

Tyne & Wear Archives & Museums

Corporate Plan 2010-2015

The logo consists of a solid maroon square containing the text 'TYNE & WEAR' in a white, uppercase, sans-serif font. Below this, the words 'archives&' and 'museums' are stacked in a larger, lowercase, white, sans-serif font, with an ampersand connecting 'archives' and 'museums'.

TYNE & WEAR
archives&
museums

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1. Introduction

This plan provides the blueprint for Tyne & Wear Archives & Museums' (TWAM) activity over the next five years. It describes our mission, our vision for the future and our commitment to excellence.

The document has been generated in consultation with our key client bodies. It also takes account of TWAM's role as leader of the North East Regional Museums Hub through the MLA *Renaissance* Programme. The Hub has its own operational plans and therefore references in this plan are limited to those areas where management of the Hub impacts upon TWAM.

Finally, TWAM and its clients have adopted the Museums, Libraries and Archives Council's Inspiring Learning for All Framework as a model to drive the learning and development of its staff and users.

Further information about TWAM is available at: <http://www.twmuseums.org.uk>

2. Mission, Vision and Commitment

Our mission is to help people determine their place in the world and define their identities, so enhancing their self-respect and their respect for others.

Our **vision** for the future is for everyone to have access to museum and archive provision in Tyne and Wear, to use this access and to value it for the significant and positive impact that it makes upon their lives. We will provide real or virtual, worldwide access to our museums and archives and their collections.

Our **commitment** is to a World-class service that is innovative, imaginative, creative, totally inclusive, secure and sustainable

3. Beliefs

At TWAM we believe that we:

- make a positive difference to people's lives
- inspire and challenge people to explore their world
- are a powerful learning resource for people of all needs and backgrounds
- act as an agent of economic regeneration and help build and develop communities and the aspirations of individuals
- are fully accountable to our stakeholders and users
- should make our resources accessible to everyone

4. Funding Stakeholders

Our principal funding stakeholders are:
○ Newcastle City Council (Lead authority)
○ Gateshead Council
○ North Tyneside Council
○ South Tyneside Council
○ Sunderland City Council
○ Newcastle University
○ Department for Culture Media and Sport
○ Museums, Libraries and Archives Council (MLA)
Each stakeholder funds a range of services which may include asset management (buildings and collections), outreach, learning provision and advice.

5. Priority Areas

Our Strategic Aims reflect seven Priority Areas identified and developed from the:
○ Local and national government shared priorities for public service delivery
○ Inspiring Learning for All framework
○ DCMS Strategic Priorities
○ Renaissance priority areas
○ Local Area Agreement priorities
The seven priority areas are:
P1 Children and Young People
P2 Economy, Enterprise and Regeneration
P3 Safer, Stronger and Healthier Communities
P4 Lifelong Learning for All
P5 Customer focused and learning organisation
P6 Collections Stewardship and Access
P7 Ensuring Sustainability

6. Strategic Aims and Corporate Objectives

TWAM Priorities	Tyne & Wear authorities' Priorities	Strategic Aims	Core Activities	Corporate Objectives 2010-11	Long-term Objectives
<p>P1: Children and Young People</p>	<p><u>Gateshead:</u> CP2 - Empowering Children and Young People <u>Newcastle:</u> CP6 - Improving outcomes for children and young people <u>North Tyneside:</u> CP1 - Create positive futures for Children and Young people <u>South Tyneside:</u> CP2 - Helping every child and young person achieve their potential</p>	<p>TWAM Aim P1.1. Provide enriching and enjoyable experiences for young people of all ages and backgrounds; TWAM Aim P1.2 Maximise formal and informal learning opportunities for children and young people</p>	<ul style="list-style-type: none"> • Provide and promote a curriculum focused learning service encouraging and developing use of archives and museums and their collections • Early years activities, events, bespoke projects, resources and spaces • Outreach activities delivered to meet client needs • Consultation with users and involvement of users in decision making 	<p>P1a: Develop and implement a Communication and Advocacy Strategy and Plan P1b: Deliver Creative Partnerships in Northumberland and Newcastle/Gateshead P1c: Respond to national initiatives, and ensure that changes in the National Curriculum are accommodated by our Learning programmes P1d: Contribute to local and regional events including Juice Festival and SHINE events</p>	<ul style="list-style-type: none"> • Expand self-led resources for learning professionals, leading to greater sustainability of services
<p>P2: Economy, Enterprise and Regeneration</p>	<p><u>Gateshead:</u> CP4 - Improving Accessibility, Connectivity and Economic Prosperity</p>	<p>TWAM Aim P2.1: Maximise capital investment in our sub-region and region; TWAM Aim P2.2:</p>	<ul style="list-style-type: none"> • Raise capital funding for priority projects • Reduce TWAMs dependence on 	<p>P2a: Create a charitable company for TWAM with an independent board of trustees P2b: Review TWAM's</p>	<ul style="list-style-type: none"> • Build on Laing Art Gallery feasibility study for capital development • Improve

	<p><u>Newcastle:</u> CP1: Strengthening the economy CP4: Creating and sustaining quality places to live</p> <p><u>North Tyneside:</u> CP3 - Regenerate our Borough</p> <p><u>South Tyneside:</u> CP5 - Helping people into jobs and encouraging enterprise</p> <p><u>Sunderland:</u> CP1 - Prosperous City CP5 - Attractive and Inclusive City</p>	<p>Providing advocacy and leadership in the cultural sector and lead and support national and regional initiatives and strategies; TWAM Aim P2.3: Maximise income generation</p>	<p>public funding by increasing the amount of money raised from private sources</p> <ul style="list-style-type: none"> • Raise the profile of TWAM as a 'cause' worthy of priority support both internally and externally • Lead the North East Regional Museums Hub • Engage at a national level through MLA, NMDC etc. 	<p>Business Partnership programme</p> <p>P2c: Support Wearmouth /Jarrow World Heritage Site proposals and planning</p> <p>P2d: Support the programme bringing the Lindisfarne Gospels to Durham</p> <p>P2e: Deliver programme with regional, national, and international partners, to mark the Cultural Olympiad for London 2012</p> <p>P2f: Implement Group Travel Trade Initiative</p>	<p>Segedunum by engaging with the North Bank of the Tyne regeneration programme</p> <ul style="list-style-type: none"> • Take forward Discovery and Sunderland revisioning
<p>P3: Safer, stronger and healthier communities</p>	<p><u>Gateshead:</u> CP1 - Building Stronger Communities and CP3 - Empowering Older People and Ensuring Healthier Communities</p> <p><u>Newcastle:</u></p>	<p>TWAM Aim P3.1: Contribute to enhancing the quality of life and aspirations of our communities TWAM Aim P3.2: Develop and Promote</p>	<ul style="list-style-type: none"> • Liaise with clients to support the delivery of Local Strategic Partnerships, Local Area Agreements and Portfolio priorities 	<p>P3a: Participate in Paul Hamlyn Foundation funded national community engagement research and evaluate the conclusions.</p>	<ul style="list-style-type: none"> • Ongoing engagement with London 2012 and England World Cup Bid 2018

¹ Cultureshock; Culture Track; Find your Talent; Visual Dialogues; Design For Life; People, Places and Portraits; Engaging Refugees and Asylum Seekers; Real World Science; Co-motion; Great British Art Debate; Tech Max and CultuRISE

² including Refugee Week 2010; Black History Month 2010, International Friendship Festival and events associated with London 2012 and England World Cup Bid 2018

	<p><i>CP2 - Wellbeing, health and independence and CP5 - Safe, inclusive, cohesive and empowered</i> <u>North Tyneside:</u> <i>CP2 - Improve Wellbeing and CP4 - Strengthen our Communities</i> <u>South Tyneside:</u> <i>CP1 - Promoting a sense of place, cultural opportunities and wellbeing and CP3 - Making communities safer and stronger and CP4 - Helping people to live independent and healthy lives</i> <u>Sunderland:</u> <i>CP2 - Healthy City CP3 - Safe City</i></p>	<p>access to our services for people of all ages, backgrounds and abilities; TWAM Aim P3.3: Expose our users to diverse ideas and foster community identity</p>	<ul style="list-style-type: none"> • Provide stimulating, safe and user-friendly environments especially by removing barriers to participation • Develop and plan for exhibitions and programmes to consider issues of identity, origin and belonging. 	<p>P3b: Complete Discovery revisioning and share outcomes with other sties P3c: Develop engagement with total place agenda P3d: To develop and deliver our major partnership projects¹ and contribute to community based festivals and events²</p>	
<p>P4: Lifelong Learning for All</p>	<p><u>Sunderland:</u> <i>CP4 - Learning City</i></p>	<p>TWAM Aim P4.1: Maximise public use and enjoyment of our museums, collections and other resources for all users; TWAM Aim P4.2: Promote research and study of collections to maximise their</p>	<ul style="list-style-type: none"> • Provide a varied and innovative programme of high-quality exhibitions and programmes, and promote these to users • Outreach programmes developed to meet 	<p>P4a: Develop and implement a comprehensive Audience Development Strategy and Plan P4b: Improve/increase access to online collections P4c: Develop Web 2.0</p>	<ul style="list-style-type: none"> • Develop new relationships with external commissioners and providers of lifelong learning.

		<p>intellectual and learning value</p> <p>TWAM Aim P4.3: Provided volunteering and funded opportunities to develop skills, encourage people into work and help create a diverse workforce</p>	<p>community needs</p> <ul style="list-style-type: none"> • Workforce diversification plan • Volunteering programme 	<p>services</p> <p>P4d: Open Mediatheque at Discovery Museum</p> <p>P4e: Implement new educational volunteering programme</p> <p>P4f: Continue to support Creative Apprentices and implement Future Jobs fund opportunities.</p>	
<p>P5: Customer focused and learning organisation</p>	<p><u>Gateshead:</u> CP5 - Serving our Customers</p> <p><u>North Tyneside:</u> CP5 - Increase organisational effectiveness</p> <p><u>Sunderland:</u> CP6 - Customer Focused Services and</p> <p>CP8 - Efficient and Effective Council</p> <p>CP9 - Improving Partnership Working</p>	<p>TWAM Aim P5.1: Develop and Practise a Customer-focused culture in all that we do</p> <p>TWAM Aim P5.2: Create a learning culture and develop our staff, volunteers and the sector as a whole;</p> <p>TWAM Aim P5.3: Constantly renew facilities and products to meet the changing needs of our diverse users whilst ensuring the highest standards of customer care and service excellence;</p>	<ul style="list-style-type: none"> • Investor in People • 2009 North East Public Sector Organisation of the year. • Investor in volunteers • Core Skills programme • Workforce Development Plan • Consultation with users and involvement of users in decision making 	<p>P5a: Finalise and launch Staff Handbook</p> <p>P5b: Raise the standard of retail delivery across all TWAM sites by focussing on improving retail skills</p> <p>P5c: Information Security Guidelines to be introduced</p> <p>P5d: Develop a Digital Data Management Policy</p> <p>P5e: Embed Project Management guidelines</p> <p>P5f: Continuing programme of reviewing and updating health & safety processes</p> <p>P5g Re-vision Sunderland</p>	<ul style="list-style-type: none"> • Achieve liP re-accreditation against Profile in 2011

				<p>Museum & Winter Gardens for future large scale renewal</p> <p>P5h: Complete Northern Spirit Gallery at Laing and complete Laing Pre-feasibility work</p> <p>P5i: Carry out capital developments at Shipley, Segedunum, Sunderland, Monkwearmouth, Stephenson.</p>	
<p>P6: Collections Stewardship and Access</p>	<p><u>Newcastle:</u> CP4 - Creating and sustaining quality places to live</p> <p><u>Sunderland:</u> CP7 - One Council</p>	<p>TWAM Aim P6.1: Ensure the highest standards of collections care and development</p> <p>TWAM Aim P6.2 Provide real and virtual access to and engagement with a wide range of collections and resources</p>	<ul style="list-style-type: none"> • Develop collections through fieldwork, active collecting, purchase, donation, bequest and Collecting Cultures Programme • Provide facilities, services, support and interpretation to allow users to engage with collections. 	<p>P6a: Continue Collections Management Project</p> <p>P6b: Develop Discovery Collections Centre project</p> <p>P6c: Begin to implement recommendations of "21st Century Archive - In Action"</p>	<ul style="list-style-type: none"> • Complete Collections Management Project • Publish proceedings of International Congress of Roman Frontier Studies ('Limes congress')
<p>P7: Ensuring Sustainability</p>	<p><u>Gateshead:</u> CP6 - Ensuring a Sustainable Gateshead</p> <p><u>Newcastle:</u> CP3 - Managing environmental impact</p>	<p>TWAM Aim P7.1: Manage our business in an effective, efficient, ethical and responsible way</p>	<ul style="list-style-type: none"> • Continuously improve our buildings to make them safer, more secure, environmentally stable, more 	<p>P7a: Produce an Annual Efficiency Statement</p> <p>P7b: Finalise Business Continuity Management Policy and Framework for TWAM</p>	<ul style="list-style-type: none"> • Undertake comprehensive review of the joint service in 2011

	<p><i>South Tyneside: CP6 - Building a sustainable environment with great housing and transport links</i></p>		<p>accessible, attractive and fit for purpose</p>	<p>P7c: Prepare for the introduction of IFRS P7d: Implement procurement review P7e: Undertake strategic review of TWM Archaeology Unit</p>	
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7. Performance Measurement

Traditionally, TWAM monitored its performance on behalf of its key stakeholders, the five constituent authorities and the Department for Culture, Media and Sport (DCMS). Since 2008/09, whilst all key stakeholders have changed their performance monitoring requirements TWAM has continuing to collect certain data for management purposes, and set its own internal targets. As a rule stretch targets are set based on a 2% improvement year on year.

The DCMS no longer require formal funding agreements with their clients and have removed the requirement to formally measure performance against targets.

In order to secure appropriate information for management purposes, the performance indicators being collected by TWAM are:

Collected by District:	Collected by archives as a whole	Collected for museums as a whole
Usages	Personal visits to search room	In person visits to museums
Visits in person	Web Usage	Web Usage
Visits by school children with their school	Archive group visits for workshops, including schools, colleges and community groups	In-person museum visits by under 16's
Total contacts with children and young people ³	Number of Enquiries	Percentage of adult visits from socio-economic groups C2,D&E (museums)
Total instances of participation in on-site activity of children and adults ⁴	Number of documents consulted in the search room	Learners of under 16 (museums)
Personal visits to search room from each District	Percentage of catalogues available online	Learners of all ages (museums)
	Overall satisfaction with archives	Overall satisfaction with museums

³ Total number of contacts with children and young people. This is the sum of

- Number of self-directed formal education visits
- Number of facilitated formal education visits
- Number of instances of contact via schools outreach
- Number of instances of contact via community outreach

⁴ Total number of instances of participation in on-site (informal) education activity by children and adults

The actual achieved over the last two years and the target for 2010/11 for the management indicators are shown below:

In Person Visits to Museums	2008/09 Outturn	2009/10 Outturn	2010/11 Target
Total In person Visits	1,526,279	2,286,738	1,948,032
Shingley Art Gallery	36,762	43,301	40,550
Laing Art Gallery	269,741	269,350	270,770
Discovery Museum	466,478	446,568	450,000
Segedunum Roman Fort	46,438	42,923	40,000
Stephenson Railway Museum	31,865	22,892	30,000
South Shields Museum	162,516	157,914	163,740
Arbeia Roman Fort	66,851	48,236	37,850
Sunderland Museum & Winter Gardens	315,937	342,995	336,000
Monkwearmouth Station Museum	33,107	28,466	25,900
Washington F Pit	989	1,165	740
Great North Museum ⁵	Closed	771,252	450,000
Hatton Gallery ⁶	25,049	22,132	22,482
Regional Museum Store at Beamish Museum	70,546	89,544	80,000
In Person Visits to Archives	2008/09 Outturn	2009/10 Outturn	2010/11 Target
Total Personal visits to the search room	8,064	8,472	8,641
Number by Gateshead residents	742	757	874
Number by Newcastle residents	2,169	2,425	2,474
Number by North Tyneside residents	984	999	1,019
Number by South Tyneside residents	760	740	755
Number by Sunderland residents	602	679	693

⁵ The Hancock Museum closed for refurbishment in April 2006, and re-opened as the Great North Museum on 23 May 2009.

⁶ The Hatton Gallery joined the TWM partnership from 1 August 2008, as part of the Great North Museum.

Web Visits & Usages	2008/09 Outturn	2009/10 Outturn	2010/11 Target
TWAM Website Visits	532,346	892,015	909,860
Archives Website Visits	Comparable data not available	96,664	98,600
Venue Usages (including Web Visits)	352,173	567,593	508,922
ShIPLEY Art Gallery	24,963	37,039	36,620
Laing Art Gallery	55,773	65,170	63,700
Discovery Museum	82,487	98,285	95,050
Segedunum Roman Fort	32,439	35,837	35,150
Stephenson Railway Museum	17,357	21,530	22,350
South Shields Museum	17,702	17,885	18,490
Arbeia Roman Fort	25,857	29,915	28,870
Sunderland Museum & Winter Gardens	38,535	40,201	39,308
Monkwearmouth Station Museum	9,724	10,331	10,520
Washington F Pit	4,347	4,978	5,130
Great North Museum	30,156	164,984	112,263
Hatton Gallery	12,833	41,438	41,471

Other Management Performance Indicators	2008/09 Outturn	2009/10 Outturn	2010/11 Target
In-person museum visits by under 16's	752,882	921,309	769,401
Percentage of adults visitors from socio-economic groups C2, D & E to museums	41.3%	39.2%	39.6%
Overall satisfaction with museums	96%	98%	98%
Number of Enquiries	2,140	2,204	2,240
Number of documents consulted in the search room	11,472	10,557	10,768
Percentage of catalogues available online	74.3%	75.3%	76.3%
Overall satisfaction with archives	96%	98%	98%

Educational Visits	2008/09 Outturn	2009/10 Outturn	2010/11 Target
All Educational Visits by Children (Museums)	147,416	150,762	160,000
Visits by school children with their school			
ShIPLEY Art Gallery	4,695	4,617	4,680
Laing Art Gallery	11,722	10,674	10,980
Discovery Museum	18,711	21,122	20,220
Segedunum Roman Fort	16,693	9,337	11,060
Stephenson Railway Museum	2,345	1,892	2,340
South Shields Museum	5,990	2,683	3,376
Arbeia Roman Fort	9,771	8,732	9,140
Sunderland Museum & Winter Gardens	12,598	12,422	12,230
Monkwearmouth Station Museum	3,424	2,638	2,000
Washington F Pit	311	263	360
Great North Museum	7,542	18,104	15,700
Hatton Gallery	3,963	3,297	3,560
Total contacts with children and young people	116,992	123,054	112,980
Total instances of participation in on-site activity of children and adults	83,424	96,254	94,234
Archive group visits for workshops, including schools, colleges and community groups	2,259	1,949	1,988
Learners of all ages (Museums)	210,671	234,464	225,000

8. Financial Information.

8.1 Core Business

TWAM is core funded by the five metropolitan district councils in Tyne and Wear: Newcastle upon Tyne (which also acts as lead authority), Gateshead, North Tyneside, South Tyneside and Sunderland. Another core funding partner is Newcastle University with which TWAM has an agreement to manage the Great North Museum (GNM) incorporating collections from the Hancock Museum, Newcastle University's Museum of Antiquities, the Shefton Museum and the Hatton Gallery.

This arrangement means that all clients have access to a wide range of expertise and collections, and results in a cost-effective and very flexible delivery of service.

TWAM also receives annual grant-in-aid support from the Department for Culture, Media and Sport in recognition of its successful delivery of services to new and diverse audiences.

8.2 Trading Activity

TWAM operates a number of retail outlets within its museums and galleries. It also offers a variety of venue hire opportunities within its unique surroundings.

TWAM manages the largest archaeological field team in the region, working not only at its own sites but also commercially on excavations throughout the region and beyond.

8.3 North East Regional Museums Hub

TWAM is the leader of the North East Regional Museums Hub (NERMH), which receives funding from the Renaissance programme led by MLA. During 210/11, the partners in the NERMH will utilise £3,530,110 for the benefit of museum audiences in the North East.

8.4 Projects

TWAM continues to be very successful at attracting grant funding for special projects which contribute to its mission, vision and commitment.

8.5 Summary of Expenditure and Income Budgets 2010/11

Total 2009/10 Estimate		Core Business 2010/2011 Estimate	Trading Activity 2010/2011 Estimate	NERMH 2010/2011 Estimate	Projects 2010/2011 Estimate	Total 2010/2011 Estimate
£		£	£	£	£	£
8,291,090	Employees	6,150,570	175,680	1,455,930	552,300	8,334,480
2,329,020	Premises	1,650,230	22,840	0	1,161,300	2,834,370
176,550	Transport	55,110	15,020	0	35,000	105,130
	Supplies and Services					
4,549,480	- General	866,630	364,840	806,630	2,520,900	4,559,000
10,500	- Acquisitions	10,500		0	0	10,500
876,780	Central Support Services	689,230	20,320	0	2,900	712,450
83,790	Recharges	77,140	0	0	0	77,140
16,317,210		9,499,410	598,700	2,262,560	4,272,400	16,633,070
(2,399,000)	DCMS Grant In Aid	(1,436,000)	0	0	(1,500,000)	(2,936,000)
(6,713,940)	Client Contributions	(7,196,800)	384,430	0	0	(6,812,370)
(4,981,220)	Other Grants/Contributions	(40,200)	(12,000)	(2,262,560)	(2,721,000)	(5,035,760)
(626,600)	Sales	0	(583,400)	0	0	(583,400)
(1,614,900)	Other Income	(826,410)	(357,820)	0	(51,400)	(1,235,630)
(16,335,660)		(9,499,410)	(568,790)	(2,262,560)	(4,272,400)	(16,603,160)
(18,450)	Contribution (to)/from Reserves	(0)	29,910	0	0	29,910

8.6 Summary of Client Contributions 2010/11

Core Activity Contribution 2009/2010 Estimate £	Client	Core Activity Contribution 2010/2011 Estimate £	Trading Activity Income 2010/2011 Estimate £	Net Contribution 2010/2011 Estimate £
552,260	Gateshead Council	560,130	(15,110)	545,020
2,290,840	Newcastle City Council	2,414,520	(151,430)	2,263,090
803,060	North Tyneside Council	839,980	(35,490)	804,490
862,150	South Tyneside Council	824,710	(23,650)	801,060
1,616,870	Sunderland City Council	1,639,980	(41,280)	1,598,700
588,760	University of Newcastle	917,480	(117,470)	800,010
<u>6,713,940</u>		<u>7,196,800</u>	<u>(384,430)</u>	<u>6,812,370</u>

Appendices

Appendix 1: Client Action Plans

1. Newcastle upon Tyne
2. Gateshead
3. North Tyneside
4. South Tyneside
5. Sunderland
6. Archives
7. Newcastle University
8. TWM Archaeology

All Client Action Plans form the basis of the Service Level Agreement with that client. Copies can be provided on request.

Appendix 2: Team Action Plans

All Team Action Plans are internal documents but copies can be provided on request.