

NEWLYN ART GALLERY LIMITED  
REPORT OF THE TRUSTEES  
FOR THE YEAR ENDED 31 MARCH 2020

# NEWLYN ART GALLERY & THE EXCHANGE

STRUCTURE, GOVERNANCE AND  
MANAGEMENT

## OBJECTIVES AND ACTIVITIES

### **Objectives and aims**

The company is an educational charity with the object of advancing education in visual art. This object is met by the maintenance of Newlyn Art Gallery & The Exchange for the public exhibition of visual art, the provision of lectures, classes, and conferences calculated to advance education in visual art and the organisation of exhibitions of the company's art collection.

### **Significant activities**

Through a programme of exhibitions and related education work, Newlyn Art Gallery Ltd promotes the understanding and appreciation of contemporary art. In the course of the programme the gallery collaborates with other organisations in the area and nationally to promote visual art. This core activity has not changed during the year.

### **How our main activities deliver public benefit**

Our main activities are described below. Our charitable activities focus on providing a stimulating series of exhibitions with education in the arts undertaken to further our charitable purposes for the public benefit.

### **Review of the Year**

2020 is a year no one will forget, the consequences of which rather overshadowed our achievements in 2019 which would normally be the focus of this report, and our plans to celebrate Newlyn Art Gallery's 125<sup>th</sup> anniversary, in October 2020.

As discussions continued about the UK's future outside of the European Union and the associated economic and political uncertainty, the Covid-19 pandemic struck. In the midst of this, the murder of George Floyd had a profound effect on our teams, and many of the people and communities we work with. All of these factors, and their consequences, not least our closure to comply with the government's Covid-19 management measures between March and mid-August 2020 and then again for four weeks in November, have required us to adapt the ways we work in response to a rapidly shifting situation and the changing needs of those we wish to engage.

## **A programme adapted to the needs of our audiences**

In 2019 we secured support to join the Arts Council Collection National Partners Programme (ACC NPP). Our bid, entitled *New Voices*, aimed to address the lack of diversity in the sector and to give voice to diverse communities through the curating of exhibitions from the Arts Council Collection (ACC), and to test whether this approach would lead to changes in the profile of the audiences we reach.

Closure forced the suspension of much of the early part of that programme, including our ACC NPP exhibitions *Go On Being So* and *Hippo Campus*, and other programmes including Lunchtime School, schools and holiday workshops, our weekly Tea, Cake & Art sessions for older people living alone, and outreach including work with Intercom Trust LGBTQIA+ young people and WILD Young Parents. This forced a rapid expansion of both our digital and non-digital offer as ways to reach audiences who are remote. Mindful of issues around digital poverty, we created postal projects, some equivalents of online resources, and some existing only in postal form.

We advanced long-held plans to create 360° virtual Matterport gallery tours of the halted gallery shows and established an art podcast featuring exhibiting artists. We converted two existing gallery groups to zoom groups. We initiated a highly successful discussion around Black history in Cornwall that was inspired by work in *Go On Being So*, but given fuel by the Black Lives Matter movement. We were able to transfer the work in the Young People's Art Prize into a digital exhibition and later improved on that model with an indexed digital catalogue of all 900 artwork postcards submitted to us during lockdown, that formed the September gallery exhibition *Extraordinary Postcards For Extraordinary Times*. Throughout, our social media marketing became key to communicating and engaging audiences wherever they were reached.

When the gallery was able to safely reopen in mid-August, we extended the run of *Hippo Campus* and *Go On Being So*, both of which prompted a warm response from visitors.

In the period 1 April to 30 Sept, with in-gallery audiences down to 4,673 (versus 26,793 same period 2019), we engaged with 1,959 participants online, and 1,800 by post, and registered 31,852 website visits (67% increase on previous year), including 4,266 digital event audience members (44% increase on previous year's total in-gallery and digital audience). We know this explosion of digital/non-gallery audience is more diverse and more geographically dispersed than our in-gallery audience and absolutely key to our future resilience, and we plan to be doing in-depth audience analysis as part of a possible Art Fund-supported project.

In spite of the challenges, this has been a period of rapid prototyping and testing of new programmes and invaluable lessons have been learnt that will inform new approaches to our future work.

## **A Celebration of 125 years**

Measures imposed to reduce the spread of Covid-19 required us to radically rethink our approach to celebrating Newlyn Art Gallery's 125<sup>th</sup> anniversary year this October. With plans for a gala dinner and large public gathering cancelled, we focussed energy on delivering an

autumn programme that reflected our values, addressing the real needs of our communities.

During the first lockdown we initiated a project entitled *Extraordinary Postcards For Extraordinary Times*, which involved posting out oversized blank postcards to the public, with an invitation to them to use the card to illustrate something of their experiences during lockdown. The response was overwhelming and more than 6,000 cards were posted out in response to requests from across Cornwall, the UK and the world. We received requests from a Doctor in Taipei, a nunnery in Hong Kong and individuals in Norway and Canada. We invited participants to return their cards to the gallery, on loan, to form the centrepiece of our anniversary programme.

The resulting exhibition opened at Newlyn Art Gallery in September 2020 and contained more than 900 postcard artworks from across the world. Alongside this exhibition we presented an ACC exhibition of huge textile works by the acclaimed artist Grayson Perry; an artist whose television programmes during lockdown contributed significantly to the nation's sense of wellbeing at a hugely challenging time for many.

The resulting anniversary programme attracted a fantastic response from visitors, supported by remodelled, Covid-safe cafes and shops at both sites, including a very successful new Garden Café at Newlyn.

Whilst most galleries reported reductions in footfall to between 15% and 40% of usual levels, in October our attendances were up by 141% on the prior year, with a comparable increase in trading results.

The whole staffing team, including our volunteers, has risen to every challenge they faced during this extraordinary year, and has positioned us well to respond to future eventualities. The Board extends their heartfelt thanks and congratulations to them all.

### **We sought to reflect greater diversity in our programming and amongst our staffing team**

Diversifying our workforce and reaching new communities is one of our top priorities. This year we have made great progress, resulting in ACE awarding us a Creative Case for Diversity rating of OUTSTANDING (summer 2020).

ACC NPP funding has enabled us to recruit new staff, giving us an opportunity to completely rethink our recruitment methods, in a bid to attract more diverse applicants to key posts. Our first round of recruitment was successful in this objective, leading to the appointment of two members of staff, both of whom identify as having protected characteristics under-represented in the existing staffing cohort.

We have made progress in diversifying our Board membership in the past 18 months, successfully increasing the range of ages represented. We are now working to attract Trustees that have lived experience of racism or the barriers disabled people face in leading a full life.

Our Director sits on the Plus Tate Diversity Working Group, seeking to influence this agenda in the sector nationally.

### **Black Lives Matter**

In May 2020, the shocking murder of George Floyd, and subsequent events globally have triggered a profound moment where we are all challenged to consider our part in the Black Lives Matter agenda, and to act to oppose structural racism in society, in the sector and in the gallery. A particularly corrosive form of racism is part of every black person's lived experience in Cornwall, and for this to change requires all of us to work together. As an organisation, a first step is recognising, naming and addressing our own failings. The vast majority of staff and volunteers are white, as are all of our management team and Trustees. That must change.

Moving forward we want to commit to actions, and to hold ourselves to account if we fail to make the progress we promise. In the short-term, we make these commitments:

- By October 2020 we will announce an Anti-Racism Action Plan, and will publish our progress against it on our website (completed Oct 2020).
- By October 2020 we will have explored funding opportunities, with the aim of appointing staff members from black or minority ethnic backgrounds to our team (completed Oct 2020 – Head of Programme Strategy advertised).
- By January 2021 we aim to address the lack of representation by Black people on our Board, not in the expectation that they will carry the responsibility for our work on anti-racism, but because, they will help us become a better organisation.
- We will work harder to influence change across the arts and cultural sector locally and nationally, working with our networks and partners to achieve wider systemic change.

### **We are reducing our environmental impact**

We remain strongly committed to reducing our carbon footprint. Since 2012 we have achieved year-on-year reductions in our carbon emissions, a trend that continued this year.

## **FINANCIAL REVIEW**

### **Our focus on financial resilience**

Our priority remains to strengthen our financial position, eliminating our historic deficit and moving to a position in which reserves equivalent to 3-6 months turnover are secured. This has been a challenging year, however, securing substantial new funding from ACE and Cornwall Council to support our expanded programme will raise our profile with other funders and will help us better weather the current economic challenges more easily than might have been the case.

### **New funding secured and sources of funding diversified**

In February 2019 we had confirmation that our application to join the Arts Council England National Partner Programme, (ACC NPP) was successful. The gallery is one of only three organisations to have been successful, following a highly competitive process. The programme provides £550,000 of support to enable the gallery to deliver a programme of nine projects over three years, drawing on the ACC's outstanding collection of more than 8,000 works of contemporary art.

The focus of our application builds on the principles of Newlyn Art Gallery's 19<sup>th</sup>-century founder, John Passmore Edwards, the philanthropist and social reformer. He was committed to improving people's lives and felt that art had an important role to play. This vision has inspired us to think more ambitiously about our work with communities and how we might involve them more actively in shaping and leading our work. We are particularly interested in how the gallery might embrace its civic role and become relevant and important to more people, for example challenging and supporting schools to embrace a broader curriculum that positions creativity at its heart.

We plan to use the project to pioneer a more inclusive approach to programming. All the data shows that in spite of art organisations' best intentions, those shaping the exhibitions and learning programmes galleries present, fail to reflect the diversity of the UK population. We'd like to change that. We plan to deliver a programme curated by people never given this opportunity before, offering them a platform to share their perspectives in new ways, and making the Arts Council Collection, the 'people's collection'.

Our successful application was used to leverage an additional £50,000 from Cornwall Council, to fund activity until 2022, in addition to our existing revenue grant funding. This will help us build even stronger links with the council and raise our profile amongst key officers and councillors.

In July 2019, we heard that our application to Jerwood Arts, to support an artists' residency programme, was successful. We had applied for £31,000 for up to three residency opportunities over 12 months. However, the funder was so impressed with the proposal that we were offered £62,000 to extend the project over a second year. Our plan was to deliver the programme from March 2020, however the Covid-19 pandemic has led to delays. Jerwood Arts have been extremely supportive and agreed a revision to the delivery time line.

### **Principal funding sources**

The gallery's main source of funding during the year was the Arts Council of England, who provided funding in respect of core costs, and through a grant to support our involvement in the Arts Council Collection National Partners Programme (ACC NPP).

Our current National Partner Organisation (NPO) funding agreement has been extended by a further year to March 2022, in response to the Covid-19 pandemic, with the value of that grant now totalling £1,929,392. Cornwall Council's funding of the gallery continues through

an annual grant of £21,936. However, in addition, this year the council awarded a separate, additional grant of £50,000 to provide match funding for the Arts Council's funding of our ACC NPP programme.

As reported above, we have been very successful in securing additional, multi-year restricted funding from ACE and other trusts and foundations. Individual philanthropy remains an important part of the organisation's income however, the economic impact of the Covid-19 pandemic has made fundraising generally more challenging.

## **FUTURE PLANS**

In spring 2017, we worked with staff and trustees to refresh our values, vision and mission. As part of that process, we reflected on the organisation's history and the principles of its founder, the philanthropist John Passmore Edwards.

He saw culture as 'a ladder the poor might climb', to help them rise out of deprivation and override a prevailing dearth of ambition in a place such as Newlyn at the end of the 19th century.

Our intention is to reactivate these founding principles, contributing to debate among contemporary arts organisations and curators as to how art and the art institution can perform both a societal and civic function and be relevant to prevailing social and political issues.

The following values, vision and mission emerged from this processes:

### **Values:**

Change-making  
Rooted in place  
Part of a global art conversation

### **Vision:**

We believe that art can inspire and drive change

### **Mission:**

To connect Cornwall with visual arts internationally, for the benefit of the community and development of artists.

The impact of the Covid-19 pandemic on communities across Cornwall and further afield, has been huge. The murder of George Floyd and rise of the Black Lives Matter movement, has also profoundly affected many of the communities we work with and support. Our stand in supporting our immediate communities now seems more important than ever.

Our Goals for 2018/19 to 2021/22

We have established the following five goals for the period and have developed Key Performance Indicators (KPIs) to enable us to monitor progress towards them.

*We are driving up the quality of our product*

*We are engaging more people*

*We are taking a lead role in strengthening our sector*

*We are improving our financial position*

*Our staff, volunteers and trustees are getting even better at what they do*

From February 2020, we began delivery of our new ACC NPP programme, supported by a growing staffing team.

### **Governing document**

The charity is controlled by its governing document, the memorandum and articles of association, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

### **Recruitment and appointment of Board members**

The Board administers the charity and meets bi-monthly or as required. The Finance Committee meets regularly with the Director and Senior Finance Manager. Other working groups, such as a Public Programme Group meet as required. Their membership is drawn from the board. Members of the Board are elected at the Annual General Meeting and retire by rotation every three years. Elected members of the Board are trustees and directors of the charity.

### **Induction and training of new trustees**

New trustees are provided with a tour of the organisation's two sites, where they have an opportunity to meet the gallery staff and volunteers. They also meet with the Chair and Gallery Director and are briefed on the history and the future plans of the organisation. New board members are also required to sign a Statement of Director's Obligations and Code of Conduct, which helps to clarify their individual and collective responsibilities to the company.

### **Risk management**

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

The trustees have conducted a review of the major risks to which the charity is exposed and systems have been established to mitigate those risks. Assessment is reviewed on a regular basis.

## REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number  
01310070 (England and Wales)

Registered Charity number  
273785

Registered office  
The Exchange  
Princes Street  
PENZANCE  
Cornwall  
TR18 2NL

### Trustees

M Barrett	Treasurer- appointed 27/11/18
M R Bird	Chair
B Biscoe	
G Button	Appointed 09/12/19
A P Harper	Vice Chair - resigned 09/12/19
C Mitchell	Appointed 09/12/19
B Naughton-Rumbo	Appointed 09/12/19
N Scott	Vice Chair
D Tait	Appointed 09/12/19

Company Secretary  
N Scott

Gallery Director  
J Green

Observer  
M Jivram, Arts Council England