician P/T

Also: freelance educators, volunteers & temporary work placements

Expenditure 2012/13

FTC Budget	Item
142,398	Salaries
12,125	Development including website and membership scheme
2,780	Publications/Subscriptions
500	Storeroom Materials
11,600	Printing/Artwork
11,295	Publicity/Marketing
12,662	Insurance
20,837	Exhibition/Preview Costs
4,022	Staff Travel Expenses
2,795	Seminar/Training
10,650	Workshops/Misc
2,150	Gallery Materials
2,200	Photography/Repro Fees
7,600	Stock/Resale Items
8,269	Conservation - Works of Art
10,500	Business Rates
4,998	Consumables and office costs
267,381 TOTAL	

Income 2012/13

2012/13 (projected)	2011/12 (actual)	Income
30,700	29,912	Misc sales/income
2,000	1,770	Commission on art sold
10,000	6,176	Donations
50,000	31,313	Sponsorship/Grants
10,000	10,000	Grant Aid received
200	101	Reproduction Fees
200	70	Miscellaneous Income
101,300	79,342	TOTAL

Analysis of Resources

1. Resources

1.1 The art gallery has sufficient staff to deliver its 5 core objectives (see staff organisation chart). In addition it has a pool of casual staff, trained and CRB checked by Falmouth Art Gallery, who work with the public and on front-of-house duties; and a team of volunteers and work placement students who assist with back-room activities, such as documentation and collections care.

1.2 Volunteers and work placement students are managed by the Access and Interpretation Manager working with the Collections Manager to identify tasks and activities.

1.3 Casual staff are managed by the Director working with the Access and Interpretation Manager and the Collections Manager.

1.4 The Art Gallery has an annual operating budget of around £267,000 (see breakdown, above). In addition, it has unrestricted reserves of around £50,000.

2. Management of new initiatives

This Forward Plan identifies three new initiatives to add to our core activity in 2012/13.

2.1 Objective from Aim 3: To create a series of offsite artist-led events and installations aimed at increasing people's access to, and experience of, art

This objective will be resourced from grant income. The art gallery's successful Grants for the Arts bid from the Arts Council means that it can now go ahead and commission 6 temporary artworks for Falmouth Arts Festival in September around a series of talks and events and employ a freelance project manager. Grant achieved is £6,775.

2.2 Objective from Aim 4: To launch a new Supporters Scheme to reward loyal visitors and offer benefits

This objective will be managed by the Director and Head of Finance at FTC and the P/T Shop Manager will take on the day-to-day administrative duties. Start-up costs such as the promotional leaflet and additional training will be met

either from the art gallery core budget or the new HLF/ACE Catalyst scheme, when it is announced.

2.3 Objective from Aim 5: To initiate a new strand of early years learning for 18mths -3 year olds

The art gallery will employ a skilled freelance educator to deliver this activity. 8 x 1 hour workshop sessions @ £50 per session, plus materials. Estimated cost of activity = £500

1. ASSETS

Threat	Risk level	Impact	Risk reduction	Priority
Insecure tenure (20 year lease) could mean loss of building in 2024.	Medium	High	Maintain dialogue and written assurances from landlord (Cornwall Council)	High – currently this is part of FTC’s ongoing asset transfer discussions with Cornwall Council
Disposal/ Sale of collections	Very low	High	Falmouth Art Gallery abides by the MA’s code of ethics and is strongly supported by FTC.	Low. Continue to be accountable to FTC and local 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 gallery	High – new exhibitions development underpins all FAG’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 make sure that stores are only used for keeping works of art.	High. Impacts on all staff.
Cramped office space	Medium	High	So long as staff levels remain constant it is manageable.	Medium.
Grade 2 Listed Building	Low	High - May affect any future expansion plans	Review with Cornwall Council Planning	Low.

2. SYSTEMS

Threat	Risk level	Impact	Risk reduction	Priority
Website is poorly maintained	Medium	High	Appoint web champion (Collections Manager) and work with designer to refresh and enhance the site.	High
Social networks are poorly maintained	Medium	Medium	Appoint social champion (Collections Manager) to maintain twitter and facebook messages	Medium – look into emerging social networks as well
Environmental monitoring system fails	High	High	Maintain regular checks (<i>see Collections Management Plan</i>) Contact Meaco system provider as soon as failure is identified.	High
Server fails	Medium	High	Collections Manager is tasked to protect data with regular system back ups	Medium. Maintain server and undertake regular housekeeping and tidying up of old data

3. FINANCES

Threat	Risk level	Impact	Risk reduction	Priority
Insufficient funding for projects	Low	High	Plan and allocate spending for each project. Apply for external funding where	High

			appropriate.	
Reduction in overall annual income	Low/Medium	High	Principal funder FTC and Councillors need to be kept informed of projects and the art gallery's social agenda. Develop new funding streams (e.g. Supporters Scheme)	Medium

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 staff meetings.	Medium
Visitor needs not understood/recognised	Medium	High	Twice a year, conduct face-to-face visitor surveys. Submit an online survey via gallery social networks once a year. Use freelance educator staff to collate and evaluate data.	Medium. It is not gallery policy to demand written answers to surveys, but less formal ways of gathering data should be piloted.
Drop in visitor numbers	Medium	High	Understand our audience (see above). Review advertising and how product information is disseminated.	Medium
Town Councillors do not understand	Medium	High	Whilst the art gallery has many	Medium

the worth of the art gallery			champions in FTC it is important to nurture new supporters through invitations to PVs, talks and good news stories in the local press.	
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