

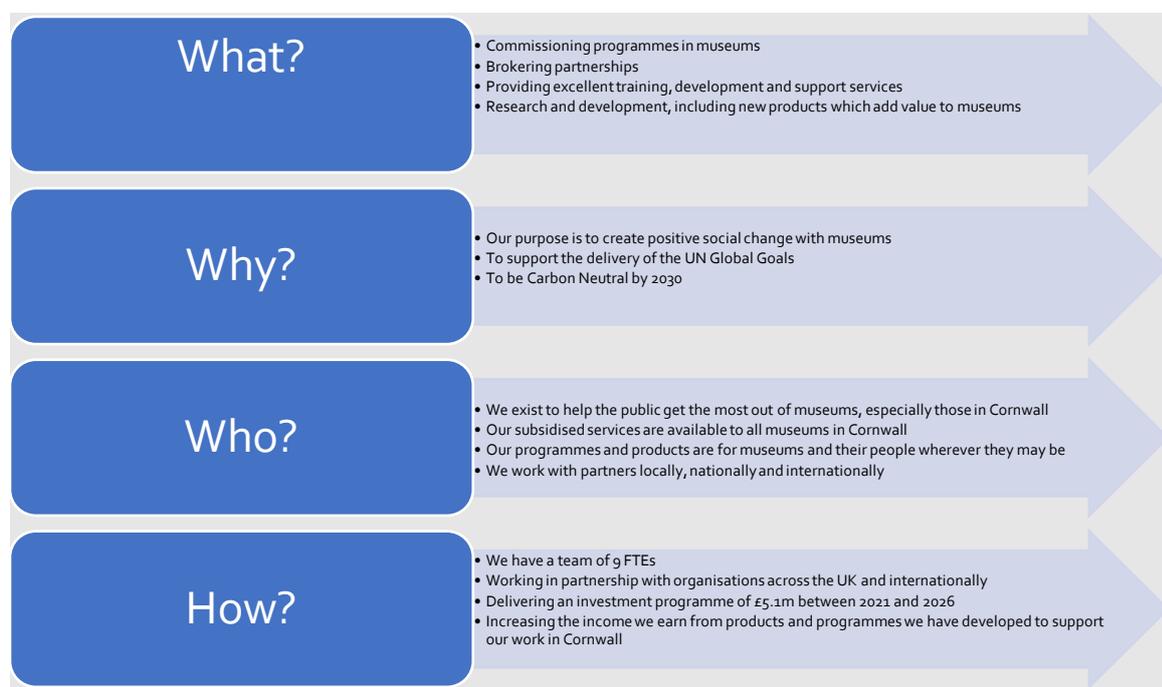


Business Plan 2021-2026

Executive summary

This plan sets out our 5-year £5.1 m investment programme to unlock the potential of museums and demonstrate leadership for the UK cultural sector and beyond. It builds on investment in our brand, leadership, culture, and people to increase the value we create through a greater focus on innovation.

Our plan has been developed to deliver measurable outcomes against 10 of the UN Global Goals and our commitment to show leadership for the sector by becoming carbon neutral by 2030.



Who we are

Cornwall Museums Partnership is an independent charitable incorporated organisation, formed in 2015 to provide leadership for Cornwall’s museums; to support them, represent them and give them a voice. We are an established sector-leading charity which is not afraid to think differently and respond to the museumscape around us, rather than wait for wisdom from “up the line.”

Our purpose is to create positive social change with museums. We believe in the power of museums to transform society, due to their unique position in our communities. Our distinctiveness comes

from our location; we are Cornish and rural. These are important characteristics and fuel our appetite to lead from the edge, and act as a test bed for new ideas and practice.

What do we mean by 'positive social change?'

	<ul style="list-style-type: none"> Activities which support people's wellbeing, health, and happiness for example by helping museums to foster a sense of community and local pride and by working with museums to bring people together and tackle loneliness.
	<ul style="list-style-type: none"> Sustainable economic growth addressing Cornwall's low wage economy by creating rewarding jobs, especially for young people and cultivating regenerative tourism.
	<ul style="list-style-type: none"> Activities which develop people's skills and boost their confidence by working with museums to inspire people of all ages to realise their potential.
	<ul style="list-style-type: none"> Programmes which give everyone a voice, influence, and agency in society, especially minorities and those who have been historically under-represented and under-heard.
	<ul style="list-style-type: none"> Work which contributes to a tolerant and equitable society, where all people are treated fairly and with respect for example through museums which encourage people to reflect on, explore and understand different perspectives and points of view.

Our work supports museums to make a positive difference to peoples' lives. Our investment programme, partnership projects and training are designed to maximise museums' ability to achieve and communicate the positive outcomes above.

We are based in [Krowji](#), Redruth, but we often work remotely at locations dotted across Cornwall.

We are a values-driven organisation and proud to be so. In 2020 we were awarded an 'Outstanding' rating by Arts Council England for our work to deliver the Creative Case for Diversity. Our stance is actively anti-racist, inclusive, and anti-colonial.

Why Museums Matter

At their best, we think museums help us to explore some of the most fundamental questions about who we are and our place in the world. Museums enable greater understanding and empathy by providing a view of the world through other people's eyes. They can be a focal point for communities, bringing people together, promoting wellbeing and tackling loneliness.

Vision

Our vision is that CMP is facilitating a thriving international network which connects Cornwall's museums and their communities to organisations across the globe. Through this pioneering model of collaborative practice, we are shifting the dial in terms of the impact and value museums create across society. By forging partnerships with purpose, Cornwall's museums are using their collections to foster happy, healthy, equitable and prosperous communities where heritage is valued and celebrated.

“We have to get into collective leadership and move from an independent achiever structure and culture... to an interdependent collaborative structure and culture, led by collective and collaborative leadership... a culture where structures, processes and systems improve our ability to work across organisational and political boundaries and support and empower operations.”

Oxford Leadership¹

Activities

Improving the understanding of museums' collections, the gaps in them and reviewing their interpretation, is a dynamic and exciting process with value for the whole of society. Cornwall Museums Partnership exists to invigorate museums and help them to address the structures and practices which have previously excluded people.

We are not a 'top-down' organisation which is seeking to impose change on museums. We work collaboratively with grassroots organisations and groups and value the experience and expertise of local communities.

There are 4 aspects to our services which will help us achieve our vision:

1. **Commissioning programmes** in museums which engage museums with more people and ensure museums are sustainable and resilient.
2. **Brokering partnerships** between museums and the private, public, and voluntary sectors to access new skills, resources, and markets for the museums sector.
3. **Providing excellent training, development and support services** which provide effective solutions to key challenges, question 'business as usual' and result in a skilled, networked, confident and happy museum workforce, including volunteers and trustees.
4. **Research and development** which tests out new approaches to museum practice, is scalable and is shared with the global museums' community.

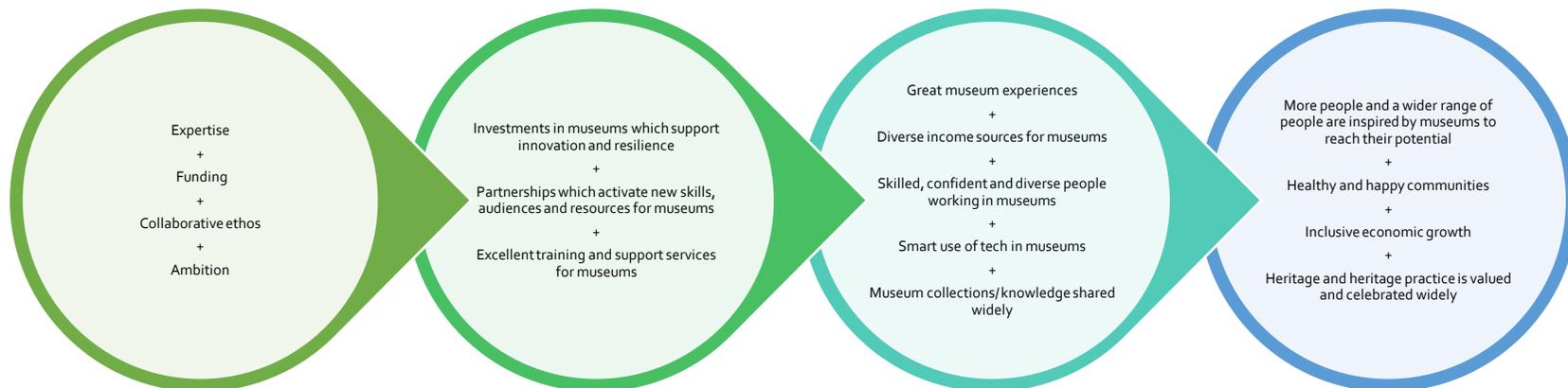
Values

Our values drive the way we work; they describe how we will make our vision real. They are:

- **Collaboration:** we believe that collaboration provides fertile ground for the flourishing of inventive and resourceful practice. We listen and form genuine partnerships which are built on mutual understanding and respect.
- **Innovation:** we seek new solutions and think differently. We pioneer new ways of doing things and set high standards in everything we do; we are not afraid to try radical approaches.
- **Inclusion:** we respect and value multiple perspectives. We are committed to creating and maintaining an environment that respects diverse traditions, heritages, and experiences and is inclusive for everyone.
- **Integrity:** we act with professionalism, transparency, and honesty. We are trusted partners.

Our Theory of Change

Our theory of change helps to articulate the change we want to create and the interventions we will deliver to achieve this.



Our 2021-2026 aims

To work towards achieving our purpose of creating positive social change with museums we aim:

1. To commission and support shared approaches which demonstrably improve the relevance, understanding and accessibility of Cornwall's museum collections.
2. To commission and support participatory programmes of work which tackle current and historic inequality and exclusion in museums and to champion practical approaches to decolonising museums.
3. To empower the museum community to understand the climate emergency and take positive and urgent action to tackle it.
4. To maximise the potential of museums to enhance the wellbeing of their communities.
5. To improve the understanding of our impact and that of the sector and share this to advocate internationally for the importance of Cornwall's museums.
6. To provide transformational, needs-led support services which boost the confidence and skills of museum leaders, staff, volunteers and trustees.
7. To be recognised nationally and internationally as sector leaders in innovative practice, testing, evidencing, and sharing productive approaches which stimulate innovation in museums and their partners.

Our priorities for 2021/2022

Wellbeing

- Undertake work to benchmark the wellbeing benefit of visiting a Cornish museum.
- Position Cornwall's museums as central to the challenge of eco-anxiety and mental recovery from the Covid-19 pandemic
- Support the wellbeing of the museum workforce.

Collections

- To progress plans for a shared approach to address accessibility and relevance of Cornwall's stored collections, through the Tresorys Kernow¹ project.

Inequality and exclusion

- Commission expert advice to embed disability inclusion in the NPO programme in museums from 2023.
- Work in partnership to support Cornwall's museums to act on the need for decolonisation and anti-racism practices.
- Use our resources, experience, and networks to support and platform grassroots organisations addressing inequalities.

Climate emergency

- Develop a partnership with Carbon Neutral Cornwall
- Review and disseminate the Green Museums Manifesto
- Pilot approaches to promoting regenerative tourism with museums.

Impact

- Develop and implement new data collection and interpretation systems to demonstrate the value of Cornwall's museums sector.
- Pilot the use of immersive tech to add value to museums.
- Develop a clear plan to monetise products and services to add value to Cornwall's museums.

Skills development

¹ Tresorys Kernow is a project to build a publicly accessible object library for Cornwall's stored museum collections.

- Address resilience issues arising from the Covid-19 pandemic, such as the lack of volunteering succession plans.
- Provide upskilling opportunities via the Museums Immersive Network

National and international recognition

- Play an active role in national programmes and networks including National Museum Directors Council and Fun Palaces

Beyond 2021/2022

Collections

- Create immersive digital experiences to share Cornwall's heritage.
- Develop a shared rationalisation and storage solution for our museum partners (*Tresorys Kernow*)

Inequality and exclusion

- Work in partnership with community groups and grassroots organisations to address the exclusion of minority groups by the museums sector in relation to:
 - Representation in collections
 - Being welcomed as visitors
 - Input to museums' decisions as employees, trustees, volunteers, and stakeholders.

Climate emergency

- Become carbon neutral by 2030.
- Provide resources and solutions for our partner museums to become carbon neutral.

Wellbeing

- Advocate for the power of museums in improving communities' health and wellbeing.

Impact

- For Cornwall's museums and CMP to be promoted internationally as sector leaders
- Be bold in our approach and stay true to our values by facilitating a learning environment internally at CMP and externally with our museum partners.

Skills development

- Test and formulate our inclusive recruitment processes, and to share these with our museum partners.
- Provide diverse employment opportunities at CMP or our museum partners, paid at living wage.

National and international recognition

- Broker and formalise international partnerships in areas which reflect the demographics and rural nature of Cornwall, to share experiences and solutions.

These headlines are expanded upon within our Fundraising Strategy, which outlines specific projects and investments we have identified to work towards this big picture.

CMP's aims & the United Nations' Global Goals

Our aims have been developed to address the [UN's Global Goals](#).

The Global Goals are a blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate change, environmental degradation, peace, and justice.

The 17 Goals are all interconnected, our strategy addresses each of the following goals.



To know we are achieving what we have set out to do in line with the Global Goals we are using the [SDG Action Manager](#) that will track our progress against our chosen goals over the next decade.

Who we work with

Working in partnership is not just in our name, it underpins everything we do and is essential to our ability to achieve our longer term aims. We are experts in partnership working and work with others to deliver most of our activities.

We are not a membership organisation and our services are accessible for all museums in Cornwall and Scilly.

We are supporting partnerships between museums and all Arts Council England National Portfolio Organisations in Cornwall and continually exploring new opportunities to increase our impact by working with others.

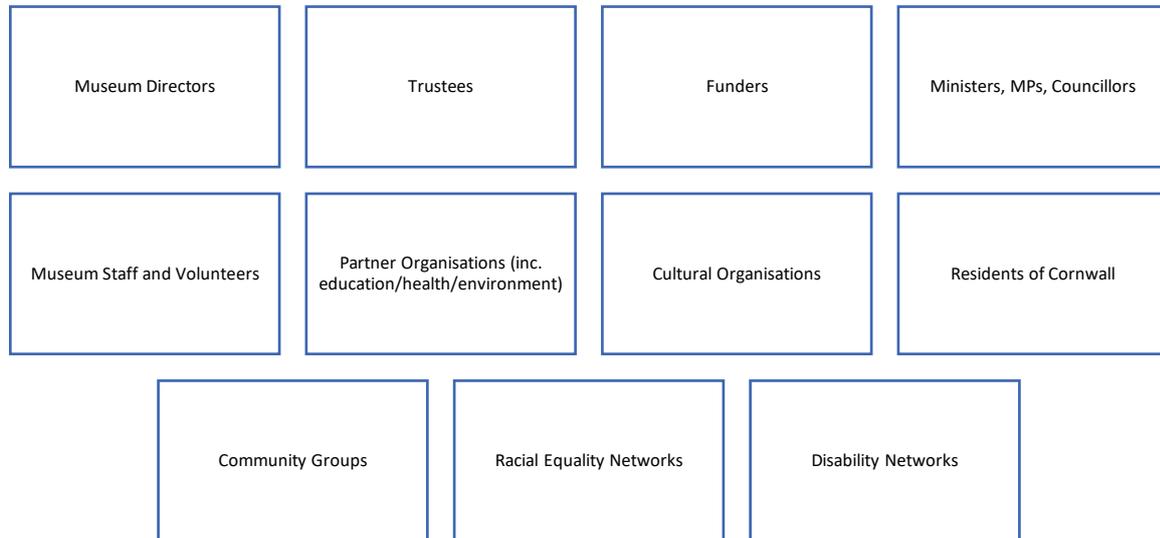
We are establishing new partnerships to help enact the aims of our [Equity Action Plan](#) including Black Voices Cornwall and the Black British Museum project

From 2021 onwards we are seeking to increase our international partnerships and our influence.

Communications strategy

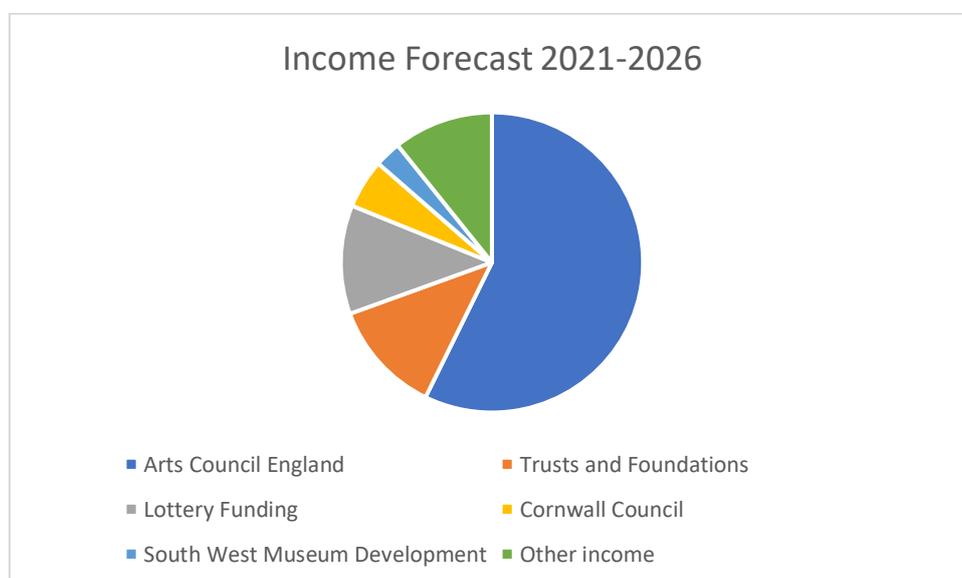
The aim of our Communications Strategy is to support and further our purpose of creating positive social change with museums. Given our commitment to working in partnership and supporting all museums and the people who work in and visit them, effective communication is vital. It is also important, given our reliance on external funding, that we can clearly demonstrate the value we are delivering for the cultural and heritage sector and anyone who interacts with this sector in anyway.

Our key stakeholders are listed in the diagram below. Our communications strategy outlines how we will communicate with them as well as how the effectiveness of our communications will be measured.



Financial Forecast

Our strategy is to retain fixed costs at current levels, whilst looking to reduce energy consumption in line with our Sustainability Strategy. We have assumed a continuation of membership of the National Portfolio Organisation group from 2023 onwards. We plan to diversify our income and secure investment from a wider range of sources including in partnership with our HEI partner organisations. We aim to increase earned income from our IP and will review our income targets from current conservative levels following further research in 2021. We will retain reserves in line with our Reserves Policy and our Audit and Finance Committee will continue to lead the investment of unrestricted reserves to minimize risk and maximise returns.



Expenditure Forecast 2021-2026



- NPO Partner Museum Investment
- Immersive Tech
- Rural Diversity Network
- Health and Wellbeing
- Climate Action
- Firm Foundations
- Museum Development Programme
- Innovation
- Tresorys Kernow Object Library
- Workforce Development and Diversity
- International Partnerships
- Marketing

How we measure our impact

The board has developed and agreed several key performance indicators which allows us to monitor our progress towards achieving the objectives we have set ourselves. They are:

1. **To evidence and communicate the impact and value we create** so that we can create more of it each year.
2. **To provide a succinct set of financial information to the Board** at quarterly intervals to drive efficiency and effectiveness and underpin good decisions.
3. **To maintain a healthy, diverse, highly motivated, and energised CMP workforce** with the skills to deliver our ambitions.
4. **To increase the profile/ reach of CMP to secure more supporters for our work and that of museums, and to drive positive change in the sector.**
5. **To push/challenge the wider museums sector and lead by example on collaborative, values-based work.**
6. **To become carbon neutral by 2030.**