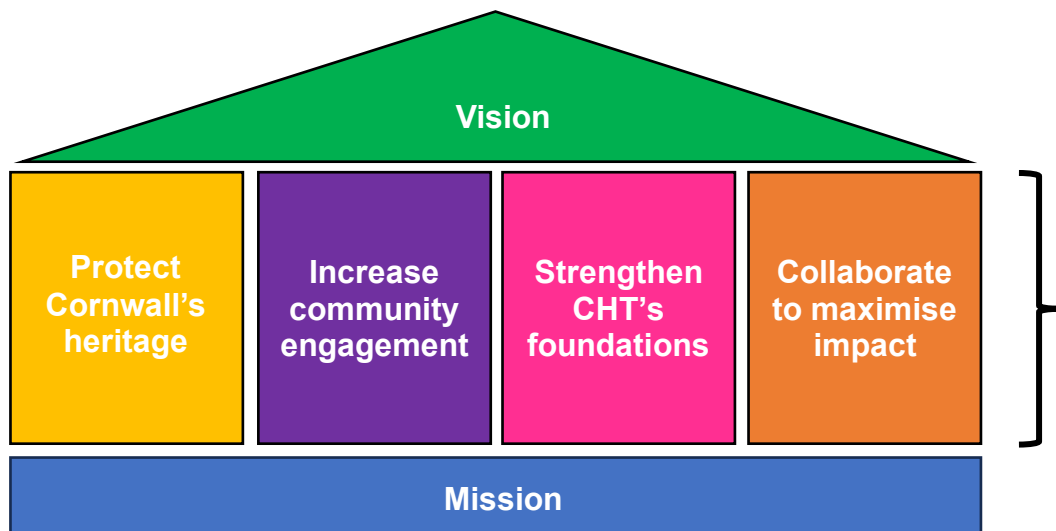
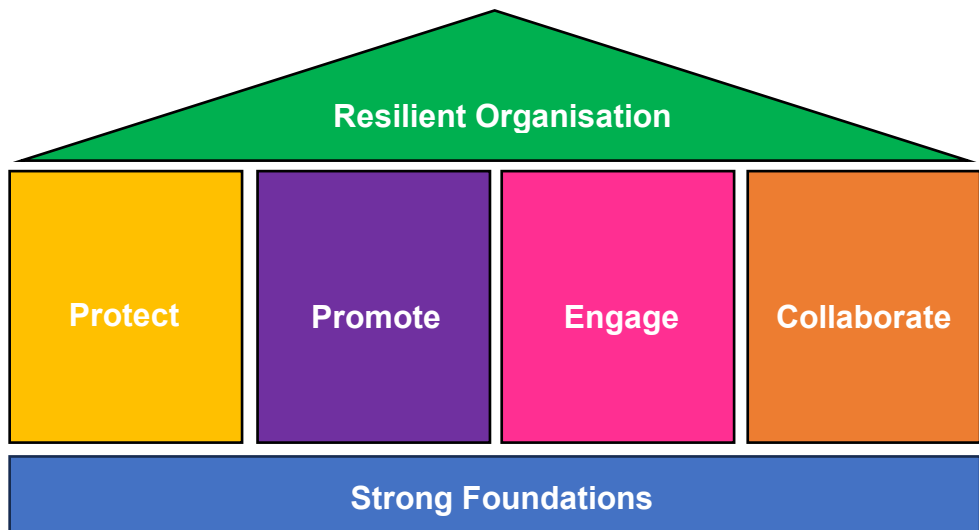


**Cornwall Heritage Trust
Strategic Plan
2026-2031**



Year 1 = 2026-2027
Year 2 = 2027-2028
Year 3 = 2028-2029
Year 4 = 2029-2030
Year 5 = 2030-2031

Pillar	Objectives	Actions
Ambition: <i>Strengthen Cornwall Heritage Trust's foundations to enable delivery of the charitable objectives through the strategic plan</i>		
Resilient Organisation	1.1 Build and Diversify Revenue streams to achieve sustainable annual income of £2m, of which £1m is unrestricted, by 2031. Unrestricted funds to at least break even.	⇒ Seek innovative solutions to generate income ⇒ Formulate an Income Generation Strategy ⇒ Revisit the Fundraising Strategy and update it to support the revenue targets
	1.2 Strengthen governance and support functions to underpin the organisation's growth. By 2028 we will have recruited new trustees with the skills identified by the skills audit.	⇒ Review governance ⇒ Recruit trustees to fill gaps identified by skills audit
	1.3 Review people team in line with expanding activity to enable delivery of the ambitions of the charity. By 2026 identify gaps in the team and formulate a plan to fill the roles over the next three years.	⇒ Use the requirements of the Strategic Plan and Sites Acquisition Strategy as a basis to assess what will be needed to successfully fulfil expectations ⇒ Recruit as required to fulfil the requirements of the Strategic Plan
	1.4 Creation of a resource plan to ensure that the teams are fully equipped to meet the needs of increased activity. A rolling capital works and resources plan will be in place by March 2027 to inform a funding strategy.	⇒ Identify new solutions for technology etc ⇒ Explore options for a permanent headquarters for CHT ⇒ Seek funding to help with the cost

	1.5 By 2028 we will have secured a high-profile Patron for CHT to help raise the profile of the charity.	⇒ Consider ambassador roles and identify potential Patrons ⇒ Create a plan for what these roles could be and what we want to achieve from them
Ambition: Develop innovative ways to strengthen and enhance Cornwall's tangible, intangible and natural heritage		
Protect	2.1 Formulate a Sites Acquisition Strategy to be in use by March 2028. Sites Management Strategy for each existing site in the Trust's care to be in place by March 2027.	⇒ Define and agree a Sites Acquisition Strategy ⇒ Identify opportunities – create a pipeline ⇒ Balance the ecological and archaeological needs in an environmentally responsible way ⇒ Develop the sites in a sympathetic and sustainable way to ultimately help them be removed from the Heritage At Risk Register
	2.2 Protecting Intangible Heritage Double the number of heritage events held at our sites from four annual events currently, to eight by 2031. Establish a programme of heritage skills workshops by 2028 to ensure that endangered or “at risk” heritage skills are not lost.	Focus on the red list of endangered crafts for skills training
	2.3 Reinforce Cornish national distinctiveness by increasing the use of “incidental” Cornish language through publications and signage.	⇒ Audit the use of Cornish language throughout the website, publications etc ⇒ Partner with language organisations
	2.4 Heritage Careers Expand access to heritage careers by building our work placements offering and hosting 3	⇒ Investigate training opportunities already being offered in Cornwall – identify gaps

	work experience students per year. Include NEET placements, apprenticeships and work placements in design of projects to increase opportunities.	⇒ Research opportunities for collaboration ⇒ Explore whether there is a way to access funding to offer vocational training courses etc
Ambition Grow our annual engagement five-fold to 50,000 of all ages across the length and breadth of Cornwall		
Engage	3.1 Equitable Access Provide equitable accessibility to sites through education and outreach activities. Ensure pre-visit and access information is freely available online by 2028.	⇒ Consider innovative approaches to providing access to the sites remotely – develop the online map and web information to ensure up to date accessible information ⇒ Assist travel through the school transport grants scheme – support at least 3,500 students per year ⇒ Explore options for creating an outdoor classroom
	3.2 Supporting Schools and Young People Offer a robust, curriculum-linked, accredited education programme which reaches 6000 children of school age in Cornwall	⇒ Creation of a strategy for Education and Outreach ⇒ Identify how many touch points we should aspire to e.g. they should come into contact with CHT in 3 ways between the ages of 5 and 16 ⇒ Promote access to children's local heritage – sites close to schools in first instance ⇒ Consider accreditations ⇒ Assist travel through the school transport grants scheme ⇒ Increase our offer to students in alternative provision and those not in education.

	3.3 Volunteering Programme Understand the current volunteer profile in order to diversify and expand the scheme throughout the charity's operations.	⇒ Diversify our volunteers by broadening the opportunities offered ⇒ Enable a wider age range ⇒ Consider accessibility e.g. transport ⇒ More opportunities at weekends? ⇒ Engage local communities with the heritage on their doorsteps.
	3.4 Well-being Promote the use of our sites for the benefit of people's well-being, expand NHS social prescribing links and develop a Dementia Friendly Memory Box Programme by 2029.	⇒ Strengthen links to social prescribing groups ⇒ Expand capacity to deliver more social prescribing groups ⇒ Develop a Dementia Friendly Memory Box Programme.
	3.5 Promote Cornwall's Heritage Promote Cornish heritage through an exciting variety of events and activities that cater for different audiences; increase participation five-fold by 2031.	⇒ Review the existing events offer and look at what is offered by other organisations ⇒ Identify opportunities for new events and improving the existing schedule ⇒ Erect 6 Pobel a Gernow plaques by 2031
	3.6 Membership Programme Build and enrich the membership offering, focusing on local members.	⇒ Maintain 80% of memberships in TR and PL postcodes. ⇒ Enrich the membership offering to appeal to a wider audience ⇒ Increase subscriptions income to £275Kpa by 2031 ⇒ Increase the number of life members to 120 by 2031 ⇒ Diversify the offering ⇒ By 2031 50% of memberships will be by direct debit ⇒ Increase donations attributed to membership subscriptions to 5% of total membership income ⇒ Increase Recruiter events from 24 to 40

Ambition: A growing and diverse network of collaborative partnerships within and beyond the heritage sector		
Collaborate	4.1 Supporting Landowners Continue to enable sites of historic significance to be better managed by providing support to landowners	⇒ Seek funding for Richie's role to continue ⇒ Identify ways to assist with sites not owned by CHT e.g. Practical Tasks Group in West Penwith ⇒ Consider expanding this programme ⇒ Look at whether there are opportunities for management agreements elsewhere.
	4.2 Community Fundraising Establish a community fundraising programme. By 2031 this will generate at least £10,000 per annum.	⇒ Community fundraising ⇒ Maximise opportunities at sites for fundraising and PR
	4.3 Forging Links Expand the number of community groups and needs-led charities that we work with to create projects that leverage funding and/ or increase donations and assist in achieving the increased engagement target.	⇒ Collaborating with needs-led charities, i.e. Carefree ⇒ Supporting community groups with talks and visits to sites ⇒ Work with partner organisations to identify potential projects
	4.4 Promote and build the Heritage Friends scheme to double unrestricted income from £27Kpa to £54Kpa by 2029 and increase to £100K by 2031.	