

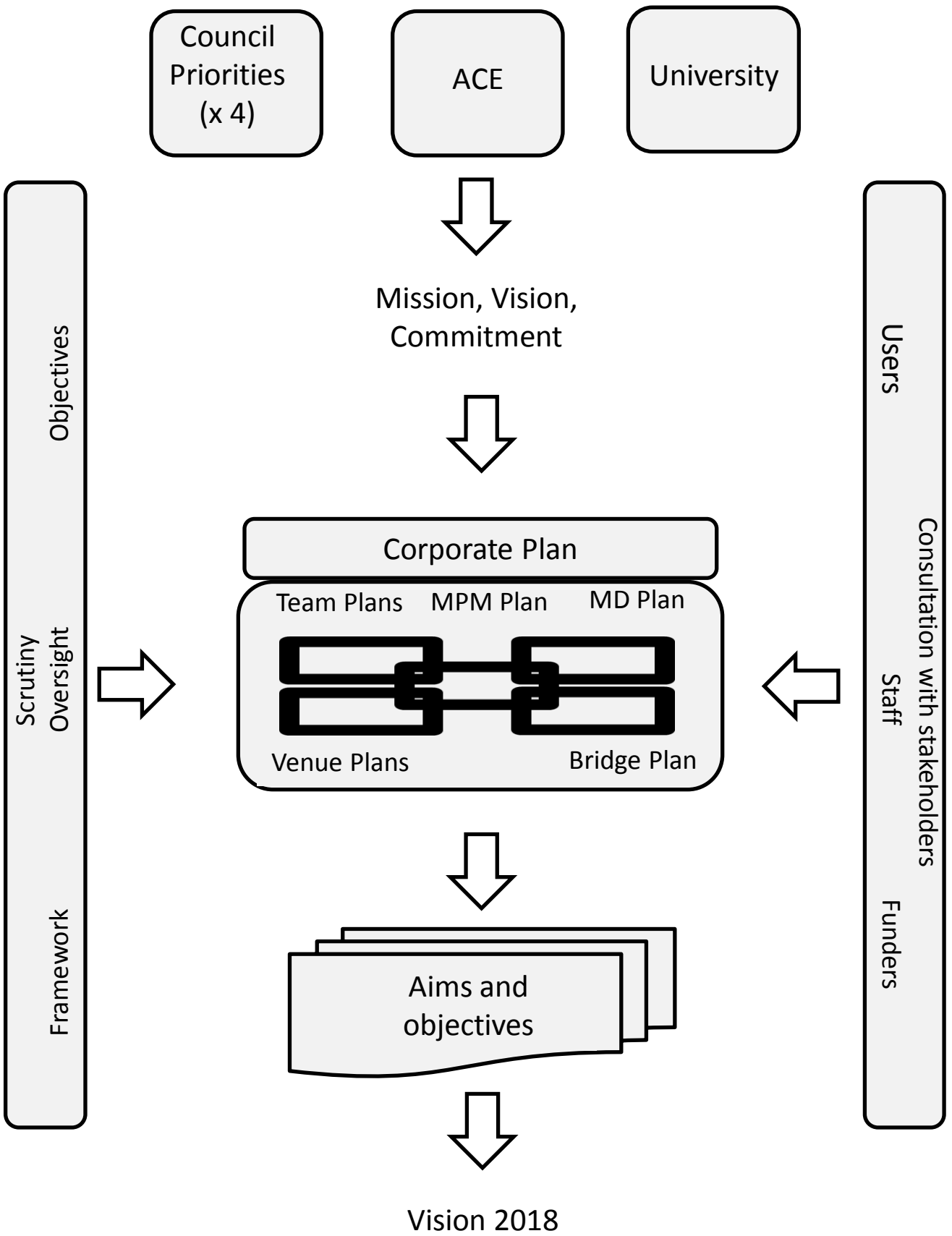
TWAM – Corporate Plan

2017/18

April 2017

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Introduction

This Corporate Plan is TWAM's main strategic planning document. It provides a framework for the delivery of services; it offers a clear statement of our vision, strategic aims and key policy priorities for the next three years.

Mission, Vision, Commitment

| | |
|-------------------|--|
| Mission | To help people determine their place in the world and define their identities, so enhancing their self-respect and their respect for others. |
| Vision | 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. |
| Commitment | A World-class service that is innovative, imaginative, creative, totally inclusive, secure and sustainable. |
| Objectives | Working in partnership regionally, nationally, internationally and engaging our staff, stakeholders, users and volunteers we will build an increasingly resilient organisation. We will provide excellent services centred on our collections and attract investment to grow our programmes and develop our buildings. We will use the best of new technologies and ensure services meet community and individual needs. |

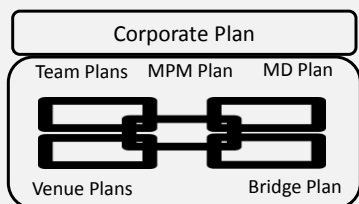
Consultation

TWAM's primary stakeholders

| | | |
|---|--|--|
| <div style="border: 1px solid black; padding: 5px; text-align: center;"> Users Consultation with stakeholders Staff Funders </div> | Users – they use the services and resources of TWAM | Local people, visitors to the area, researchers, and our worldwide online audience |
| | Staff – they have invested their labour into TWAM | Permanent staff, contract staff, volunteers, friends and affiliates |
| | Funders – those who put money into TWAM | Local Authorities (Newcastle, Gateshead, North Tyneside, South Tyneside), ACE (Arts Council England), Newcastle University, and a wide range of other partners, supporters and funders |

| | | |
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| Newcastle University | Societal Challenge Themes | Ageing Social Renewal Sustainability http://www.ncl.ac.uk/research/themes/ |
|-----------------------------|---------------------------|---|

Plans



MPM

The MPM Plan represents the activities TWAM will undertake during the three years of MPM funding 2015-18 in order to contribute to fulfilling its Mission. It reflects TWAM's activity and ambition as one of the UK's leading museum services. It captures TWAM's leadership role in the sector through its experience of:

- caring for its excellent collections
- using collections to engage large and diverse audiences;
- co-producing with communities and engaging people meaningfully with shaping TWAM's activity and direction
- supporting learning and engagement through wide-ranging and bespoke programmes
- supporting and learning from research and innovation.
- working with a range of creative practitioners

The plan shows how TWAM has built sustainability into all of its activity packages and demonstrates the delivery of high quality accessible services for children and young people.

(See appendix 1 for list of objectives)

Museum Development

The Museum Development Programme is a comprehensive, effective and collaborative response to the needs of museums in the North East and the communities they serve. It will seek to ensure that museums deliver excellence in the management and interpretation of collections, that they understand and respond to the needs of their audiences, increasing the size and reach of this engagement and that they are resilient and sustainable.

TWAM will draw in expertise and learning from within and outside the sector to stimulate and embed new approaches. Outcomes will be delivered in accordance with local needs and agendas to enable museums to demonstrate and articulate their value to the communities they serve. Museum development support will result in more confident museums, which are outward looking, entrepreneurial in their thinking, sustainable and self-reliant.

(See appendix 2 for list of objectives)

Bridge

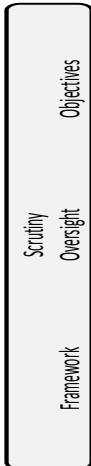
The Bridge Plan is structured according to the eight Bridge programme roles set out by Arts Council England. It is recognised that all these areas interact, and that at the centre are the Local Education and Culture Partnerships (LECPs).

Our ambition is that through the programme:

- Children and young people will better understand, engage and stay engaged with high quality arts and cultural

| | |
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| | <p>experiences which develop creative skills, build resilience and broaden their experiences.</p> <ul style="list-style-type: none"> • Arts and cultural organisations will better understand the role the cultural offer has in supporting children and young people and will better evidence and celebrate the impacts that engagement with the cultural offer can achieve • The learning, social and business sectors will understand, respect and value the positive contribution that arts and culture engagement has on children and young people – and therefore delivering the priorities and aspirations of the North East. <p><i>(See appendix 3 for list of objectives)</i></p> |
| <p>Venue Plans</p> | <p>Though each venue within TWAM is unique (museum, gallery or heritage site), there are common elements to their plans for the coming year, based on delivering to 4 of the 5 ACE Goals:</p> <p>Goal 1 - Deliver a strong and varied exhibition programme, the preservation of collections and the development of international relationships</p> <p>Goal 2 - Deliver a strong public events programme, develop community engagement projects, and deliver adult learning experiences</p> <p>Goal 3 - Increase income through the development of the retail offer, increased donations, corporate hire etc.</p> <p>Goal 5 - Deliver a strong and focused school offer linked to the national curriculum, and a strong programme of informal learning</p> |
| <p>Team Plans</p> | <p>Though each team has a unique function within TWAM, there are common elements to their plans for the coming year, based on delivering to the 5 ACE Goals:</p> <p>Goal 1 – Research and develop the Museum in the Cloud</p> <p>Goal 2 – Promote TWAM’s presence through development of the web presence, loyalty scheme, marketing etc.</p> <p>Goal 3 - Develop commercial awareness, expand the shops, develop wholesale business, implement visitor giving, incl. through Friend’s and affiliate groups</p> <p>Goal 4 - Cultural co-ordination of collaborative programmes, development and diversification of the workforce</p> <p>Goal 5 – Embedding of quality principles, development of educational programmes (formal and informal), and resources (Boxes of Delight), development of young people through Arts Award etc. and development of training programmes</p> |
| <p>Sunderland</p> | <p>TWAM has a signed a Partnership Agreement with Sunderland City Council to provide specific services to Sunderland Museums & Heritage. The services to be provided are detailed in two schedules to the Agreement. Schedule 1 details specific collections’ services which are funded by ACE Core Grant and Schedule 2 details specialist support services supplied by TWAM and funded by Sunderland City Council.</p> |

Scrutiny



There are three elements to the scrutiny of the plan:

1. Framework of governance
2. Oversight mechanisms
3. Objectives required to achieve those mechanisms

Framework

| | |
|-----------------------------------|--|
| Financial Procedures Notes | <p>TWAM's Financial Procedures Notes covers: Budget requirements, Procurement procedures, travel and expenses, income handling, banking procedures, donations.</p> |
| VFM Strategy | <p>Tyne & Wear Archives & Museums (TWAM) commitment is to provide a World-class service that is innovative, imaginative, creative, totally inclusive, secure and sustainable and to minimise the environmental impacts of our operations. We will:</p> <ul style="list-style-type: none"> • Ensure VFM considerations are built into project planning and 'business as usual' activities • Assign clear lines of ownership of all efficiency targets; and ensure that adequate resources are made available to enable delivery • Identify target priority areas for efficiency gains across the whole organisation. • Foster a culture of new ways of working. • Actively encourage VFM (efficiency) improvements. • Take a medium term view of business improvements. • Monitor the delivery of planned efficiencies. • Use our partnerships and networks to improve efficiency. <p>https://twmuseums.org.uk/corporate-publications-and-policies/policies</p> <p>Annually, TWAM reviews its VFM objectives, reports on its achievements and sets new objectives for the coming year. This is reported to Audit Committee each May, and published on the TWAM website.</p> |
| Governance framework | <p>The governance framework comprises the systems and processes, culture and values by which TWAM is governed and managed. It also covers the ways in which TWAM engages with communities and is held accountable by users. It enables TWAM to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services. The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level.</p> |

<https://twmuseums.org.uk/governance/governance-arrangements>

Risk Management

TWAM has adopted a Risk Management Strategy which was approved by the Joint Committee. The Framework is updated regularly to ensure that it remains fit for purpose.

The Framework:

- outlines TWAM's commitment to understanding and proactively managing the risks it faces and creates;
- outlines the key elements of the risk evaluation and management process, structured into the format of its Risk Registers;
- requires the consideration of risks in relation to the achievement of delivery priorities (whether through services, projects or partnerships), in order to help provide assurance that aims will be met, resources are effectively used and areas of weakness are highlighted at an early stage.

Oversight

Joint Committee

Tyne & Wear Archives & Museums is governed by a Joint Committee which comprises 12 members drawn from the four local authorities on Tyneside. Each Council provides three members each from amongst its elected members.

The Joint Committee meets a minimum of four times a year and the annual meeting of the Joint Committee is held in June every year. The Chair and Vice-Chair are elected annually from the overall membership by the members.

The Joint Committee is responsible for:

- the preparation of a policy statement for TWAM and its revision from time to time,
- the monitoring and review of the work of TWAM,
- the determination of the budget and staffing of TWAM, and
- commenting on matters affecting museums, archives and records regionally, nationally and internationally insofar as they affect TWAM.

<https://twmuseums.org.uk/governance/committees>

A new Strategic Board will be contracted to take over from the Joint committee from June 2017.

Audit Committee

TWAM has also established an Audit Committee which is separate from the Joint Committee and Strategic Board. It includes an independent chair and vice-chair. The Audit Committee provides an essential challenge, monitoring and scrutiny role in relation to governance and internal control issues, helping to provide assurance and the early identification and resolution of weaknesses in arrangements.

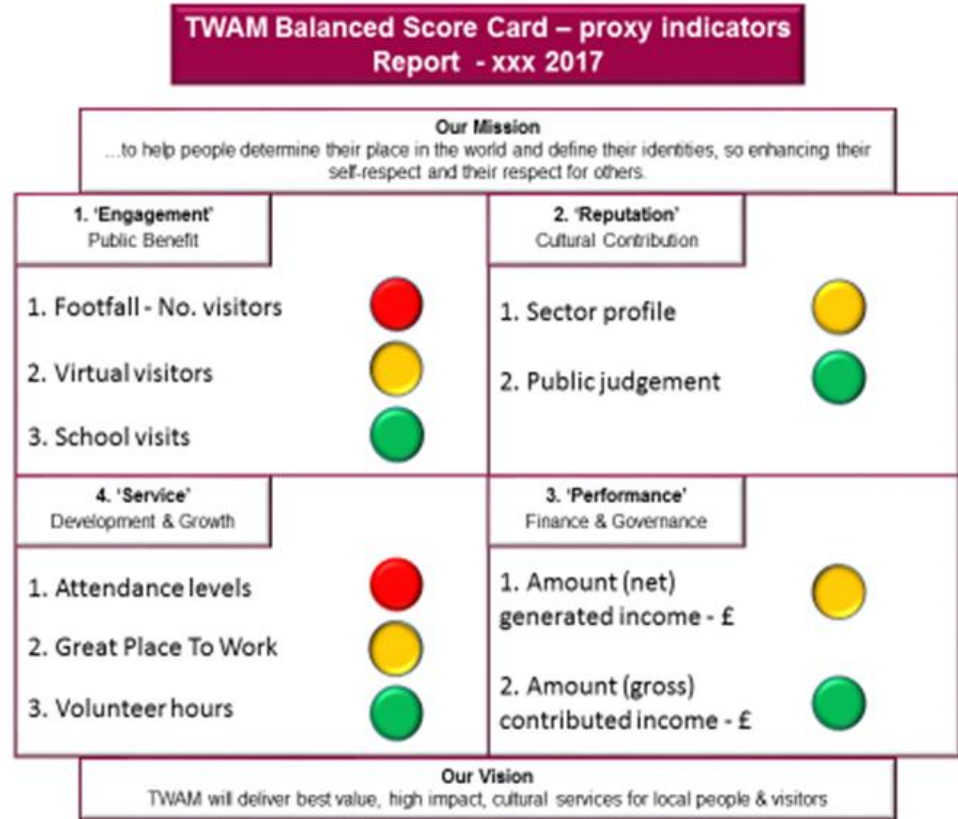
<https://twmuseums.org.uk/governance/committees>

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| <p>Senior Management Team</p> | <p>Iain Watson, Director Iain has overall responsibility for TWAM's commitment to deliver a world class service which is innovative, imaginative, creative, inclusive, secure and sustainable. This entails the development of a clear strategic vision and management of resources, with a focus on ensuring that everyone in Tyne and Wear has access to archives and museums provision and that it has a significant and positive impact upon their lives. Iain is ultimately accountable to the Joint Archives and Museums Committee and to the funding stakeholders of the Joint Service.</p> <p>Helen White, Head of Museums, Gateshead, Collections and Research, Great North Museum Helen is responsible for managing the relationship with Gateshead Council, Newcastle City Council and Newcastle University, agreeing policy and objectives with those clients to meet outcomes and budget requirements and ensuring the delivery of the agreed services. Helen also heads up TWAM's collections management and research activities.</p> <p>Jackie Reynolds, Head of Finance, Governance and Resources Jackie is responsible for the efficient management and administration of TWAM's financial and people resources in particular with regard to ensuring these resources are used effectively and efficiently to deliver the Organisational Plan approved by the Joint Committee.</p> <p>Bill Griffiths, Head of Programmes Bill is responsible for ensuring the provision of wide ranging, popular and accessible programmes across TWAM including audience development and communications and effective engagement of stakeholders, as well as the Bridge and the Museum Development programmes. https://twmuseums.org.uk/governance/senior-management-team</p> |
| <p>KPI Monitoring</p> | <p>Good quality data is the essential basis for financial and performance information to support decision making. To ensure the process is effective TWAM has a Performance Framework:</p> <ul style="list-style-type: none"> • Performance indicators which are specific, measurable and relevant; • Robust arrangements are in place for the collection of good quality performance data; • Accurate and relevant performance information is reported on a timely basis; • Effective arrangements are in place for identifying poor performance and implementing prompt remedial action across all venues; <p>Performance monitoring is consistent across the organisation.</p> <p>The Director meets with TWAM Managers via the Operational Management Team on a monthly basis to review performance and agree actions to address under-performance and ensure targets are achieved. Regular reports are submitted to the Joint Committee.</p> |

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| Budget Monitoring | <p>Apart from sound financial management and contributing to achieving value for money, the need for budget monitoring flows from a number of sources, in particular:</p> <ul style="list-style-type: none"> • Section 28 of the Local Government Act 2003, which requires the Joint Committee to monitor its income and expenditure against budget, and be ready to take action if overspends or shortfalls in income emerge • Financial Regulations <p>Budget monitoring continues within TWAM throughout the year. The Director receives monthly management accounts and managers receive monthly monitoring statements and the Joint Committee will receive regular updates on progress.</p> |
| Action plan for improvement | <p>Through our Action plan for Improvement TWAM monitors implementation of the Corporate Plan and the delivery of the Mission. The Plan sets out approaches to delivering excellent services and demonstrates key strategic objectives.</p> <p>There is continual review through the 'Action plan for Improvement' reports to Audit Committee (on a quarterly basis), internal and external audits, close working relationships with key partners and stakeholders and the risk review and monitoring process.</p> <p>TWAM conducts an annual review of the effectiveness of its system of internal control and governance arrangements and publishes the results in the Governance and Assurance report.</p> <p>https://twmuseums.org.uk/corporate-publications-and-policies/committee-documents</p> |
| Governance and audit scrutiny | <p>An annual review takes place of the effectiveness of the systems of internal control and a Governance and Assurance Statement is included within the Financial Statement. As a governing body the Joint Committee demonstrates a willingness and ability to act in the best interest of the stakeholders of TWAM. TWAM is responsible for ensuring that its business is conducted in accordance with the law and proper standards, that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. At TWAM we believe that the fundamental requirements of good governance are: accountability, transparency, lawfulness, responsiveness, equity and inclusivity, effectiveness and efficiency and a participatory approach.</p> <p>https://twmuseums.org.uk/governance/governance-arrangements</p> |
| Strategic Risk Register | <p>The Strategic Risk Register contains the most significant risks that may affect the future strategic direction of TWAM as encapsulated in the corporate vision, objectives and priorities. This is a dynamic document and as such it is subject to structured continual review. Monitoring of actions required to manage strategic risks is a continuous process.</p> <p>The outcome of the Strategic Risk Register review is incorporated as appropriate within bi-monthly Monitor report to the Joint Committee and reported to Audit Committee twice a year.</p> <p>https://twmuseums.org.uk/corporate-publications-and-policies/committee-documents</p> |

Balanced Scorecard

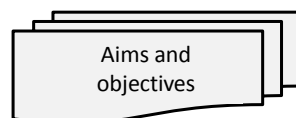
TWAM has a Balanced Scorecard to monitor and report on operational performance on a monthly basis. There are a variety of different metrics being monitored, bracketed broadly under the four dimensions of 'Engagement', 'Reputation', 'Performance', 'Service'. The Scorecard's focus is on what can be done to influence current and future performance informed by reviewing what has happened in the past and involves monthly meetings of relevant officers.



Financial Information The activity detailed within this Plan for 2017/18 is to be achieved within an estimated gross budget of £8,751,410 reflecting net expenditure, by the Tyne and Wear authorities and University of Newcastle of £3,399,480. TWAM develops, in partnership with officers in each local authority, a plan for museum and archive services in that local authority area. These are designed to serve the priorities of the local authority as well as contributing to the strategic service and are included in an agreed annual service level agreement. The financial contribution that the Councils make towards management of their museums is significantly multiplied by funding from ACE: Core Museums Grant and Major Partner Museum Grant which equates to 30% of TWAM's overall funding.

| Expenditure and Income | Total 2016/17 Estimate | Corporate 2017/18 Estimate | Specialist 2017/18 Estimate | Operational 2017/18 Estimate | Total 2017/18 Estimate |
|--|-------------------------------|-----------------------------------|------------------------------------|-------------------------------------|-------------------------------|
| | £ | £ | £ | £ | £ |
| | 5,805,900 | 840,060 | 2,375,000 | 2,431,610 | 5,646,670 |
| Employees | | | | | |
| | 1,131,680 | 108,550 | 0 | 1,031,280 | 1,139,830 |
| Premises | | | | | |
| | 1,768,040 | 146,160 | 674,650 | 904,900 | 1,725,710 |
| Supplies, Services & Transport | | | | | |
| | 187,600 | 186,890 | 0 | 0 | 186,890 |
| SLA's with Newcastle City Council | | | | | |
| | 53,170 | 3,510 | 0 | 48,800 | 52,310 |
| Recharges | | | | | |
| | <u>8,946,390</u> | <u>1,285,170</u> | <u>3,049,650</u> | <u>4,416,590</u> | <u>8,751,410</u> |
| | (1,112,440) | (684,870) | (427,570) | 0 | (1,112,440) |
| ACE Core Funded Museum Grant | | | | | |
| | (3,609,210) | (232,700) | (565,810) | (2,600,970) | (3,399,480) |
| Client Contributions | | | | | |
| | (1,554,780) | (206,740) | (1,348,040) | 0 | (1,554,780) |
| ACE MPM Grant | | | | | |
| | (154,500) | (2,940) | (151,700) | 0 | (154,640) |
| ACE MD Grant | | | | | |
| | (500,000) | (46,960) | (453,040) | 0 | (500,000) |
| ACE Bridge | | | | | |
| | (257,750) | 0 | (7,820) | (293,380) | (301,200) |
| Contributed Income | | | | | |
| | (77,150) | (44,520) | (11,690) | (21,440) | (77,650) |
| Other Grants/Contributions | | | | | |
| | (1,590,790) | (58,540) | (83,980) | (1,387,440) | (1,529,960) |
| Generated Income | | | | | |
| | (7,900) | (7,900) | 0 | 0 | (7,900) |
| Investment Income | | | | | |
| | <u>(8,864,520)</u> | <u>(1,285,170)</u> | <u>(3,049,650)</u> | <u>(4,303,230)</u> | <u>(8,638,050)</u> |
| | <u>81,870</u> | <u>0</u> | <u>0</u> | <u>113,360</u> | <u>113,360</u> |
| Contribution (to)/from Reserves | | | | | |

Aims and objectives



2017-18 Plan

As part of TWAM's planning process we have developed a 3 year organisational vision. This has set out that by 2018 we will have achieved the vision set out below

| | 3 Year Vision | 2017-18 activity |
|---|---|---|
| 1 | Established a programme of capital development in partnership with funding stakeholders | Implement DCMS Wolfson and HLF (subject to funding) plans at Arbeia Develop capital plans for Discovery and Laing Develop Archives project Review Segedunum Master Plan Complete Hatton Capital scheme Begin planning for capital development at GNM Prepare for Great Exhibition of the North 2018 Play + Invent |
| 2 | Developed a self-sustaining programme of high profile exhibitions ensuring footfall and income at TWAM venues and including self-generated shows which will tour nationally and internationally. | Review charging programme at Laing Art Gallery Implement Ellerman Foundation supported project at Laing Art Gallery Paul Nash exhibition opens at Laing Art Gallery Develop plan of high profile exhibitions for 2018-22, subject to NPO funding Implement Hadrian's Cavalry (Arbeia, Segedunum, Great North Museum: Hancock) Plan for Great Exhibition of the North 2018 Prepare Circus 250 in partnership with Norfolk and Sheffield Gaming events Pioneers of Pop David Bomberg/Sean Scully exhibitions |

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| 3 | Embedded the work of Our Museum | <p>Develop links with related MPM activity including 'Try New Things'</p> <p>Extend the delivery of TWAM's community programmes to include delivery of the following projects: History Pin, Live Well, Not So Grim Up North and armed forces communities</p> <p>Co-design and host the Partners Together event with local community partners/organisations to celebrate the four community programmes</p> <p>Plan Women in 2018 events and programme</p> <p>Develop a culture and heritage seek in hospitals</p> <p>Develop regular meetings with Friends and Affiliates groups</p> |
| 4 | Worked with DMOs and others to establish TWAM venues as part of international offer to visitors to Tyneside | <p>Develop relationships with Newcastle Gateshead Initiative, Visit England and local authority tourism teams</p> <p>Implement strategic marketing activity to promote Hadrian's Wall on Tyneside to national and international visitors to the region</p> <p>Development of The Insider and TWAM's Must See Membership Scheme</p> <p>Promotion of TWAM's must-see exhibition programme to visitors to the region</p> <p>Promote The Late shows</p> <p>Develop destination information on the TWAM website about the wider cultural offer in the region</p> <p>Work with NGI and other partners to develop communications for the Great Exhibition of the North</p> |
| 5 | Completed the transformation of TWAM to a self-supporting and sustainable organisation, part funded by key stakeholders, absolutely customer focussed, and driven by the needs and interests of our visitors | <p>Implement trading company</p> <p>Implement proposed new governance model</p> <p>Review and develop customer service standards</p> <p>Review charging events strategy</p> <p>Deliver a trustee-led fundraising event</p> <p>Implement MORE Partnership fundraising scheme</p> <p>Review TWAM Web shop</p> <p>Relaunch business membership scheme</p> <p>Deliver donor cultivation events</p> <p>Implement archives review</p> |

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| 6 | Consolidate and integrate regional, national and international leadership role | <ul style="list-style-type: none"> Participation in SSNs Speaking at national and international conferences Leadership of MD and Bridge Co-ordination as National MPM Goal 5 Lead Develop regional cultural work for children and young people, together with Culture Bridge NE Support wider development on Hadrian's Wall MLK/Freedom city Contribute leadership session to BM ITP |
| 7 | Consolidated TWAM's national leadership role in work with children and young people and maintained excellence of provision for these user groups | <ul style="list-style-type: none"> Evaluation of TWAM-wide work with families Promote learning offer in S Tyneside which has had national prominence and conduct 'week at the museum' with Hadrian Primary school Co-ordination as National MPM Goal 5 Lead Deliver Bridge programme Year 2 of Work with PUCRS in Brazil on teaching science in museums – including sharing exhibition Work with NHM on 'Real world science' Deliver CPD programme Dare to Enquire, Exploring Literacy Through Museums, Prehistory, TeachMeet Delivery of ITT activity programme with Northumbria University Complete and participate in review and potential roll out of 'My Primary school is at the Museum' Develop sustainable Gold Arts Award offer for TWAM Launch Gateshead College course to attract young people from non-traditional backgrounds to consider career in museums and archives Implement the Object Library Planning for teaching history in 100 Objects, British Museum partnership |

Appendices

Appendix 1

MPM Objectives

ACE Goal 1: Excellence is thriving and celebrated in the arts, museums and libraries

1. Creation of the 'Museum in the Cloud' - A real and virtual meeting space where a diverse range of people engage with our buildings, sites, collections, staff and each other
2. A programme of high-profile exhibitions designed to appeal to a wide range of audiences, to reach out to diverse communities and to generate direct and indirect income
3. A programme of collections access, research, interpretation, care and development emphasising knowledge capture using experts/universities/volunteers/crowd sourcing, with a focus on ensuring that our collections, and the stories they have, are representative and meaningful to as wide a range of society as possible.

ACE Goal 2: Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries

1. Creating a powerful data warehouse and loyalty scheme to develop new relationships with users.
2. Increasing reach to national and international visitors.
3. Development of creatively framed 'Gateways of Engagement' that will allow people to find their own ways in to engaging with our venues and their collections on their own terms.

ACE Goal 3: The arts, museums and libraries are resilient and environmentally sustainable

1. Develop a revised or new, entrepreneurial governance model
2. Embed the culture of enterprise deep within the organisation
3. Increase earned income from commercial activities
4. Increase unrestricted income from fundraising
5. Improve carbon efficiencies and cost savings

ACE Goal 4: The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled

1. Cultural Co-ordination: co-ordination of delivery focussed collaborative programmes that will increase quality of museum provision, through both the sharing of experience and via innovative approaches.
2. Developing and diversifying the workforce

ACE Goal 5: Every child and young person has the opportunity to experience the richness of the arts, museums and libraries

1. Support and inspire C&YP, in their learning, via their 'family' settings.
2. Deliver a high quality venue based formal learning programme in partnership with schools.
3. Through working with Early years, Young People in informal settings and CYP with SEND, develop communities of practice that demonstrate museums are rich and valuable learning places

Appendix 2

Museum Development Objectives

Goal 1: Excellence is thriving and celebrated in the arts, museums and libraries

1. Maintaining and improving collections management standards
2. Developing stronger links with Higher Education Institutions
3. Increasing partnership working at a national and international level

Goal 2: Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries

1. Developing a museum sector that understands, knows and communicates effectively with its audiences
2. Improving systems for capturing visitor data to better inform programming and planning
3. Increasing profile of the NE museum offer through improved marketing

Goal 3: The arts, museums and libraries are resilient and environmentally sustainable

1. Delivering an effective and resilient museum development model
2. Developing efficient systems to provide evidence and advocacy for the NE museum sector
3. Increasing the resilience of NE museums
4. Increasing levels of environmental sustainability
5. Delivering effective and dynamic Accreditation advice

Goal 4: The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled

1. Developing a NE museum sector that demonstrates the characteristics of well-run organisations
2. Increasing the skills and diversity of the NE workforce

Goal 5: Every child and young person has the opportunity to experience the richness of the arts, museums and libraries

1. Developing a strong working relationship with Bridge NE and MPMs to maximise opportunities for museums to engage effectively with children and young people
2. Increasing opportunities for museum staff and volunteers to observe good practice and benefit from mentoring
3. Supporting the development and planning of successful projects by sharing the principles of TWAM's Quality Framework
4. Supporting NE museums to consult and co-produce more widely with children and young people

Appendix 3

Bridge Objectives - Programme Areas

Arts Award

1. Understanding: Schools and cultural organisations are aware of Arts Award
2. Building capacity and capability: Supporting organisations working to deliver Arts Award
3. Delivery: Cohesive Arts Award delivery infrastructure across region

Artsmark

1. Understanding: Schools and cultural organisations are aware of Artsmark
2. Building capacity and capability: Building capacity to work towards Artsmark
3. Delivery: Support applications

Cultural Organisations

1. Understanding: Listen to cultural sector organisations to discover what they deliver well, their challenges and plans and ambitions
2. Building capacity and capability: Gain senior level commitment to ensure learning is fully embedded in planning and decision-making and the sector is able to respond to opportunities
3. Delivery: Use collective impact to add value to existing work, creating new opportunities and unlocking investment

Schools

1. Understanding: Listen to schools to understand their priorities and (perceived or actual) barriers to participation in cultural activity and to discover what they deliver well, their challenges and plans and ambitions
2. Building capacity and capability: Build understanding of how to use cultural learning in classroom and across areas of curriculum and how to work with cultural organisations
3. Delivery: Gain and embed senior level commitment to ensure culture is fully embedded in planning and decision-making

Local cultural education partnerships

1. Understanding: Identify current infrastructure and gaps in cultural and education sectors and beyond, at a local / area level
2. Building capacity and capability: Galvanise networks, bringing cultural organisations and schools together to build understanding of each other's' sector, share learning, promote peer support, roll out Bridge activities, develop leadership
3. Delivery: support strategic development opportunities developed by partnerships

Quality Principles

1. Understanding: Introduce the quality principles to the sector
2. Building capacity and capability: Support their integration into all Bridge supported activity
3. Delivery: Quality principles embedded at the heart of cultural learning providers.

Partnership Investment

1. Preparation: Draw up plans with input from sector, board and Arts Council
2. Project delivery: Identified projects are delivered
3. National collaboration: Actively contributing to cross-area and national partnership investment programmes

Music Education Hubs

1. A clear offer: build relationships with MEHs in North East to gather data and cross promote
2. Working in partnership: support MEHs with specific partnership programmes

3. Developing strategic relationships: support development of inter MEH programmes across NE and wider North area

Communications

1. Delivery: Timely, relevant communications to cultural organisations, schools and learning partnerships ensure all are able to access opportunities provided by the Bridge Programme

Management, governance, reporting, risk, evaluation

1. Ensure Bridge Programme is effective, efficient and accountable

