

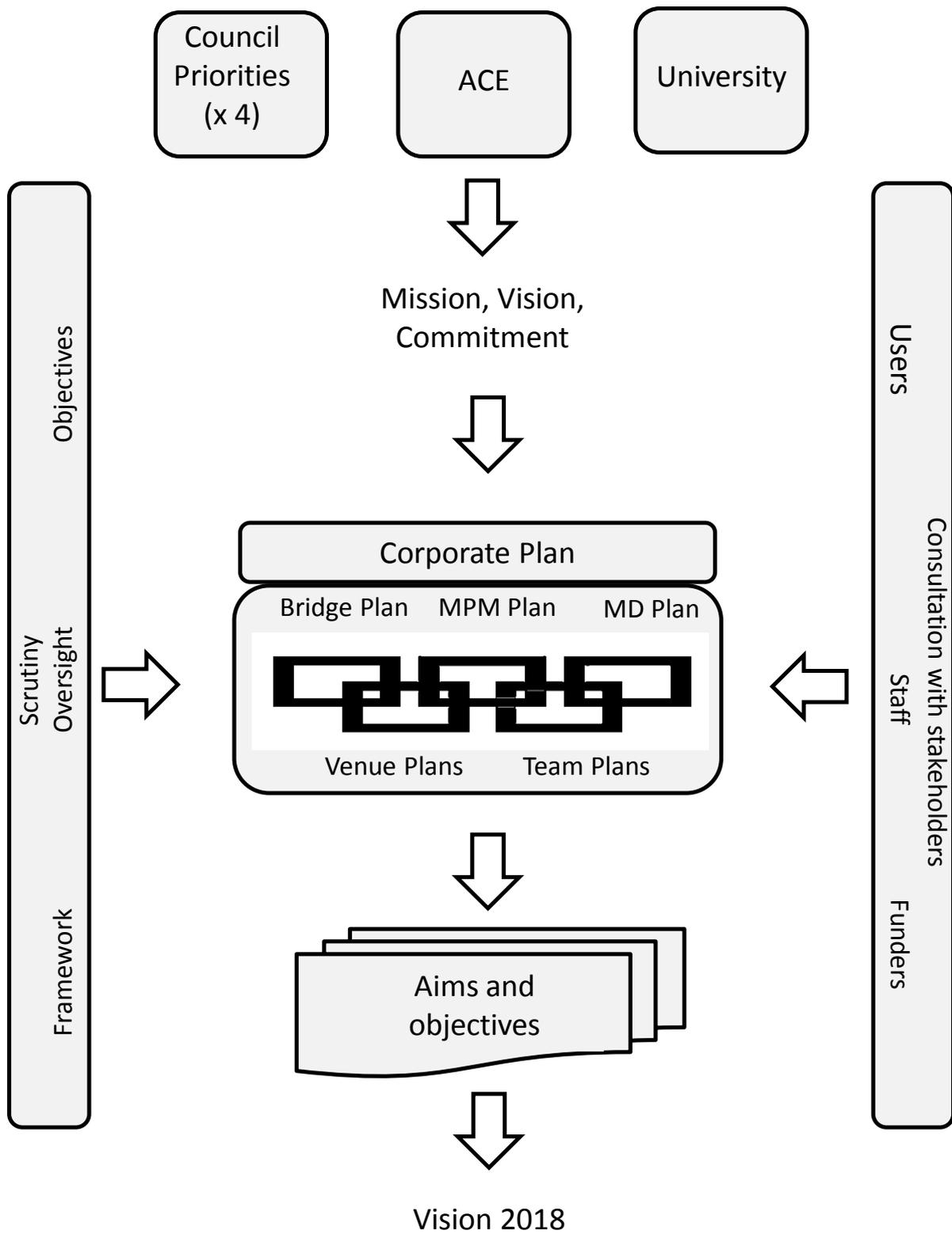
# **TWAM – Corporate Plan**

**2016/17**

**April 2016**

## Contents

	<b>Page</b>
Plan overview diagram	3
Introduction	4
Mission, Vision & Commitment	4
Consultation	4
Priorities	5
Plans	6
Scrutiny	8
Framework	8
Oversight	9
2016-17 objectives	12
Aims and objectives	16
Appendices	20
MPM Objectives	20
Museum Development Objectives	21
Bridge Objectives	22



## 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

<b>Mission</b>	To help people determine their place in the world and define their identities, so enhancing their self-respect and their respect for others.
<b>Vision</b>	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.
<b>Commitment</b>	A World-class service that is innovative, imaginative, creative, totally inclusive, secure and sustainable.
<b>Objectives</b>	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>	<b>Users</b> – they use the services and resources of TWAM	Local people, visitors to the area, researchers, and our worldwide online audience
	<b>Staff</b> – they have invested their labour into TWAM	Permanent staff, contract staff, volunteers, friends and affiliates
	<b>Funders</b> – 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

## Priorities

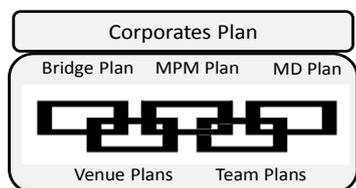


### Stakeholders' priorities

<b>ACE</b>	<b>5 ACE Goals</b>	<ol style="list-style-type: none"> <li>1. Excellence is thriving and celebrated in the arts, museums and libraries</li> <li>2. Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries</li> <li>3. The arts, museums and libraries are resilient and environmentally sustainable</li> <li>4. The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled</li> <li>5. Every child and young person has the opportunity to experience the richness of the arts, museums and libraries</li> </ol> <p><a href="http://www.artscouncil.org.uk/what-we-do/mission/">http://www.artscouncil.org.uk/what-we-do/mission/</a></p>
<b>Local Authorities</b>	<p><b>Newcastle</b></p> <p><b>Gateshead</b></p> <p><b>North Tyneside</b></p> <p><b>South Tyneside</b></p>	<p>A working city Decent neighbourhoods Tackling inequalities A fit for purpose council <a href="http://www.newcastle.gov.uk/your-council-and-democracy/policies-strategies-and-performance/our-policies-and-strategies/corporate-plan">http://www.newcastle.gov.uk/your-council-and-democracy/policies-strategies-and-performance/our-policies-and-strategies/corporate-plan</a></p> <p>City of Gateshead Global Gateshead Creative Gateshead Sustainable Gateshead Active and Healthy Gateshead Volunteers <a href="http://www.gateshead.gov.uk/DocumentLibrary/council/strategy/CouncilPlan.pdf">http://www.gateshead.gov.uk/DocumentLibrary/council/strategy/CouncilPlan.pdf</a></p> <p>Our People Our Places Our Economy Our Partners <a href="http://www.northtyneside.gov.uk/browse-sub-cat.shtml?p_subjectCategory=1576">http://www.northtyneside.gov.uk/browse-sub-cat.shtml?p_subjectCategory=1576</a></p> <p>Economic Growth &amp; New Jobs Regeneration of Town Centres &amp; villages New Services for Children &amp; Adults Housing Integration &amp; Growth Investing in Neighbourhoods Community &amp; Civic Buildings <a href="http://www.southtyneside.gov.uk/CHttpHandler.ashx?id=14468&amp;p=0">http://www.southtyneside.gov.uk/CHttpHandler.ashx?id=14468&amp;p=0</a></p>

<b>Newcastle University</b>	Societal Challenge Themes	Ageing Social Renewal Sustainability
-----------------------------	---------------------------	--

## 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 experiences which develop creative skills, build resilience and broaden their experiences.
- 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.

*(See appendix 3 for list of objectives)*

### **Venue Plans**

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:

Goal 1 - Deliver a strong and varied exhibition programme, the preservation of collections and the development of international relationships

Goal 2 - Deliver a strong public events programme, develop community engagement projects, and deliver adult learning experiences

Goal 3 - Increase income through the development of the retail offer, increased donations, corporate hire etc.

Goal 5 - Deliver a strong and focused school offer linked to the national curriculum, and a strong programme of informal learning

### **Team Plans**

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:

Goal 1 – Research and develop the Museum in the Cloud

Goal 2 – Promote TWAM’s presence through development of the web presence, loyalty scheme, marketing etc.

Goal 3 - Develop commercial awareness, expand the shops, develop wholesale business, implement visitor giving, incl. through Friend’s and affiliate groups

Goal 4 - Cultural co-ordination of collaborative programmes, development and diversification of the workforce

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

<b>Sunderland</b>	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.
-------------------	---

## 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

<b>Financial Procedures Notes</b>	TWAM's Financial Procedures Notes covers: Budget requirements, Procurement procedures, travel and expenses, income handling, banking procedures, donations.
<b>VFM Strategy</b>	<p>Tyne &amp; Wear Archives &amp; 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"> <li>• Ensure VFM considerations are built into project planning and 'business as usual' activities</li> <li>• Assign clear lines of ownership of all efficiency targets; and ensure that adequate resources are made available to enable delivery</li> <li>• Identify target priority areas for efficiency gains across the whole organisation.</li> <li>• Foster a culture of new ways of working.</li> <li>• Actively encourage VFM (efficiency) improvements.</li> <li>• Take a medium term view of business improvements.</li> <li>• Monitor the delivery of planned efficiencies.</li> <li>• Use our partnerships and networks to improve efficiency.</li> </ul>

	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.
<b>Governance framework</b>	<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> <p><a href="https://twmuseums.org.uk/governance/governance-arrangements">https://twmuseums.org.uk/governance/governance-arrangements</a></p>
<b>Risk Management</b>	<p>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.</p> <p>The Framework:</p> <ul style="list-style-type: none"> <li>• outlines TWAM’s commitment to understanding and proactively managing the risks it faces and creates;</li> <li>• outlines the key elements of the risk evaluation and management process, structured into the format of its Risk Registers;</li> <li>• 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.</li> </ul>

## Oversight

<b>Joint Committee</b>	<p>Tyne &amp; Wear Archives &amp; 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.</p> <p>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.</p> <p>The Joint Committee is responsible for:</p> <ul style="list-style-type: none"> <li>• the preparation of a policy statement for TWAM and its revision from time to time,</li> <li>• the monitoring and review of the work of TWAM,</li> <li>• the determination of the budget and staffing of TWAM, and</li> <li>• commenting on matters affecting museums, archives and records regionally, nationally and internationally insofar as they affect TWAM.</li> </ul>
------------------------	---

	<a href="https://twmuseums.org.uk/governance/committees">https://twmuseums.org.uk/governance/committees</a>
<b>Audit Committee</b>	<p>TWAM has also established an Audit Committee which is separate from the Joint Committee. 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.</p> <p><a href="https://twmuseums.org.uk/governance/committees">https://twmuseums.org.uk/governance/committees</a></p>
<b>Senior Management Team</b>	<p><b>Iain Watson, Director</b> 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><b>Helen White, Head of Museums, Gateshead, Collections and Research, Great North Museum</b> 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><b>Jackie Reynolds, Head of Finance, Governance and Resources</b> 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><b>Bill Griffiths, Head of Programmes</b> 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.</p> <p><a href="https://twmuseums.org.uk/governance/senior-management-team">https://twmuseums.org.uk/governance/senior-management-team</a></p>
<b>Alternative Management Team</b>	<p>The Alternative Management Team will discuss and develop approaches to questions and suggestions put forward by participants of the 5 Our Museum project strands. The Team will bring these to a regular meeting with the SMT to discuss how to respond to these ideas and how to prepare feedback to the wider organisation and public.</p>

<b>KPI Monitoring</b>	<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"> <li>• Performance indicators which are specific, measurable and relevant;</li> <li>• Robust arrangements are in place for the collection of good quality performance data;</li> <li>• Accurate and relevant performance information is reported on a timely basis;</li> <li>• Effective arrangements are in place for identifying poor performance and implementing prompt remedial action across all venues;</li> </ul> <p>Performance monitoring is consistent across the organisation.</p> <p>The Director meets with Building Managers on a monthly basis to review performance and agree actions to address under-performance and ensure targets are achieved. Bi-monthly reports are submitted to the Joint Committee. For 2016-17 a new Operational Management Team is to be introduced to monitor all aspects of performance.</p>
<b>Budget Monitoring</b>	<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"> <li>• 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</li> <li>• Financial Regulations</li> </ul> <p>Budget monitoring continues within TWAM throughout the year. Managers receive monthly monitoring statements and the Joint Committee will receive regular updates on progress.</p>
<b>Action plan for improvement</b>	<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 '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 AGS.</p>
<b>Strategic Risk Register</b>	<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</p>

	<p>and as such it is subject to structured continual review. Monitoring of actions required to manage strategic risks is a continuous process. 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><b>Governance and audit scrutiny</b></p>	<p>An annual review takes place of the effectiveness of the systems of internal control and an Annual Governance Statement (AGS) is included within the Financial Statement. These Assurance Statements provide the assurance and confidence to those signing the AGS (Director, The Chair of the Joint Committee and the designated Section 151 Officer (NCC Treasurer)).</p> <p>This statement is a corporate document and a key measure of the overall effectiveness and efficiency of the Joint Committee. It is also a way of expressing to the public that the Joint Committee has put in place good management, performance, stewardship of public money and public engagement, which ultimately demonstrates good outcomes for our citizens and service users.</p>

## 2016-17 objectives

<p><b>KPIs</b></p>	<p>TWAM has a performance framework to monitor venue performance on a monthly basis; and reported upon on a bi-monthly basis. There are a variety of different indicators being monitored, bracketed broadly under 'visitors', 'satisfaction', 'income', 'costs' and 'human resources'. The Framework'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.</p>
--------------------	--

<b>Visitors</b>	<b>Target</b>
In-person visits	1,386,339
School visits	75,169
<b>Satisfaction</b>	
Service	90%
Cleanliness	90%
Maintenance	90%
<b>Income</b>	
Retail sales	£574,240
Venue hire	£154,730
Catering commission	£88,150
Donations	£110,940
Facilitated learning visits	£68,670
Events, talks, tours and experiences	£193,940
Admissions	£219,750
<b>Costs</b>	
Front of House payroll	£1,612,180

**Financial Information** The activity detailed within this Plan for 2016/17 is to be achieved within an estimated gross budget of £8,911,390 reflecting net expenditure, by the Tyne and Wear authorities and University of Newcastle of £3,590,020. 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.

<b>Expenditure and Income</b>	<b>Total 2015/16 Estimate £</b>		<b>Corporate 2016/17 Estimate £</b>	<b>Specialist 2016/17 Estimate £</b>	<b>Operational 2016/17 Estimate £</b>	<b>Total 2016/17 Estimate £</b>
	5,790,240	Employees	837,220	2,530,320	2,446,530	5,814,070
	1,111,420	Premises	107,490	0	1,021,120	1,128,610
	33,550	Transport	1,710	11,380	20,480	33,570
		Supplies and Services				
	1,777,190	- General	147,450	658,340	885,660	1,691,450
	2,920	- Acquisitions	0	0	2,920	2,920
	187,330	SLA's with Newcastle City Council	187,600	0	0	187,600
	60,030	Recharges	3,570	0	49,600	53,170
	<u>8,962,680</u>		<u>1,285,040</u>	<u>3,200,040</u>	<u>4,426,310</u>	<u>8,911,390</u>
	(1,112,440)	ACE Core Funded Museum Grant	(714,900)	(397,540)	0	(1,112,440)
	(3,743,550)	Client Contributions	(207,660)	(723,350)	(2,659,010)	(3,590,020)
	(1,570,070)	ACE MPM Grant	(201,620)	(1,353,160)	0	(1,554,780)
	(154,500)	ACE MD Grant	(2,940)	(151,560)	0	(154,500)
	(500,000)	ACE Bridge	(46,960)	(453,040)	0	(500,000)
	(289,080)	Contributed Income	0	(7,820)	(249,930)	(257,750)
	(54,520)	Other Grants/Contributions	(44,520)	(11,190)	0	(55,710)
	(1,530,620)	Generated Income	(58,540)	(102,380)	(1,427,370)	(1,588,290)
	(7,900)	Investment Income	(7,900)	0	0	(7,900)
	<u>(8,962,680)</u>		<u>(1,285,040)</u>	<u>(3,200,040)</u>	<u>(4,336,310)</u>	<u>(8,821,390)</u>
	<u>0</u>	<b>Contribution (to)/from Reserves</b>	<u>0</u>	<u>0</u>	<u>90,000</u>	<u>90,000</u>

**Plan for  
new audit**

As a result of the implementation of the Local Audit and Accountability Act 2014 TWAM is no longer required to comply with the CIPFA Code or be subject to a mandatory external audit. Whilst continuing to prepare accounts and being subject to external audit is now discretionary, in order to ensure that an effective financial and governance framework is maintained, the Audit and Joint Committees agreed to produce its Statement of Accounts in a manner consistent with the Charity SORP 2015 and seek voluntary external audit. Following a procurement exercise Ryecroft Glenton were appointed as external auditors for the period 2015/16 to 2017/18 inclusive.

## Aims and objectives



### 2016-17 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	2016-17 activity
<p><b>Established a programme of capital development in partnership with funding stakeholders</b></p>	<p>Launch of Saltwell Towers permanent display at Shipley Art Gallery, showcasing collections interpreted and co-produced with local communities            Refurbish 'All about Art' at SSMAG to house spotlight loans            Submit DCMS Wolfson and HLF applications for capital works at Arbeia            Complete Discovery Plaza project            Review Segedunum Master Plan            Complete Year 1 of Hatton Capital scheme            Develop Discovery 2020 vision            Begin planning for capital development (Explore More) at GNM            Review space usage at Discovery and Laing            Preparation for Shipley Centenary 2017</p>
<p><b>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.</b></p>	<p>Review charging programme at Laing Art Gallery            Investigate international touring exhibitions from TWAM collections independently or in partnership            Investigate scope for self-generated charging and touring exhibitions            Van Dyck exhibition opens at Laing Art Gallery (featuring artwork from National Portrait Gallery).            Develop plan of high profile exhibitions for 2017-22            Contribute to the development of Hadrian's Cavalry (Arbeia, Segedunum, Great North Museum: Hancock)</p>

<p><b>Embedded the work of Our Museum</b></p>	<p>Publish and disseminate 'Valuing Voices'          Hold 'On a mission' event          In partnership with Glasgow Museums submit funding application to PHF for 2016-19          Complete activity funded by transitional funding          Maintain and develop Alternative Management Team          Develop links with related MPM activity including 'Try New Things'          Extend the delivery of TWAM's year 2 community programmes to include developing the following projects: History Pin, Live and Learn, Not So Grim Up North and armed forces communities          Co-design and host the Partners Together event with local community partners/organisations to celebrate the four community programmes</p>
<p><b>Worked with DMOs and others to establish TWAM venues as part of international offer to visitors to Tyneside</b></p>	<p>Develop relationships with Newcastle Gateshead Initiative, Visit England and local authority tourism teams          Review opportunities provided by 'Discover England' funding          In partnership with others seek to establish Great Exhibition of the North in the North East and linked to TWAM          Implement strategic marketing activity to promote Hadrian's Wall on Tyneside to national and international visitors to the region          Promotion of TWAM's must-see exhibition programme to visitors to the region          Developing destination information on the TWAM website including more joined up access to the wider cultural offer in the region          Liaise with NGI about promotion of tourist information in Newcastle and Gateshead          Identify key activities, exhibitions and events for medium term promotion          Promote The Late shows          Contribute to developing promotion of Hadrian's Cavalry          High profile communications campaigns including working with DMOs and local authority tourism teams to, Alice in Wonderland at the Laing Art Gallery, the Hadrian's Wall on Tyneside exhibition at Segedunum Roman Fort, the new Plaza development at Discovery Museum; summer activity programme, particularly at GNM:H; spotlight loans as South Shields Museum &amp; Art Gallery</p>

<p><b>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</b></p>	<p>Develop and implement trading company  Implement proposed new governance model  Implement archives records management plan to increase income  Review and develop customer service standards  Focus on wholesale of shop stock and consultancy work, in particular for other heritage organisations  Review charging events strategy  Prepare and implement new Operational Management Team with enhanced venue performance spreadsheet, featuring monthly audited P&amp;L  Deliver a trustee-led fundraising event  Implement membership scheme</p>
<p><b>Consolidate and integrate regional, national and international leadership role</b></p>	<p>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  Deliver the International Museum Academy UK: Commercial Enterprise Course at TWAM and other NE venues  Delivery of national event with Northumbria University related to interdisciplinary design themes  Present Hadrian's Cavalry project at International Roman Military Equipment Conference  Deliver paper on TWAM's digital leadership at the International Symposium of Museology, Antalya, Turkey</p>
<p><b>Established (in partnership with HEIs providing teacher training) a framework for cultural learning and measuring the quality of cultural learning</b></p>	<p>Year 3 framework for Aiming for Excellence  Co-ordinate national museum learning event</p>

**Consolidated TWAM's national leadership role in work with children and young people and maintained excellence of provision for these user groups**

Co-ordination as National MPM Goal 5 Lead  
Deliver Bridge programme  
Complete Erasmus + programme with France and Germany SE Europe  
Seek funding for work with young unemployed people  
Work with PUCRS in Brazil on teaching science in museums  
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'  
Deliver workshops and conference session with early years educators at Newcastle conference  
Develop sustainable Gold Arts Award offer for TWAM for FE and A level  
Evaluation of Tate and Archives intergenerational project  
Pilot and delivery of European researchers night programme, science uncovered at GNM aimed at students 18-24s

# 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

