

TWAM – Business Plan

2018-22

January 2018

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About Tyne & Wear Archives & Museums

TWAM is a large and successful archive and museums service which receives 1.3m visits per annum to the nine venues which it manages on behalf of four local authorities (Gateshead, Newcastle, North Tyneside and South Tyneside) and Newcastle University. TWAM has a strong reputation for innovative thinking and for the quality of access, inclusion and learning work. TWAM is increasingly recognised for its entrepreneurial approach. TWAM has a wide network of local, regional, national and international partnerships across the educational, community, business and cultural sectors. TWAM also manages a 'county' Archive for Tyne and Wear.

TWAM is funded by:

- Gateshead, Newcastle, North Tyneside, South Tyneside and Sunderland Councils
- Newcastle University
- The Ministry of Defence (for a regimental museum held within Discovery Museum)
- Arts Council of England

On behalf of ACE, TWAM also manages the regional Museum Development Programme and Culture Bridge North East – the regional cultural development agency for work with children and young people.

When government abolished the former Metropolitan counties in 1986 a number of museum services were directly financially impacted and provision was made for the support of these services on the grounds that they provided 'greater than local services.' In the case of TWAM, consideration was given to the creation of a National Museums Service on Tyneside but it was judged more appropriate to provide national funding to support a locally managed service. From 2012 (following the abolition of MLA in 2010) this support has been provided in the form of a 'Core Museums' grant from Arts Council England. This funding requires TWAM to:

- Provide free access to core collections (excluding adults at Segedunum Roman Fort),
- Work together as a Joint Service across local authority areas (the current agreement covers Gateshead, Newcastle, North Tyneside and South Tyneside).

The relationship between the four local authority partners is set out in a 10 year Joint Agreement which runs until 2027. The relationship with Newcastle University in respect of the Great North Museum sites lies outside the Joint Agreement and is the subject of a separate agreement between Newcastle City Council (as lead authority for TWAM) and the University.

Sunderland City Council is a partner in respect of the Joint Archive Service and TWAM provides some specialist museum services to Sunderland Museums funded by Arts Council and some services including trading and exhibition design on a commercial basis.

This Business 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 four years.

Looking forward - TWAM 3.0

As part of the development of plans for 2018-22 we have created a vision of 'TWAM 3.0' – how we will develop over the next four years and how this will ensure that the experience we provide is:

- more interactive and self-directed.
- more focused on community and users and their needs
- more public, welcoming, and flexible.

Building on our strengths of partnership working, diversity, Children and Young People's learning programmes, community engagement, and outstanding collections we have developed a vision for 'TWAM 3.0' which we will implement in the period 2018-22. It explicitly recognises that the heart of the next phase of our evolution will be through a programme of inspiring and creative work, drawing strength and inspiration from the diversity of our venues, collection and audiences, to allow us to be the catalyst for creativity, risk and experimentation.

As a platform we will use our venues, our collections, the skills of our staff and volunteers, and the support of our customers, funders and donors. Our collaborators will be diverse artists, researchers, cultural partners at home and abroad, experts and audiences

Through producing, engaging, experimenting and partnering we will provide the catalyst for new creative engagement.

A vital and varied programme will provide great cultural experiences for large audiences as well as tailored activity for individuals and groups.

What supports TWAM 3.0:

- TWAM's cultural and creative vision: **Working together to make sense of the world through compelling stories of heritage, art, culture and science.**
- Strength through diversity of venues, collections, staff, audiences and producers.
- 'Valuing Voices' – a working culture of audience consultation, experimentation and agency to shape responses to local issues, seed audience contribution and develop understanding of the needs of our many users.
- Working as a catalyst through partnerships to share learning, and encourage innovation.
- A resilient and enterprising business model with a new governance structure providing challenge and support.

Mission, Vision, Commitment

As a civic museum and archive service we recognise that in delivering excellent museum and archive services and providing sector leadership we also need to respond both to the big societal challenges (global warming, migration, growing gap between rich and poor) whilst also focusing on issues in our local communities (changing demographics, child poverty, educational attainment, adult health issues, impact of reductions in public funding).

TWAM’s mission firmly sets us in a social context, putting people at the heart of our work. Over the next four years we believe this will be increasingly important, particularly as the demographic of the north east changes.

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 centered 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.
Cultural and creative vision	Working together to make sense of the world through compelling stories of heritage, art, culture and science

TWAM – a museum and archive service for the future

Working with a team from across TWAM we have developed a set of aims for the period 2018-22. These are aspirational and will challenge us. They show how TWAM will develop as an organisation and develop its relationships with a wide variety of users and stakeholders. They set TWAM in its local, regional, national and international context. They recognise the strong role that museums and archives have to play in civil society and the importance of citizens having agency. They explicitly recognise the importance of diversity in everything we do.

These aims, which have been approved by the Strategic Board, set a framework for TWAM to continue to be one of the country’s leading regional museum and archives

services and for TWAM to continue to be relevant and a powerful agent of change for local people, visitors to the region and our online audiences as well as contributing to shaping the sector and influencing our peers. They will guide us to be more self-sustaining in a climate of reducing public investment in culture and are both to help us respond to external change in terms of the services we deliver and to change as an organisation to ensure that we remain fit for purpose.

A. Increase the cultural capital of individuals and society

- There is now considerable evidence to show that high levels of social capital (bonding, bridging and linking) are linked to a range of positive socio-economic outcomes. We believe that active participation in and engagement with culture will create cultural capital, in turn supporting the growth of social capital, particularly important in our region where there are significant social and economic issues and civic services are increasingly financially challenged.

B. Build the diversity of audiences, stakeholders, practitioners, researchers, and cultural partners

- TWAM embraces the principles of the Creative Case. In order to build the quality of our work we will ensure that it is truly diverse, and to achieve that we will engage with, and be challenged by, our audiences, colleagues and partners. Our aim is to ensure that we continually reach out to an ever more diverse network to provide that engagement, scrutiny and challenge, to ensure that the quality of our work is truly enhanced by a greater diversity of voice.

C. Create TWAM 3.0 by developing TWAM people (staff, stakeholders and volunteers) and embedding a working culture of audience consultation, experimentation and agency

- Twenty years ago TWAM was at the vanguard of social inclusion within museums as one of the first services to begin meaningful, structured community engagement. TWAM seeks to build on this twenty years of experience and achievement with a new model ensuring that everyone within the organisation is engaged in the process and that we will move forward on the participation ladder creating agency which in turn contributes to the development of cultural capital. Through embedding the principles of experimentation and risk taking we will maximise the opportunity for the development of ideas and enterprise.

D. Lead by example and work as a catalyst through partnerships, regionally, nationally, internationally

- TWAM is itself a partnership organisation and responding to the Mendoza Review and thinking developing from the English Civic Museums Network we recognise the importance of partnerships and sharing knowledge, expertise and resources. TWAM already has a number of very strong partnerships regional, nationally, internationally within and without the sector. We will seek

to use these to benefit the sector and develop new partnerships to maximise efficiency and effectiveness.

E. Build a resilient, sustainable and enterprising business and organisational model

- Following on from the Museum Rapid Enterprise Assessment in 2013, TWAM has exemplified culture change in its approach to resilience and sustainability. Over the next four years the new governance structure will allow TWAM to develop this to the next stage, making significant change to management practice and reflecting the need for being more agile, quicker to react, and more effective, delivering great customer experiences and taking advantage of new technologies to cut costs, improve quality and transparency, and build value

F. Increase engagement and agency for children and young people with museums and archives

- TWAM has a long history of high quality engagement with Children and Young people, as a museum and archive, but also via programmes such as Creative Partnerships and ACE's Bridge programme. Over 2018-22 we aim to build more consultation with, and leadership by, children and young people into our programmes and across our venues, ensuring that we are hearing, and acting on, their voice to ensure we are able to deliver learning and engagement programmes that truly deliver on their requirements of us.

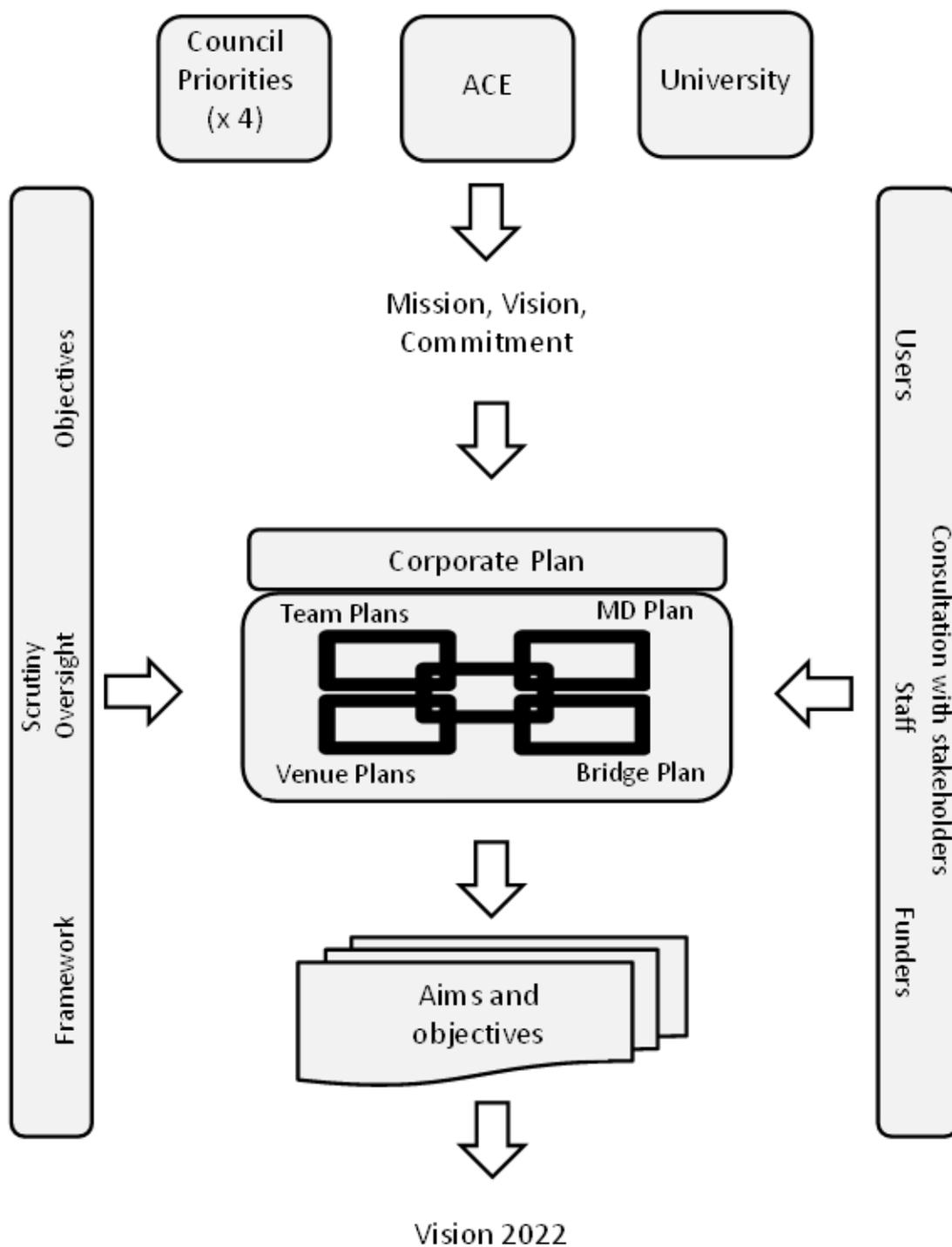
G. Harness the best of new and existing technologies to drive up quality of experience and engagement

- We recognise there is a need to constantly innovate and improve upon our engagement of audiences, both real and virtual. To do this we are creating a cross venue programming group, with digital innovation and engagement at its core. Its focus will be on methodologies to ensure our programming is always of the highest quality, and collectively engages with the widest possible demographic. We also aim to ensure that our virtual presence is expanded – not least through more meaningful virtual access to our collections. Whilst recognising that there are specific digital skill sets TWAM integrates digital with other activity. As the pace of digital development is rapid we will seek to provide ongoing development to make sure all staff are aware of the opportunities provided by digital. We will develop the mind-sets associated with digital activity which are leading thinking about the future of cultural provision.

Priorities

For reporting purposes TWAM reports against the five Arts Council goals. These are:

- **Goal 1:** *Excellence is thriving and celebrated in the arts, museums and libraries.*
- **Goal 2:** *Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries.*
- **Goal 3:** *The arts, museums and libraries are resilient and environmentally sustainable.*
- **Goal 4:** *The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled.*
- **Goal 5:** *Every child and young person has the opportunity to experience the richness of the arts, museums and libraries.*



Strategic Board

TWAM's direction of travel as an organisation has been set out by the following key processes:

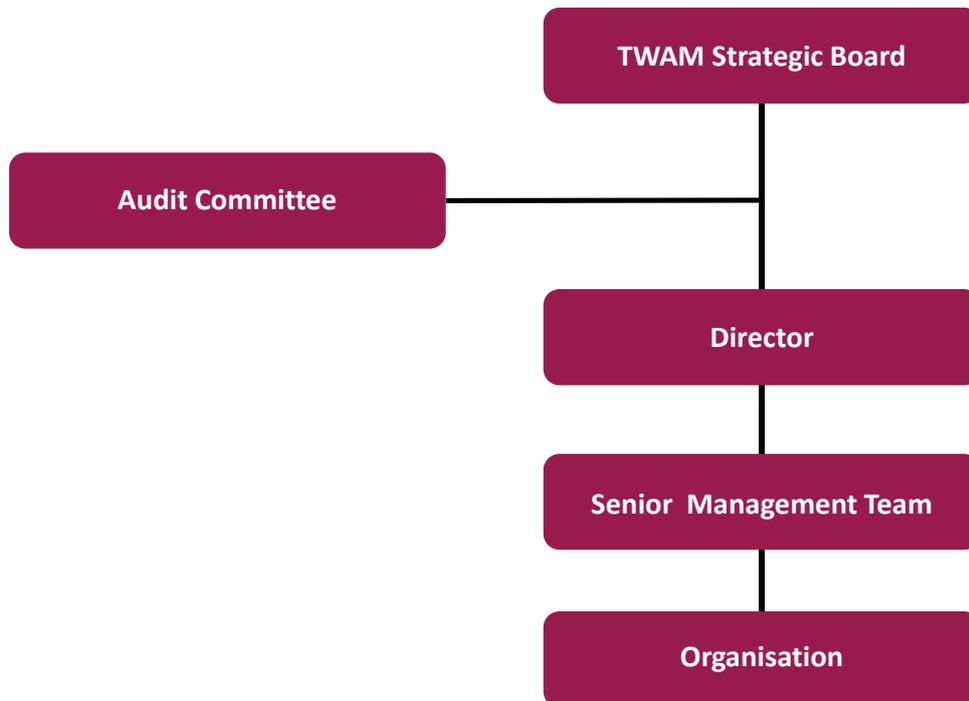
TWAM Review by Black Radley, 2012
Museum Rapid Enterprise Assessment by Black Radley, 2013
TWAM Governance Review by Bond Dickinson, 2014
TWAM Enterprises Business plan by Ryecroft Glenton, 2015

From 2017/18 TWAM is governed by a new Strategic Board, which includes independent members in addition to elected members. The Strategic Board has six local authority members (normally the cabinet member from each authority plus two non-cabinet members on a rotating basis) and five independent members including an independent chair. The Chair is Rt Hon Baroness Joyce Quin. One independent member represents Newcastle University, the other four were recruited by open competition.

The Strategic Board has an excellent range of skills from across public, private and third sectors and will shape TWAM's direction on an ongoing basis.

We are committed to ensuring that board members are provided with ongoing support to effectively undertake their roles. Currently elected members are supported via their individual authority and TWAM also provides specific induction and ongoing development opportunities. Board members have already expressed their desire for full induction training and we will be working with board members to ensure that they can contribute most effectively, this will also involve looking at the relationship between the Strategic Board, the Development Trust, Trading Company and Audit committee to ensure that we use the extensive skills of members of these various bodies most effectively.

The strategic board will be expected to evaluate its performance. Built into this Business Plan is provision for the Board to consider how it will appraise itself and its performance.



The Audit Committee includes an independent chair and vice-chair and an additional independent member. It 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>

Regular training is provided for members of the Audit Committee to support the effective implementation of the Audit Committee’s *Terms of Reference*. The Audit Committee carries out an annual self-assessment of its effectiveness and agrees an action plan which includes addressing training needs and reports on the outcome to the Strategic Board.

The External Environment

The external environment for archive and museum services such as TWAM continues to be volatile. Public funding reduces year on year and TWAM’s local authority income has reduced by 48% since 2010. Further reductions are likely.

Following the General election in June, DCMS has a new name (Digital, Culture, Media and Sport) a new Secretary of State (Karen Bradley) and a new Minister for museums (John Glen). The Minister has already been active across the country and has visited a significant number of museums, including TWAM. In July DCMS launched its #CultureisDigital conversation to promote a dialogue between the Government, the cultural sector and tech companies emphasising, in the government’s view the importance of culture and digital technology working together to drive audience engagement, unleash the creative potential and boost the capability of cultural organisations.

In November 2017 DCMS published the Mendoza (Museums) Review. The Report highlights 8 areas of importance for museums in the forthcoming years. This Business Plan demonstrates how TWAM contributes and responds to all of these areas:

- Adapting to today's funding environment
- Growing and diversifying audiences
- Dynamic collections curation and management
- Contributing to placemaking and local priorities
- Delivering cultural education
- Developing leaders with appropriate skills and diversifying the workforce
- Digital capacity and innovation
- Working internationally

The English Civic Museum Network (ECMN), an informal network of English civic museums has commissioned a thinkpiece on the future of civic museums from Peter Latchford, Chief Executive of Black Radley Consultancy. This will report at the end of the year. TWAM is a member of the Steering Group.

The Government will introduce the new GDPR in May 2018, this will have significant impact for museums holding personal data, in particular for fundraising purposes. TWAM needs to particularly consider the data relationship between TWAM, the trading company, and TWAMDT.

Resourcing, Achieving Sustainability and Maximising Efficiency

TWAM is a collaboration of 9 venues. It receives funding from the owners of the venues, the four Tyneside Councils (Gateshead, Newcastle North Tyneside and South Tyneside) and Newcastle University. In addition, Sunderland contributes as part of Tyne & Wear Archives. Currently, this funding accounts for about 40% of funding, with a further 38% provided by Arts Council and self-generated income from trading and philanthropy provides the balance of 22%.

Over the four year period of this business plan, continuing reductions in public sector funding will require TWAM to generate more of its own funding. The creation of TWAM Enterprises, a wholly owned trading company, and Reimagining Fundraising, part funded via the HLF Resilient Heritage programme are strategies to help drive this income generation.

Whilst the public sector funding position remains challenging. TWAM will build resilience and financial sustainability over the next four years through a strategy which includes:

- Reimagining Fundraising – a new approach to philanthropy across TWAM supported by a grant from the Heritage Lottery Fund (project begins Winter 2017)
- Establishment of new Trading Company
- Maximising use of skills of Strategic Board
- Effective use of Exhibition Tax Relief
- NNDR appeals
- Review of organisation and of expenditure by external specialists

- Appropriate use of reserves within the Reserves Policy

The budget 2018-2022 includes prudent assumptions about the future of local authority funding and also shows how we will develop generated and contributed income. Assumptions around inflation, income levels, demographics, future demand for our services and the costs of delivering services are modelled and budgets based on reasonable predictions. Over the period 2018-22, allowing for inflationary rises, TWAM's turnover is anticipated to be flat. This reflects a real terms fall of 7.5%. This will be achieved by continuous, rigorous challenge of all expenditure, planned staff efficiencies and developing new ways of working. Over this period TWAM will also be looking to the future and planning investment to ensure sustainability beyond 2022.

We have reviewed our financial position and forecasts, taking into account levels of reserves, agreements with key funders and systems of financial control and risk management. As a result of this, we believe that we are well placed to manage operational and financial risks successfully.

During 2018-2022, TWAM will continue to think creatively and encourage our staff to do the same, to ensure that we deliver on our mission. With a strong set of values, and a dynamic leadership team, we will deliver efficient and sustainable archives and museum services that will continue to make a difference.

'TWAM consistently demonstrate a high standard of financial management and governance, which despite the ongoing challenges in public sector funding, continues to deliver excellent performance, of outstanding quality within budget'.
Tony Kirkham, Director of Resources, Newcastle City Council

As TWAM is a non-legal entity, without a separate bank account, our cash flows are part of those of Newcastle City Council and there is no practical way to monitor them separately. Financial accountability and auditable reassurance for funders that their contributions are being used appropriately by TWAM is achieved via the production of monthly management accounts which are monitored by senior management and the Operational Management Team, and quarterly by the Strategic Board. In addition, TWAM's accounts continue to be audited independently, to further provide evidence that TWAM has adequate financial management systems.

TWAM's VFM strategy ensures we make the best use of resources and underpins our aim to deliver services more efficiently. The VFM strategy is reviewed and updated on an annual basis. It sets out a plan for increasing resilience, ensuring budget requirements are successfully implemented, developing business models and identifying and exploiting opportunities for new areas of income, maintaining appropriate reserves and improving the speed and responsiveness of decision making so that we can respond to opportunities and changing demands and needs.

TWAM holds a number of reserves (including earmarked reserves and the general-fund balance) as part of its approach to prudent resource management. The level of reserves is approved by the Strategic Board, based on advice from the Head of Finance, Governance & Resources and considered to be appropriate to the strategic, operational and financial risks TWAM faces. The objectives of the Strategic Board's risk-based reserves strategy are to:

- Hold funds earmarked for specific, known purposes.

- Ensure an adequate level of reserves to cover the financial risks faced by TWAM (e.g. mitigate the impact on the revenue budget of unexpected events or emergencies or uneven cash flows).
- Provide an element of temporary cover through central contingencies, which may be used during the year.

A Review of Reserves is a key part of TWAM's annual budget setting process and includes an analysis of future needs, risks, future income streams and cost pressures. General reserves, that is those not earmarked for specific purposes, represented 10% of budgeted expenditure at 31 March 2017. TWAM considers that this level of reserve should be maintained. If the reserves were not at the target level for reserves, an action plan would be put in place to achieve the required level, taking account of any associated risks to the financial position and delivery of priorities. TWAM has maintained reserves during the period since 2009/10, when the funding from key stakeholders started to decline. Managing with an adequate but relatively low level of reserves has been achieved by the careful assessment and management of risk, and by identifying and realistically budgeting for cost pressures. These reserves will help TWAM address the budgeted deficit in the 2019/20 and 2020/21 financial years.

The Government introduced the Finance Bill bring the museums and galleries exhibition tax relief into law in November 2017. As a local authority service, TWAM will need to make use of the planned Trading Company to benefit from Exhibition Tax Relief.

Following a test case won by York Museums Trust museums may be able to achieve rebates and significant reductions in business rates.

Heritage assets are assets that are held 'principally for their contribution to knowledge or culture'. Accounting standards require those organisations who hold heritage assets to disclose the value of these assets in their balance sheet. TWAM's legal status does not allow ownership of 'assets', therefore, heritage assets are included in the balance sheets of the local authorities, alongside any other appropriate disclosures required under FRS 102. Assets have been allocated to the local authorities based on the methodology laid out in the Joint Agreement.

TWAM's policy for acquisition, preservation, management and disposal of heritage assets can be referenced on the TWAM website <https://twmuseums.org.uk/files/5029-acquisitions-and-disposal-policy.pdf>

TWAM is committed to environmental sustainability and holds a 3 star Creative Green rating from Julie's Bicycle (4 sites have achieved 4 star). During 2018-2022 TWAM will develop environmental excellence in the stewardship of our business, and encourage environmentally responsible behaviour in our employees. Through our green champions we are developing this work.

Management Accounts for Tyne & Wear Archives & Museums 2018 to 2022

	Proposed Budget 2018/19 £	Indicative Budget 2019/20 £	Indicative Budget 2020/21 £	Indicative Budget 2021/22 £
Core Activity				
Income				
ACE NPO Funding	2,906,930	2,906,930	2,906,930	2,906,930
Client Core Funding	3,170,210	2,971,270	2,868,440	2,770,770
Generated Income		1,647,340	1,735,310	1,828,620
Retail	578,550			
Venue Hire, Catering, Events & Experiences	373,530			
Admissions	224,590			
Other	387,600			
Contributed income		370,000	520,000	780,000
Individual Giving	225,450			
Trusts & Foundations	25,750			
Corporate	72,000			
Other Income	182,450	87,150	85,650	85,650
	<u>8,147,060</u>	<u>7,982,690</u>	<u>8,116,330</u>	<u>8,371,970</u>
Expenditure				
Salaries, NI & Pensions	5,404,860	5,327,890	5,362,110	5,396,670
Building Costs	1,143,070	1,165,520	1,188,190	1,211,090
Transport, Supplies and Services	1,318,460	1,339,080	1,360,820	1,383,820
SLA's with Newcastle City Council	193,800	196,980	200,190	203,430
Financing Costs	49,000	47,040	45,160	43,350
	<u>8,109,190</u>	<u>8,076,510</u>	<u>8,156,470</u>	<u>8,238,360</u>
Operating Surplus/(Deficit)	<u>37,870</u>	<u>(93,820)</u>	<u>(40,140)</u>	<u>133,610</u>
Arts Council Projects (MD/Bridge)				
Income				
ACE MD Grant	156,940	156,940	156,940	156,940
ACE BRIDGE	500,000	500,000	500,000	500,000
	<u>656,940</u>	<u>656,940</u>	<u>656,940</u>	<u>656,940</u>
Expenditure				
Salaries, NI & Pensions				
MD	53,030	53,970	54,980	56,000
Bridge	216,010	222,200	227,640	231,030
Transport, Supplies and Services				
MD	99,560	98,620	97,610	96,590
Bridge	121,660	115,470	110,030	106,640
Investment Fund				
Bridge	125,000	125,000	125,000	125,000
Financial Management & Governance				
MD	4,350	4,350	4,350	4,350
Bridge	37,330	37,330	37,330	37,330
Total Expenditure				
MD	156,940	156,940	156,940	156,940
Bridge	500,000	500,000	500,000	500,000
	<u>656,940</u>	<u>656,940</u>	<u>656,940</u>	<u>656,940</u>
Net Position				
MD	0	0	0	0
Bridge	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Projects				
Income				
ACE NPO Funding	230,000	230,000	230,000	230,000
Contributed income - (Individuals, Trusts, Corporate)	71,220	0	0	0
Other Grants & Contributions (HLF, DCMS Wolfson, Big Lottery, etc)	675,720	0	0	0
	<u>976,940</u>	<u>230,000</u>	<u>230,000</u>	<u>230,000</u>
Expenditure				
Salaries, NI & Pensions	259,090	0	0	0
Building Costs	170,000	170,000	170,000	170,000
Transport, Supplies and Services	547,850	60,000	60,000	60,000
	<u>976,940</u>	<u>230,000</u>	<u>230,000</u>	<u>230,000</u>
Net Position				
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Summary TWAM				
Total Income	9,780,940	8,869,630	9,003,270	9,258,910
Total Expenditure	9,743,070	8,963,450	9,043,410	9,125,300
Operating Surplus/(Deficit)	<u>37,870.00</u>	<u>(93,820.00)</u>	<u>(40,140.00)</u>	<u>133,610.00</u>

Allocation of budget to goals

	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Total
Expenditure						
Salaries, NI & Pensions	1,687,740	1,622,350	1,162,190	321,130	611,340	5,404,750
Transport, Supplies and Services	<u>411,720</u>	<u>395,760</u>	<u>283,510</u>	<u>78,340</u>	<u>149,130</u>	<u>1,318,460</u>
	2,099,460	2,018,110	1,445,700	399,470	760,470	6,723,210
Building Costs						1,143,070
SLA's with Newcastle City Council						193,800
Financing Costs						<u>49,000</u>
						<u>8,109,080</u>
FTE	51.62	49.62	34.85	9.82	18.70	164.62

Notes to TWAM Management Accounts

- Client Core Funding:** Contributions from Gateshead, Newcastle, North & South Tyneside Councils and Newcastle University. Also includes Sunderland Council contribution to Tyne & Wear Archives. Based on known proposed reductions in 2017/18, indicative proposals 2018/19 & 2019/20 and 5% per annum thereafter for local authorities.
- Generated Income:** Includes income earned from retail, venue hire, catering, events & experiences, admissions, records management, conservation, facilitated learning & consultancy. Based on the business plan for the trading company, impact of the Great Exhibition of the North exhibition in 2018 and indicative programming thereafter.
- Contributed Income:** Individual Income includes donations, appeals, connected charities & patrons schemes; Trusts & Foundations; Corporate includes sponsorship and membership schemes. Based on the findings of the 2017 More Partnerships Fund-raising review.
- Other Income:** Includes costs recovered, investment income & revenue grants from organisations like the HLF. Based on known grants, interest on reserves calculations and grant applications.
- Salaries, NI & Pensions:** Includes all costs associated with the employment of the TWAM workforce including overtime, expenses & training. Assumes a 1% annual pay award, expansion of the fund-raising team based on More Partnership recommendations and programmed staff restructures.
- Building Costs:** Includes repairs & maintenance, utilities, National Non Domestic Rates, building insurances & cleaning. Assumes utility inflation, NNDR revaluations and transitional relief applications.
- Transport, Supplies & Services:** Includes staff travel, exhibition & courier travel, promotion, exhibition and display maintenance, learning & conservation materials, retail stock & stationery. Includes inflation assumptions, indicative programming and expansion of trading activity.
- SLA's with Newcastle City Council:** Includes charges for the following services provided to TWAM via a SLA: payroll, payment of suppliers, procurement & legal advice, internal audit, committee secretariat, ICT, health & safety & HR. Assumes increases in line with pay inflation.
- Financing Costs:** Repayment of historic debt relating to capital improvement. Assumes reducing principal repayments.

- 10. Arts Council Projects:** Includes funding from the Arts Council in respect of the BRIDGE & Museums Development Programme and the associated expenditure. These two projects are ring-fenced within the overall TWAM budget. Reflects the assumptions included in the NPO applications for funding 2018-2022.
- 11. Projects:** Includes funding from the Arts Council via NPO which will be allocated to project activity including refurbishment of galleries, improved access to collections, development of digital strategies. Based on an allocation from the NPO funding to continue capital projects. Ongoing projects include: Livewell funding by Big Lottery; Hatton Gallery, Shipley Centenary & Charge! England's Northern Cavalry funded by HLF and Arbeia Redevelopment funded by DCMS/Wolfson. As plans develop, more projects will come on stream.

Adapting to challenge

Making the best use of resources is a key priority of TWAM and underpins our aim to deliver services more effectively whilst not compromising on quality.

TWAM's Value for Money (VFM) Strategy sets out a framework for achieving VFM and includes goals for the financial year. TWAM will continue to think creatively and encourage staff to do the same, to ensure that TWAM delivers on its mission and vision.

TWAM's success in continuing to deliver excellent, inclusive work against a background of a 48% reduction in local government funding over the last 5 years is strong evidence of its ability to adapt.

TWAM has achieved this by reviewing its governance model, by making efficiency savings, increasing income generation, workforce planning and, where unavoidable, in some areas, reductions in service.

TWAM are recognised nationally and internationally as a leader for the museum sector, for example, delivering commercial enterprise training for the British Council. This experience and expertise, with support from external specialists, informs TWAM's financial and management planning for the Trading Company, enabling us to be confident that we will deliver our ambitions for growth.

The plans for the trading company and the implementation of the fundraising review have been key to developing our budget estimates which show that by 2022 the income TWAM creates (generated and contributed) will have increased from 22% to 31% of TWAM's turnover. This journey will be supported by continued benchmarking with Birmingham and Bristol, work with the English Civic Museums Network and support from Black Radley who provide a critical friend function to TWAM.

TWAM has extensive experience of managing major projects and funding bids across all 9 venues and across its broad range of services (including significant capital investment). We work closely across the TWAM partnership, particularly with the local authorities as owners of venue assets, to ensure that we take a strategic, carefully planned and monitored approach to securing and delivering investment.

We recognise the need to continually improve our performance and processes and to review our operations from time to time as appropriate. In order to be fit for purpose to

deliver this Business Plan we have commissioned the North East Regional Employers Organisation to undertake a piece of work for us which will:

- ***Phase 1: Review and assessment of the current organisational structure, workforce profile and roles and responsibilities.***
- ***Phase 2: Review and assessment of current organisational delivery models and internal processes that provide services. Review and assessment of the current application of systems and technology to deliver services. Review and assessment of costs associated with current service delivery.***

Equality, Diversity and the Creative Case

(see also TWAM Equality Action plan 2018-22)

TWAM's mission is rooted in our commitment to equality and diversity, and TWAM 3.0 – which frames our development for 2018-22 - is focused on drawing strength from the diversity of our venues, collections, staff, audiences and producers.

We have been on an equalities journey for well over two decades, and have a dedicated Equalities Officer, as well as our Museum and Galleries Disabled Access group (MAGDAG) and consultation forums and engagement programmes focussed on various of the protected characteristics. Our Equalities Action Plan demonstrates the breadth and depth of our ambition to continue to develop in this area. We currently hold the Equality North East Gold Standard. Our equality aspirations are:

- Embracing, embedding and disseminating the principles of the Creative Case for Diversity.
- Increasing the diversity of our staff, volunteers and service users.
- Promoting our services to diverse networks so people feel inspired, included and are able to engage independently with TWAM venues and services where possible and/or or appropriate.
- Improving the access to existing TWAM universal services and opportunities, thus reducing the need for additional provision, whilst ensuring that high quality alternative services are available where this best meets service user needs.
- Monitoring and updating the equality and diversity training programme for staff to ensure a high level of customer care is delivered across all TWAM venues where the public expectations are met and exceeded.

The work to deliver these aspirations is outlined in the Equalities Action Plan. Activities relating to Audience Development are also outlined in our Audience Development Plan, and at relevant points in the NPO activity plan (appendix 6 in this document)

Although not previously monitored on the Creative Case TWAM has been a committed proponent of it for the Museum sector, having written thinkpieces on its relationship to museum practice, and is currently Chair of the Creative Case North Consortium.

Within TWAM a number of initiatives have been developed to ensure that the Creative Case is fully considered across the service. For example all exhibition proposals have to demonstrate what the exhibition will contribute to the delivery of the Creative Case. For 2018-22 we have set up a Creative Case diagonal slice working group, made up of representatives from different levels and parts of the organisation. The group will work with a wide range of individuals, communities and producers to ensure that the principles of the Creative Case are embedded in TWAM's approaches to programming, ensuring that we can truly engage and inspire our audiences, be they actual or potential, real or virtual.

At the Senior Management level the Head of Programmes acts as Equalities and Creative Case champion, while at Board level our Chairperson, Rt Hon Baroness Joyce Quin, has elected to champion our work in this area. The Board will receive regular updates on our Equality, Diversity and Creative Case work.

More detail on our approach to using the Creative Case to strengthen our work and our engagement with our audiences can be found in the Creative Case section of the activity plan at appendix 6.

Workforce Diversity

93.4% of our workforce is white UK, compared to 93.6% of the North East. However, we recognise that the future of TWAM, and indeed the museums and cultural sector in general, relies on ensuring a workforce that is representative of all the communities it serves. There is a continuing need to reach out and ensure people from all walks of life (but particularly protected characteristics) are aware of the potential careers in our sector, be that as employees or self-employed artists/freelancers (a category we need to further support, develop and diversify as the nature of the workplace changes – cf Objective 1.2).

The main focus of our programme over 2018-22 to broaden workforce diversity will be young people, in particular those with protected characteristics (cf objective 4.2). We are developing a range of initiatives to give them experience of and opportunity within the sector.

Audience development

TWAM will respond to audience behaviours and interests, designing for difference and acknowledging that specific approaches are needed for the varied audiences of our eclectic venues.

We will build on successful initiatives including Our Museum, our Must-see Museums membership scheme and our community engagement programme to embed 'Valuing Voices' – a working culture of audience consultation and agency to enable us to

respond to local issues and develop our understanding of the diverse needs of our audiences.

We are committed to being responsive to social, economic and cultural trends and building representation of our communities into our audience development planning and programming. Central to this is ensuring that the principles of the Creative Case for Diversity are truly embedded across our work and venues. We will look outwardly to wider society and not just at our existing visitors.

For example In the North East 31% of neighbourhoods are deprived compared to an average of 20% in England and in South Tyneside (where two of TWAM's venues are based) 46% of neighbourhoods are classed as deprived.

The region is also becoming more ethnically diverse - in 2001 4% of the North East population were BAMER and this increased to 7% in 2011. In areas such as Newcastle this increase is significantly more rapid.

We will use active research in our programme development allowing for flexibility and feedback. We will use Culture Counts along with our benchmarking research and digital analytics tools to provide a benchmark and framework, for self-reflection and peer and audience feedback to fuel development of our programmes.

In the context of the challenging public sector funding climate we will progress our approach to enterprise and self-generated income. This has an impact on audience development as increasingly there is a necessity to charge for services and to target audiences who will pay for those services.

However, TWAM is committed to offering free access to core collections and venues (excluding adult visitors at Segedunum) and to providing opportunities for all. Audiences will always be at the centre of our work and being financially resilient means we can continue to deliver a world class museum and archive service for everyone.

Over 2018-22 we will work to ensure we are relevant to audiences from across society and recognise that to reach as many and as diverse people as possible, targeted interventions and programmes that seek to engage people for whom museum and archives are not part of their lives / culture are necessary. In order to achieve this we will develop the following work packages:

Programming: ensuring our programme (exhibitions, events and activities) provides an offer that is popular and accessible (e.g. Great Exhibition of the North, Dippy) whilst also providing opportunities for development and meeting the needs of specific audiences (for example roll out of the 'Slow Museums' programme). Key to achieving this will be our embracing of the principles of the creative Case for Diversity.

Communications: ensuring we are reaching as wide, yet appropriately targeted, an audience as possible, taking into account different communication needs and formats as well as messages. We develop integrated marketing activity promoting the individual venue brands, using traditional platforms (above and below the line) but with a strong emphasis on digital communications (including Facebook, Twitter, Instagram and our own Must See Membership scheme). We

will also ensure that our communications are accessible and available in varied formats as appropriate.

Community engagement: targeting specific non-traditional audiences (often therefore non-engagers) to work with them to enable them to see museums and archives as having a positive contribution to make to their lives. This work is conducted with community partners.

Equalities: engaging with audiences with protected characteristics (specifically BAME audiences, Disabled audiences and lower socio economic status (C2DE) audiences) to ensure that the work we produce is meaningful and relevant and that our provision does not in any way discriminate against their attendance. This will link with our work on the Creative Case for diversity, including projects such as Tyneside Women's Collective and the Migration Photography Project.

Learning: working with Children and Young people (C&YP) – both via informal and formal learning (schools) to ensure that our work is appropriate to the learning and developmental needs of C&YP (including programmes aimed at children and families and activities for young people as independent learners, engaged collaborators, enthusiastic volunteers and visitors to our venues).

(see the separate Audience Development plan 2018-22 for more detail)

Partnerships and Leadership

TWAM is itself a partnership organisation and is constituted as a joint service between the four Tyneside local authorities with a very important relationship with Newcastle University in terms of managing the Great North Museum: Hancock and the Hatton Gallery. This partnership approach lies at the heart of everything we do. We work to the following definition of a partnership:

“A relationship between two or more independent organisations which is based on trust, openness and honesty and where the parties are working together in a mutually agreed way to achieve agreed outcomes based on their key objectives, which they believe they cannot reasonably achieve alone.”

In addition to our funding relationships with key stakeholders: local authorities, Newcastle University, Arts Council, which are addressed elsewhere in this Business Plan, we will over the next four years build on established partnerships across a number of different sectors to support our work, support the sector, and enhance services for our users and stakeholders whilst also seeking to develop new relationships.

These sectors include:

LEP and Combined Authority: we will work to support the Strategic Economic Plan, in particular through the skills agenda and the Industrial Strategy.

Business: we will seek to increase business engagement with TWAM, through our membership of the North east chamber, through capitalising on the networks of our Board Members and through building on the existing formal partnerships with 10

businesses through our Business Partnership scheme. This scheme provides a range of benefits to businesses ranging from team building days to room hire discounts. We also partner businesses on individual initiatives such a sponsorship of events and activities and will be delivering improved business networking events at venues over 2018-22.

Local/regional cultural partners: As an organisation, we work alongside nine other partners to promote Tyneside's cultural visitor attractions, known collectively as NewcastleGateshead Cultural Venues (NGCV). NGCV is a collaboration between 10 building-based cultural producers operating 20 venues across visual arts, performing arts, music, dance, film, writing and literature, heritage, archives and museums and science communication in North East England. TWAM operates ERIC (Environmental Records Information Centre) on behalf of a consortium of environmental partners across the region. TWAM will take on Chairing NGCV in June 2018 and will be particularly taking forward the high quality work underway with children and young people through the 'City of Dreams' initiative. TWAM will Chair the Creative Case North Forum from 2018-20. Following the successful chairing of the Hadrian's Cavalry Partnership, TWAM will lead a bid to raise funding for a Wall-wide diversity programme in 2021. Over 2018-22, TWAM will continue to lead The Late Shows, one of the country's most popular and most successful 'Museums at Night' events. Each of our venues has a partner school to ensure our Learning programmes for Children and Young People truly support their educational development.

National partnerships: TWAM has a number of strong relationships with national museums and analogue bodies, particularly: British Library, British Museum, Natural History Museum, National Portrait Gallery, Science Museum and Tate. These relationships deliver partner galleries, loans, shared exhibitions, learning and development programmes and skills exchange. TWAM also has a benchmarking relationship with Bristol and Birmingham Museums and an exhibition partnership with Sheffield and Norfolk museums. In 2018-22 we will be building on these existing relationships to support learning and loans whilst also seeking new relationships. For example we are exploring the development of a knowledge sharing relationship between the TWAM Development Trust and the Norfolk Museums Development Trust. TWAM's Director is Vice Chair of NMDC.

Other local/regional partnerships: TWAM has an MOU with Northumbria University which delivers support for the Rothschild Memorial Lecture and Bursary, an annual TWAM/NU Public lecture and a programme of research support across TWAM. As part of the development of this partnership the first joint TWAM/Northumbria University Visiting Professor appointment will be announced in 2018.

Friends and Associates. TWAM has 10 'friends and affiliate groups, all third sector organisations, whose primary purpose is to support individual venues or collections (in some cases these bodies actually own buildings/collections). They provide an invaluable support network for TWAM which includes financial support and practical contributions ranging from guided tours to exhibit maintenance and the operation of a passenger steam railway. These groups provide increasingly important practical and financial support and, in 2018-20, through our Reimagining Fundraising programme, we will be working more closely with these organisations to ensure that their support is most effectively tailored.

Great Exhibition of the North: For 2018, one of TWAM most significant partnerships will be with NGI, BALTIC and The Sage Gateshead to deliver the Great Exhibition of the North, scheduled to be the largest event in the country in 2018. TWAM played a leading role in securing the endorsement of Newcastle Gateshead as host city and is now one of the key delivery partners.

Appendix 5 lists current regional and national leadership roles undertaken by TWAM.

International Working

In recent years TWAM has significantly expanded its international working. We intend to continue to expand in this area in support of our aims and objectives.

We identify four key areas in our international activity:

1. **Workforce development.** Our international projects create excellent opportunities to allow our staff to gain a wider experience of the museum sector and to develop skills in projects that lie outside the regular TWAM footprint (e.g. Erasmus+ project with France and Germany on engaging young people at the margins of Society). Upcoming projects for 2018-22 include potential work with a consortium led by Norway and working with colleagues across Northern Europe sharing skills on how to contribute to reconciliation in local society.
2. **Sector support:** a key focus for our international activity is on the training of international colleagues and partnership working to develop museological practices (e.g. supporting the British Museum's International Training Programme).
3. **Revenue Generation:** Our international training programmes support the generation of income which contributes to TWAMs core costs (e.g. delivery of courses in audience development, partnerships and museum enterprise for the British Council in the Balkans, Brazil, China and Greece).
4. **Increased Quality:** the quality of our research, exhibition and engagement programmes is enhanced by collaboration with international colleagues (e.g. via our partnership with PUCRS University Museum in Brazil for our Bones exhibition at the Great North Museum).

For 2018-22 Key activity will include:

- Continued support for the British Museum International Training Programme
- Further delivery of Training programmes via the British Council's International Museum Academy (IMA) programme.
- Support for the Hadrian's Wall/Great Wall of China 'Wall to Wall' programme with the aim of producing exhibitions and associated engagement programmes that will operating in both China and the UK (this project includes Historic England, Tullie House Museum and the University of Newcastle as UK project partners).
- Exploration of further partnership with PUCRS.
- Development of partnership proposal around migration with the Museum of Immigration in Sao Paulo, Brazil.
- Continued engagement with the 'Moving Museums' project with non-accessioned Balkan states (subject to funding)

- Continued offering of longer term placements to colleagues from abroad within TWAM.
- Specialist support for the FARO programme in Belgium to increase community engagement in Museums.

Economic Impact

Impacts:

The total (direct, indirect and induced) **Gross economic contribution** of Tyne & Wear Archives & Museums to the North East region was estimated at **£12.9m of GVA during 2016-17, supporting 295 FTE jobs**. This figure was calculated from the following analysis:

Direct Impact:

- A total of 135 FTE positions were occupied by North East residents at the venue with direct GVA equal to £5.1m

Indirect Impacts:

- Tyne & Wear Archives & Museums had a procurement spend of £6.0 within the North East Region.
- This procurement spend supported 50 FTE jobs within the region with a GVA impact of £ 3.7m

Induced Impacts:

- The direct and indirect impacts above induced a further 29 FTE positions within the region through additional spending in the economy. These induced impacts were worth £1.5m in regional GVA.

Visitor Impacts:

- Tyne & Wear Archives & Museums total gross impact on the regional visitor economy equalled 80.9FTE jobs and £2.6m GVA.

Wider Impacts:

- 752 volunteers contributed 48,300 hours of support to the organisation
- 240,140 learning and participation engagements were facilitated with 143,436 children and young people and 46,882 adults

Investment Return:

For every £1 of grant/public subsidy an estimated £1.82 of GVA is generated by Tyne & Wear Archives & Museums in the North East Region. After accounting for deadweight and displacement, the ROI is £1.18 of GVA for every £1 of public subsidy.

(Economic Impact is based on work carried out by ERS – ers.org.uk).

Principal Risks, Management and Mitigation

Going concern

TWAM has reviewed its financial position and financial forecasts, taking into account the levels of reserves, the agreements with key funders and the systems of financial control and risk management. As a result of this review, TWAM believes that it is well placed to manage operational and financial risks successfully. Accordingly, those charged with governance consider that TWAM have adequate resources to continue in operational existence for the foreseeable future. They continue to support the going concern basis in accounting in preparing the annual accounts.

Internal control

The Strategic Board are responsible for ensuring that there are effective and adequate risk management and internal control systems in place to manage the strategic and operational risks TWAM has and could be exposed to.

Processes in place regarding risk management and internal controls include the following:

- A Risk Management Framework;
- An Internal Audit function provided by our lead authority Newcastle City Council;
- The Audit Committee review how and whether TWAM management have followed up on internal audit recommendations. Audit Committee also reviews more detailed reports from senior management on key areas of risk;
- Specific risk management procedures are put in place for all major projects and significant partnerships.

Risk Register

There are currently 13 risks on the strategic risk register, of which 5 are evaluated as having a residual rating of medium (Amber) and 8 as low (Green). Overall risk scores have reduced during 2017/18 as controls have been assessed as operating to the extent that either, the likelihood of the risk occurring or its impact on the organisation is low, and therefore the risks are being managed within accepted tolerances.

Risk reference	Risk Description	Status	Risk score
SR0001	Major Incident at a TWAM venue	Low / High 8 AMBER	static

SR0022	Failure to maintain the Health Safety and Wellbeing of public/ workforce / customers/ clients.	Low / High 8 AMBER	static
SR0027 / SR0037	TWAM is unable to implement proposed governance changes for and failure to secure long-term renewal of Joint Agreement	Low / Med 6 GREEN	reduced
SR0029	Failure to develop a diverse business base with an entrepreneurial culture and engaged audience	Med / Med 9 AMBER	static
SR0034	TWAM is unable to deliver the 2017/18 agreed budget due to failure to achieve income targets.	Low / Low 4 GREEN	reduced
SR0035	Fraud, financial impropriety or improper business practices increase as internal controls are weakened as resources become severely stretched	Low / Med 6 GREEN	static
SR0038	Failure to deliver successful 'Bridge' programme and museum Development Programme for North East 2015-2018 and 2018-2022	Low / Med 6 GREEN	static
SR0040	National Portfolio Organisation (NPO) status: TWAM is unable to produce business plan to the satisfaction of ACE	Low / High 8 AMBER	static
SR0041	Accreditation: TWAM is unable to retain Accreditation status for one or more of its venues/archives	Low / Med 6 GREEN	static
SR0042	Failure to sustain a robust 5 year financial strategy	Low / Med 6 GREEN	reduced
SR0043	Impact on staff resilience (stress and motivation) of organisational change & budget reductions	Low / Med 6 GREEN	reduced
SR0044	Failure to deliver a successful Great Exhibition of the North	Low / Med 6 GREEN	reduced
SR0046	GDPR – failure to comply with legislation	Low / High 8 AMBER	new

Quality and evaluation

In order to ensure quality across our diverse venues and programmes we utilise a range of evaluation methods to ensure we have up to date reliable performance information. At the core of this is our Balanced Scorecard, which is reported on and reviewed monthly by our Operational Management Team. 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.

TWAM's Balanced Scorecard monitors the following indicators:

- Footfall: in person/ virtual/educational.
- Sector profile/quality.
- Public judgment/quality & satisfaction.

- Generated Income.
- Contributed income.
- Attendance levels.
- Volunteer hours.

Evidence suggests that we have better, and more rigorous data, more readily available than comparable organisations and this is used effectively to monitor progress and to respond. Our benchmarking relationship with Bristol and Birmingham museums provide a useful comparison and challenge process.

We understand the importance of monitoring and evaluating the service that we provide to our audiences, listening to critical comment and working collaboratively with communities to shape our offer. We achieve this through a number of different approaches:

- As a legacy of the Paul Hamlyn funded Our Museum programme we aim to ensure consistent engagement of local people in shaping and delivering our services and an ongoing two-way dialogue between TWAM and our communities and stakeholders.
- Performance data including visitor numbers and learning and outreach engagements.
- Our Must-see Museums membership scheme (8,700+ members) provides rich data about our audiences and the opportunity to influence their visiting behaviour.
- We will use Culture Counts along with our benchmarking research and digital analytics tools to provide a benchmark and framework, for self-reflection and peer and audience feedback to fuel development of our programmes.
- We use Audience Finder to conduct quarterly audience benchmarking surveys at our nine venues to gauge trends in audience demographics, assess satisfaction and benchmark against other cultural venues.
- We have social media channels for all our venues on Facebook, twitter and trip advisor. We are active on these channels engaging with audiences, monitoring feedback and responding to positive and negative comments.
- All of our venues undergo a monthly mystery visit conducted by an independent organisation. The reports are shared with the venue staff at team meetings and actions assigned.
- Over 15 years ago TWAM established the Museums and Galleries Disability Access Group (MAGDAG). As a group of Deaf and Disabled independent people MAGDAG challenges, motivates, informs and influences all parts of TWAM, its services and opportunities.
- Our community engagement programme has established a user group including mental health service users, people in addiction and justice recovery and older people, who will feed back on our programmes to ensure they are relevant.
- We have comments cards in all our venues and encourage visitors to share their views.

Our approach is based on best use of both qualitative and quantitative measures, recognising the reductive nature of some of the quantitative indicators. The Quality Metrics framework looks at 6 qualitative measures and TWAM will work to use these as pointers to quality measurement across our programme.

- quality of product
- quality of experience
- quality & depth of engagement
- quality of creative process
- quality of cultural leadership
- quality of relationships & partnerships

We will use these pointers across the five goal areas as follows:

- Quality of product – monitored as part of our Goal 1 work and quality will be assessed through peer review and in the of re4search/collections work through our academic partnerships
- Quality of experience and quality and depth of engagement – as part of our Goal 2 work we will assess this through our audience development evaluation
- Quality of creative process – through lessons learned review and working with cultural partners we will target specific programmes to evaluate and enhance the creative process. We will also seek to maximise the benefit of external creative practitioners working within TWAM to share knowledge and enhance the creative process, we will build this into our Goal 4 workforce programmes
- Quality of cultural leadership – through our Goal 4 workforce programmes and our Goal 3 governance development we will use TWAM's appraisal system to monitor leadership and to encourage creative leaders in the organisation to identify suitable external mentors to help them develop further whilst also using skills development and feedback from TWAM's Strategic Board.
- Quality of relationships & partnerships -as part of our Goal 4 and Goal 5 work in particular we will ask partners to help us evaluate our relationships and partnerships and build evaluation and feedback into partnership agreements.

Ultimately we will use the above techniques and [programmes to ensure we understand both what our work is delivering and the needs of our audiences and stakeholders in order to ensure we can increase the quality and relevance of our work going forward.

**TWAM Balanced Score Card – proxy indicators
Report - xxx 2017**

Our Mission ... to help people determine their place in the world and define their identities, so enhancing their self-respect and their respect for others.			
1. 'Engagement' Public Benefit		2. 'Reputation' Cultural Contribution	
1. Footfall - No. visitors		1. Sector profile	
2. Virtual visitors		2. Public judgement	
3. School visits			
4. 'Service' Development & Growth		3. 'Performance' Finance & Governance	
1. Attendance levels		1. Amount (net) generated income - £	
2. Great Place To Work		2. Amount (gross) contributed income - £	
3. Volunteer hours			
Our Vision TWAM will deliver best value, high impact, cultural services for local people & visitors			

Over 2018-22 we will use the Balanced Scorecard to continue to improve performance.

Appendices

Appendix 1 - Stakeholders' priorities

ACE	5 ACE Goals	<ol style="list-style-type: none"> 1. Excellence is thriving and celebrated in the arts, museums and libraries 2. Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries 3. The arts, museums and libraries are resilient and environmentally sustainable 4. The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled 5. Every child and young person has the opportunity to experience the richness of the arts, museums and libraries <p>http://www.artscouncil.org.uk/what-we-do/mission/</p>
Local Authorities	Newcastle	<p>A Working City Decent Neighbourhoods Tackling Inequalities A fit for Purpose Council</p> <p>http://www.newcastle.gov.uk/your-council-and-democracy/policies-strategies-and-performance/our-policies-and-strategies/corporate-plan</p>
	Gateshead	<p>City of Gateshead Global Gateshead Creative Gateshead Sustainable Gateshead Active and Healthy Gateshead Volunteers</p> <p>http://www.gateshead.gov.uk/Council%20and%20Democracy/About-the-Council/policies/council-plan.aspx</p>
	North Tyneside	<p>Our People Our Places Our Economy Our Partners</p> <p>http://www.northtyneside.gov.uk/browse-sub-cat.shtml?p_subjectCategory=1576</p>
	South Tyneside	<p>Economic Growth & New Jobs Regeneration of Town Centres & villages New Services for Children & Adults Housing Integration & Growth Investing in Neighbourhoods Community & Civic Buildings</p> <p>https://www.southtyneside.gov.uk/article/38522/The-South-Tyneside-Vision</p>
Newcastle University	Societal Challenge Themes	<p>Ageing Social Renewal Sustainability</p> <p>http://www.ncl.ac.uk/research/themes/</p>

Appendix 2 Museum Development Objectives

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

National objective: To enable museums to more effectively assess and develop through self-evaluation, peer review and audience review (in line with Quality Metrics principles) 1) the quality of how they develop , research, care for, interpret and share their collections, and 2) the quality of their engagement through their interpretation and programming

National objective: To enable museums to embrace and embed the Creative Case for Diversity (CCD) in how they deliver their work

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

National objective: To enable museums to understand and benefit from standardised audience data collection to increase and develop audience engagement

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

National objective: To embed the role of MD in supporting effective delivery of the revised Accreditation Scheme

National objective: To use a nationally-consistent diagnostic toolkit including relevant Accreditation elements as appropriate, to enable more museums to be resilient as a result of museum development interventions.

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

National objective: To enable museums staff (paid and voluntary) to develop key skills including wider than traditional museum skills such as business, retail, digital etc.

National objective: To ensure that museums diversify their workforce and governance, as appropriate to their context

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

National objective: To enable museums to attract more children and young people by being family friendly

National objective: To enable museums to improve their learning offer to children and young people

See also Museum Development North East Programme Plan 2018-22

Appendix 3 Bridge Objectives – by Programme area

Local Cultural Education Partnerships
Lead officers: Area Managers
Objectives
Each LCEP is embedded into the local strategic landscape and integrated into strategic networks.
Each LCEP attracts additional resource to support its work, including through Partnership Investment.
Each LCEP is motivated to continue beyond 2022.
Outcomes for children and young people remain at the heart of each LCEP.

Partnership Investment
Lead officer: Head of Programmes
Objectives
100% of PI budget invested
At least 100% match achieved for PI budget
Each North East LCEP receives PI

Working with schools
Lead officer: nominated lead Area Manager
Objectives
More teachers able to recognise, produce and ask for high quality engagement in schools.
Co-creation of offer between the culture and education sectors.
Build advocates to communicate benefit of cultural education.
Increase reach so that more schools are actively engaged.

Artsmark
Lead officer: nominated lead Area Manager
Objectives
Deliver an appropriately supported Artsmark Journey which is responsive to the needs of schools
Fully integrate the cultural sector into the Artsmark Journey from start to celebration events (through mechanisms such as the Artsmark Partnership Programme and LCEPs)
Continually develop and deliver a sophisticated recruitment and retention strategy to achieve our Artsmark targets

Arts Award
Lead officer: designated Area Manager
Objectives
Support MEHs and NPOs to develop progression routes for CYP in Arts Award and step up to leadership roles in Arts Award support.
Increase the number of education settings to use Arts Award.
Increase the number of trained Advisers who go on to support young people through to moderation.
Support organisations across sectors to progress their offer to multiple levels.
Create coherent offers in local (LCEP) areas to support development and progression routes for young people.

See also Culture Bridge North East Activity plan 2018-22.

Appendix 4 TWAM Venues

TWAM venues are:

Venue	Funder & Owner
Shipleigh Art Gallery (founded 1915)	Gateshead Council
Discovery Museum (founded 1934) Laing Art Gallery (founded 1901)	Newcastle City Council
Segedunum Roman Fort, Baths & Museum (founded 2000) Stephenson Railway Museum (founded 1986)	North Tyneside Council
South Shields Museum & Art Gallery (founded 1876) Arbeia Roman Fort & Museum (founded 1953)	South Tyneside Council
Great North Museum: Hancock (founded 1829) Hatton Gallery (founded 1926)	Newcastle University
Tyne and Wear Archives (based at Discovery Museum, est. 1974)	Five councils in Tyne & Wear

Appendix 5 TWAM and sector leadership

TWAM has a specific Aim in this area:

D: Lead by example and work as a catalyst through partnerships, regionally nationally and internationally.

We aspire to take a key role in supporting the wider sector to come together to achieve excellence through partnership. This can be seen in our delivery of two sector support organisations for the region (Culture Bridge North East and Museum Development North East). We see sharing of expertise, wherever it originates, as vital for the long term health of culture in the North East and enjoy facilitating this. As we are non-art form specific we are often able to be a more neutral facilitator of the sharing of best practice across the sector to ensure quality is driven up for audiences.

The following is a list of regional, supra regional, and national forums/programmes on which our staff have positions (this list is distinct from partnership projects):

Sub regional/Regional

North East Historic Environment Forum

Creative Fuse Steering Group

North East Cultural Partnership – International sub-group, Cultural co-ordinators sub group, Children and Young People sub-group (TWAM provides secretariat here)

The Late Shows – programme Chair and secretariat

Juice Festival Board

Newcastle Gateshead Cultural Venues (NGCV) - TWAM is currently Vice Chair – becoming Chair in summer 2018)

NGCV Audience Development Group - Chair

NGCV – Development Forum – Chair

NGCV L&P Group - Convenor

ERIC (Environmental Records Information Centre) – operated by TWAM on behalf of a consortium of Environmental Partners across the region.

North East National Citizen Service Advisory Group

Supra Regional

Creative Case North Consortium – TWAM is chairing over 2017-19 and provides secretariat

Great Exhibition of the North Operations Board

Wall to Wall project group (group to strengthen relations between Hadrian's Wall and Great Wall of China World Heritage Sites)

Hadrian's Wall World Heritage Site Management Plan Committee (and Chair of the Learning and Interpretation sub-group)

National

Culture Health and Wellbeing Alliance (NE Rep)

English Civic Museums Network Steering Group

Museums Association Board

Museums Association Finance Committee

National Museum Directors Council (Vice Chair)

Migration Museum Project - Distinguished Friend

PhD examiner Leicester University

In addition our staff are Museum Mentors for a number of smaller Museums including the Bowes Railway Museum, and sit on various community and Museum boards including:

Senhouse Museum Trust (Cumbria)
 Outer West Schools Trust
 Ouseburn Learning Trust
 Road to Recovery Trust

Subject Specialist Networks

TWAM is committed to working with SSNs as necessary over the 2018-22 period. We recognise that individual SSNs will ebb and flow in their work according to needs, personal and budgets. Wherever possible we will endeavour to support their work, e.g. by providing staff capacity, collections information, rooms for meetings etc.

We currently have a number of staff on committee of SSNs. We actively encourage our staff to take on such roles as part of our responsibility to both their personal development and to supporting the museum sector more generally.

Subject Specialist Network	TWAM staff member specific role
ArtUK	Director on advisory Board
Assn British Transport and Engineering Museums (ABTEM)	TWAM history staff member on committee
British Art Network	TWAM Art staff member of steering panel
Social History Curators Group	TWAM history staff member on committee
Understanding British Portraits	TWAM Art staff member of steering panel

Sector Support Organisations

TWAM of course manages two sector support organisations (SSOs) for the Bridge and Museum Development programmes in the North East. Specifically as TWAM we work with a number of sector relevant SSOs to ensure that our audiences gain from their expertise, and that we are supporting them to disseminate their programmes and experience in the region. The table below shows some of the existing links – but as the SSO programme launches in April 2018 we would envisage developing further links.

SSO	TWAM specific involvement
Arts Marketing Association	Comms team is a group member
Culture 24	staff member is part of GIFT action research project
Kids in Museums	Support for case studies and takeover days

We also work with several other organisations that are not formal ACE SSNs or SSOs. These include:

- Touring Exhibitions Group – TWAM has a representative on the steering group
- GEM – TWAM represented on the steering group for their The Learning and Sharing Centre project.
- International Association of Roman Military Equipment Studies – TWAM staff member is on steering group.

Appendix 6 TWAM Objectives and Activity Plan

TWAM Activity plan 2018-22

The Activity plan presented below sets out a number of SMART objectives that TWAM intends to meet over the period 2018-22. Each of these objectives represents a step forward for us as an organisation, and is designed to support us to better deliver on our organisational mission and to achieve our organisational aims.

The objectives are set out in the framework of ACE’s five goals. The TWAM aims they explicitly support are identified in the table below. The measures that will demonstrate achievement of the objectives along with the activities/milestones against which general progress can be judged are set out in the main body of the activity plan.

This plan will be reviewed and updated annually, with more specific milestone and delivery information added for the forthcoming year in particular.

<p>Goal 1: Excellence is thriving and celebrated in the arts, museums and libraries</p> <p>Our vision for 2018-22 is to deliver TWAM 3.0: a suite of excellent programmes that play to the strengths of each venue and to the quality of their collections, and are developed in the context of the Creative Case for Diversity (CCD).</p> <p>TWAM will achieve excellence 2018-22 by delivering:</p> <ul style="list-style-type: none"> •High quality exhibitions and innovative collections activity that grows and diversifies the audience for every museum and gallery in TWAM. •A ‘hub exhibition’ for the Great Exhibition of the North that will attract an additional 200,000 visitors to the GNM. •Cutting edge and high impact digital programmes that unlock the public value of collections and enable production of new creative content. <p>TWAM will grow excellence 2018-22 by ensuring its:</p> <ul style="list-style-type: none"> •Use of collections is more audience-centric and driven to inspire wonder and investigation. •Work with universities enables more collections to be more public 	
<p>Objective</p>	<p>To deliver high quality exhibitions and innovative collections and archives activity that draws on the diversity of our partnerships and collections.</p> <p><i>TWAM Aim(s) supported: A C D</i></p>
<p>Objective</p>	<p>To encourage and support creative practitioners of all kinds (artists, digital practitioners, historians, scientists and community activists) in their development.</p> <p><i>TWAM Aim(s) supported: A B C</i></p>

Objective	To ensure our collections and archives are relevant to the communities they serve through a continuous process of collections management review, development and reinterpretation, and research. <i>TWAM Aim(s) supported: A B</i>
Objective	To create digital programmes that respond to the continually evolving behaviours and expectations of our audiences. <i>TWAM Aim(s) supported: A C G</i>
Creative Case For Diversity (Goal 1)	
<p>Our work for the Creative Case is built around Diversifying our partners in co-production, ensuring our collections represent the diverse communities of Tyneside, and ensuring programming (both across and beyond our venues) is truly diverse and engaging. This will be achieved by a twin track approach of internal focus (e.g. via the cross venue Creative Case working group, and the Programme Review system) and external conversations such as via our Valuing Voices programme, and focussed initiatives such as our work with mental health service providers.</p> <p>We have recently taken on the chair on the Creative Case North consortium, and are committed to disseminating our experience of developing and embedding our approaches to the Creative Case with others.</p> <p>By the end of 2022 TWAM will be an exemplar service with CCD rooted at the heart of its approaches to programming, to ensure it has meaning and relevance across its diverse venues, collections and audiences to deliver its people focussed mission</p>	
Objective	To deliver exemplary Creative Case for Diversity (CCfD) programmes by ensuring that diverse voices influence our programming and collections development. <i>TWAM Aim(s) supported: A B C</i>
Objective	To Continuously review, learn from, improve and share our CCfD experiences. <i>TWAM Aim(s) supported: D</i>

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

A broad programme of audience engagement and development, Valuing Voices, is based in a culture of audience consultation and agency which will position TWAM at the heart of its communities, as compelling venues to visit for a diverse range of audiences. Central to this will be a thriving audience membership scheme, digital and physical programmes tailored to the needs of our audiences, a community engagement programme woven into the fabric of the communities and services of our region and founded on strong and wide-ranging partnerships.

Through this programme TWAM will be more relevant to more people and will meet the needs of mass audience as well as delivering tailored programmes for groups and individuals who may find us hard to reach.	
Objective 2.1	To maximise the number and range of people experiencing our archives, museums and galleries by using insights derived from Audience Finder data, digital analytics and Culture Segments to develop the membership scheme, and our marketing and programming <i>TWAM Aim(s) supported: B C G</i>
Objective 2.2	To increase the depth and quality of people's cultural experiences through a focus on matching programmes to audiences. <i>TWAM Aim(s) supported: B C</i>
Objective 2.3	To increase engagement levels among those currently least engaged in arts and culture by developing programmes to engage groups with protected characteristics, specifically BAMER audiences, Disabled audiences and lower socio economic status (C2DE) audiences. <i>TWAM Aim(s) supported: A B</i>
Objective 2.4	To increase the agency of our audiences and communities in the development of our programmes and ways of working. <i>TWAM Aim(s) supported: A B C</i>

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

Inspired by the governance review of 2014 and a recent review of fundraising potential, TWAM is developing a new vision for income generation whilst maintaining access for those at risk of exclusion and recognising the need for continued public sector investment.

TWAM 3.0 will implement new strategies for diversifying its income streams to a new level, and applying environmental sustainability principles to reduce waste. Progress will accelerate over 2018-22 to help TWAM become a viable museum and gallery service significantly less reliant on public funding.

This will be achieved by:

- Establishing a new Strategic Board to take up the responsibilities of the existing Joint Committee.
- Setting up a new independent trading company to undertake commercial and enterprise activity to increase self-generated income.
- Creating a step-change in philanthropy by proceeding with an ambitious plan to increase contributed income.
- Implementing bespoke solutions to greatly improve carbon efficiencies and cost savings.

TWAM will also lead by example and increase its help for the sector by providing more business advice, mentoring and broadening its commercial

networks nationally and internationally.	
Objective 3.1	To enable TWAM to meet future challenges more effectively by implementing a more resilient and enterprising governance model. <i>TWAM Aim(s) supported: E</i>
Objective 3.2	To increase self-generated income. <i>TWAM Aim(s) supported: E</i>
Objective 3.3	To increase contributed income by implementing an ambitious plan to transform our philanthropic giving. <i>TWAM Aim(s) supported: E</i>
Objective 3.4	To reduce our carbon footprint by driving down our energy consumption, reducing business travel and re-thinking our working practices. <i>TWAM Aim(s) supported: E</i>

Goal 4: The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled	
OVER 2018-22 WE WILL	
<ul style="list-style-type: none"> • Develop the skills of our workforce in areas of emerging priority such as digital engagement and facilitation, and by supporting them to take on leadership roles outside of TWAM. • Work to diversify the workforce, in part by recruiting young people from non-traditional backgrounds to experience the sector through FE, volunteering, and school placements. • Create new opportunities for volunteering including virtually and as families via Volunteer maker. • Develop our approaches to ensure we are truly welcoming and engaging, and relevant to people with protected characteristics. • Develop partnership working with: <ul style="list-style-type: none"> ○ Other museums across the country to pool expertise to develop high quality engaging programmes. ○ The cultural sector in the North east to drive up quality for all our participants. • Share learning with as many different organisations and sectors as possible to drive up standards in cultural engagement. 	
Objective 4.1	To meet the emerging needs of the sector by developing the skills and leadership capabilities of our workforce (Paid and Voluntary) <i>TWAM Aim(s) supported: A C G</i>
Objective 4.2	To ensure our workforce is reflective of the communities it serves, not least by exposing people from a variety of backgrounds to the possibilities of a career in museums. <i>TWAM Aim(s) supported: A B</i>
Objective 4.3	To develop a volunteering programme that meets the needs of our organisation and our volunteers (current and potential)

	<i>TWAM Aim(s) supported: A B C F</i>
Objective 4.4	To foster an Environment of partnership and support across the sector to drive up standards in cultural engagement <i>TWAM Aim(s) supported: B C D</i>

Goal 5: Every child and young person has the opportunity to experience the richness of the arts, museums and libraries	
<p>OVER 2018-22 WE WILL</p> <ul style="list-style-type: none"> •Be an essential LCEP partner, supporting children's learning both in and out of school. •Be leaders in digital learning initiatives that enable CYP to access our collections, in order to learn, create and share. •Provide exciting and innovative opportunities for CYP to progress through Arts Award at all levels, including an annual celebration. •Be a key partner in supporting schools in our region to achieve Artsmark. •Deliver a high quality research programme with our Research partner Schools that articulates the impact of museum engagement on CYP's learning and experience. •Have engaged with CYP who we do not traditionally reach via work with families, Early Years, SEND and young people including LAC. •Expanded our Boxes of Delight scheme to include the 'object library'. •Value youth voice across TWAM, enabling young people to be a core part of our programming, including co-creation of a CYP charter and delivery of major young people led exhibition. •Have shared our experience openly and honestly with the museums and wider cultural sectors including via our role as convener of the North East GEM meetings, and our role as a partner in GEM's new Learning Sharing Centre. 	
Objective 5.1	To deliver a nationally leading programme of work for children and young people which understands the needs and aspirations of our audiences, through a commitment to partnership, research and development. <i>TWAM Aim(s) supported: D F</i>
Objective 5.2	To deliver sustainable services for schools that support their Artsmark journey and are valued as an essential part of the curriculums schools are creating. <i>TWAM Aim(s) supported: F</i>
Objective 5.3	To deliver programmes for families that support children's learning and encourage curiosity and play. <i>TWAM Aim(s) supported: A F</i>
Objective 5.4	To build on core programmes aimed at young people which support them as independent learners, engaged collaborators, enthusiastic volunteers and visitors to our venues. <i>TWAM Aim(s) supported: A F</i>
Objective 5.5	To deliver Arts Award at all levels, designing venue programmes that support Arts Award as part of the core offer and promote progression through levels and celebrates success.

	<i>TWAM Aim(s) supported: F</i>
Objective 5.6	To develop digital learning initiatives that enable CYP to access our collections in order to learn create and share. <i>TWAM Aim(s) supported: F G</i>

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

						Objective Owner
Objective 1.1	To deliver high quality exhibitions and innovative collections activity that draws on the diversity of our partnerships and collections.				Manager of Collections and Research	
Measures	Baseline	2018-19	2019-20	2020-21	2021-22	
Number of high profile loans to TWAM	tbc	Maintain baseline	Maintain baseline	Maintain baseline	Maintain baseline	
Percentage of TWAM collections in use in temporary exhibitions/events	n/a	Baseline to be established	Maintain baseline	Maintain baseline	Maintain baseline	
% of exhibitions delivered in partnership with others	tbc	+5%	+5% on previous year	+5% on previous year	+5% on previous year	
Actions					Owner(s)	
2018-19: Q1	<ul style="list-style-type: none"> • Collections • Establish a system for recording baseline for percentage of collections in use in temporary exhibitions/events and define targets for following years. • Start British Library Unlocking Our Sound Heritage project • Run Play and Invent programme at Discovery through the Inventors in residence programme. • Develop the Stephenson Immersive Experience of tinkering events for young people to coincide with the results of research into the construction of Puffing Billy, the world's oldest steam engine. • Deliver Tyneside Women's Collective project at Discovery Museum (funded by Esmee Fairburn) • Deliver 1 TNT session 				<ul style="list-style-type: none"> • Manager of Collections, Research/Documentation Officer/Curators • Archives Lead • Museum Manager/Digital Programmes Manager • Museum Manager • Keeper Contemporary Collecting 	

	<ul style="list-style-type: none"> • Shipley Art Gallery to run ‘A Home for Craft and Design’ working with the V&A and Northumbria University to develop understanding of collections, and create programmes and events that nurture craft and design practise. • Exhibitions • Begin work on Social Justice programming for Discovery Museum and South Shields Museum and Art Gallery. • SSMAG to curate exhibition on Anne Seymour, pioneering local woman. To tie in with the programme to mark the centenary of the Representation of the People Act. • SSMAG to curate an exhibition to mark the anniversary of local author Catherine Cookson’s death. • SSMAG to curate an exhibition on Mining Heritage to mark the 50 years since Whitburn colliery closed. Examining socio-economic issues. 	<ul style="list-style-type: none"> • Manager of Collections and Research • Museum Manager/Curator • Museum Managers/Keeper of Contemporary Collecting/Curators • Museum Manager • Museum Manager • Museum Manager
<p>2018-19: Q2</p>	<ul style="list-style-type: none"> • Collections • Science Uncovered event at GNM • Run Play and Invent programme at Discovery • Discovery to open the star loan of Stevenson’s Rocket, The most advance locomotive of its day and built in Newcastle. Currently on display in the Science Museum. • Deliver 1 TNT session • Exhibitions • Deliver hub exhibition for Great Exhibition of the North • Open Circus 250 At Discovery 	<ul style="list-style-type: none"> • Museum Manager • Museum Manager • Museum Manager • Manager of Collections and Research • Museum Manager • Museum Manager

	<ul style="list-style-type: none"> • Open Glenn Brown at Laing • Open the Enchanted Garden at Laing • SSMAG to curate exhibition on artist Ethel Walker who was a fellow at the Royal Academy. Exhibition to incorporate a Nation Loan and to explore issues of gender. • Segedunum to open 'Saving Face' an exhibition of Roman armour. • GNM to open 'Heart of the Matter' 	<ul style="list-style-type: none"> • Museum Manager
2018-19: Q3	<ul style="list-style-type: none"> • Collections • Run Play and Invent programme at Discovery • Deliver 1 TNT session • Exhibitions • SSMAG and Segedunum to curate 'Returning from the Front' an HLF funded exhibition exploring the social changes that occurred as a result of the war relating to disability, gender and class. • Discovery to co-curate community exhibitions to feature in Charge!, Discovery's newest gallery on regimental history. • Discovery to co-curate exhibitions with community groups in Destination Tyneside, permanent gallery on the theme of migration. • GNM to tour Bones and Bodies temporary exhibition to the RVI hospital in Newcastle. • Open Laura Carlin at the Shipley Art Gallery • Open Exposure, The Naked Portrait at the Laing. • Open Exploding Collage at the Hatton Gallery 	<ul style="list-style-type: none"> • Museum Manager • Manager of Collections and Research • Museum Manager
2018-19: Q4	<ul style="list-style-type: none"> • Collections • Run Play and Invent programme at Discovery • Deliver 1 TNT session 	<ul style="list-style-type: none"> • Museum Manager • Manager of Collections and Research

	<ul style="list-style-type: none"> • Exhibitions • Launch Francis Bacon exhibition at the Hatton Gallery 	<ul style="list-style-type: none"> • Museum Manager
<p>2019-20:</p>	<ul style="list-style-type: none"> • Collections • SMAG to exhibit a Spotlight loan with local resonance linked to local artist Sheila Graber who worked on Paddington Bear and who was influenced by Constable. • Discovery Museum launches large object spotlight loans rolling programme. • Archives joint project on the history of the CVS (Council for Voluntary Service) and combatting poverty. • Archives project with Percy Headley Foundation collection • GNM partnering with the British Museum to produce a project called Teaching history in 100 objects drawing on the World Cultures collection. • Deliver 4 TNT sessions • Exhibitions • Dippy on tour at GNM supporting interpretation to explore the impact of climate change and reflect on the issue today. • Segedunum's 20th Anniversary • Anniversary of the 1919 Race Riots in South Shields at South Shields Museum and Art Gallery • Open the internally curated The Enchanted Interior at Laing • Segedunum to launch 'Revolting Britons' drawing on TWAM's collection and loans to explore uprisings and revolts along Hadrian's Wall. • Open migration photography exhibition at Discovery Museum 	<ul style="list-style-type: none"> • Museum Manager • Museum Manager • Archives Lead • Archives Lead • Museum Manager • Manager of Collections and Research • Museum Manager • Museum Manager • Museum Manager • Museum Manager • Museum Manager

2020-21	<ul style="list-style-type: none"> • Collections • Series of collections related events to celebrate the 20th anniversary of Segedunum Roman Fort & Museum • Deliver 4 TNT sessions • Exhibitions • Open the Roaring Twenties at Laing Art Gallery 	<ul style="list-style-type: none"> • Museum Manager • Manager of Collections and Research • Museum Manager
2021-22	<ul style="list-style-type: none"> • Collections • Deliver 4 TNT sessions • Exhibitions • Deliver Diversity on Hadrian's Wall project • Open Challenging Conventions at the Laing. An exhibition featuring artists Laura Knight and Vanessa Bell • 	<ul style="list-style-type: none"> • Manager of Collections and Research • Head of Programmes • Museum Manager

Objective 1.2	To encourage and support creative practitioners of all kinds (artists, digital practitioners, historians, scientists and community activists) in their development				Objective Owner Digital Producer
Measures	Baseline	2018-19	2019-20	2020-21	2021-22
Number of creative practitioners engaged with TWAM each year	n/a	baseline	As baseline	As baseline	As baseline
Actions					Owner(s)
2018-19: Q1	<ul style="list-style-type: none"> Establish baseline of engagements, set targets for following years and roll out systems for recording information. Shipleigh Art Gallery to run 'A Home for Craft and Design' working with artists and digital design SMEs to develop residencies and fellowships that nurture craft and design practise Henry Rothschild bursary at Shipley Hatton and Shipley programmes to include dedicated workspaces, resource and residency opportunities for local artists. High level commissions from Art Galleries Two curatorial studio visits by art team Support and advice to artists applying for external funding to enable projects relating to our venues and collections Inventors in Residence funded through the Community Foundation at Discovery Maker's Network with artists to run. 1 event at Shipley, 1 N&S Tyneside GNM to open 'Heart of the Matter' an exhibition created in collaboration with an artist GNM to plan further projects with Open Lab (interaction design and research group), from Newcastle University. Establish baseline of 				<ul style="list-style-type: none"> Digital Producer Museum Manager Museum Manager Museum Manager Museum Manager Museum Manager Digital Programmes Manager Digital Programmes Manager Museum Manager

	engagements, set targets for following years and roll out systems for recording information.	<ul style="list-style-type: none"> • Museum Manager/Digital Programmes Manager
2018-19: Q2	<ul style="list-style-type: none"> • Inventors in Residence funded through the community foundation at Discovery • GNM to invite artists, scientists and creative practitioners to take part in the Great Exhibition of the North 12 week programme. Each week a new theme will be explored and people relevant to the theme will be invited to participate in delivering talks etc. • GNM to deliver Science Uncovered late night in collaboration with researchers, scientists and creative practitioners who will respond to the collection. 	<ul style="list-style-type: none"> • Digital Programmes Manager • Museum Manager • Museum Manager
2018-19: Q3	<ul style="list-style-type: none"> • Inventors in Residence funded through the community foundation at Discovery 	<ul style="list-style-type: none"> • Digital Programmes Manager
2018-19: Q4	<ul style="list-style-type: none"> • Inventors in Residence funded through the community foundation at Discovery • Work with Newcastle CVS on research for their 90th anniversary, including supporting researchers with access to archives materials 	<ul style="list-style-type: none"> • Digital Programmes Manager • Archives Manager
2019-20:	<ul style="list-style-type: none"> • Source funding for new round of Inventors in Residence at Discovery and Shipley 	<ul style="list-style-type: none"> • Digital Programmes Manager
2020-21 & 2021-22	<ul style="list-style-type: none"> • Work with scientists, artists, technologists and historians to examine the societal and biological links to their predecessors for the diversity of Hadrian's Wall project. 	<ul style="list-style-type: none"> • Head of Programmes

Objective 1.3	To ensure our collections and archives are relevant to the communities they serve through a continuous process of collections management review, development and reinterpretation, and research.				Objective Owner Manager – Collections and Research
Measures	Baseline	2018-19	2019-20	2020-21	2021-22
Number of enhanced collections records on the CMS system	n/a	tbc	tbc	Tbc	Tbc
Actions				Owner(s)	
2018-19: Q1	<ul style="list-style-type: none"> • Establish a baseline for numbers of records enhanced and a system for recording enhancements through the Collections Management System. • Form Research Advisory Group • Review current PHD programmes and update list of potential PhD programmes to ensure a rolling programme • Apply for a TWA Digitisation Grant fund • Evolve TWAM research strategy to identify collections areas to augment with rich content. • Current Northern Bridge PhDs to complete and add information to Emu • Deliver Ellerman funded project at GNM with Natural Science collections and curators if the bid from December 2017 was successful. 			<ul style="list-style-type: none"> • Manager of Collections and Research (MCR)/Documentation Officer • MCR • MCR • MCR • MCR • Documentation Officer • MCR • 	
2018-19: Q2	<ul style="list-style-type: none"> • Apply for Weston Loan programme funding to bring a loan from a National collection to support the Esmee Fairbairn project 			<ul style="list-style-type: none"> • Keeper of Contemporary Collecting 	
2018-19: Q3	<ul style="list-style-type: none"> • Meet TWAM/Newcastle University steering group • Meet TWAM/Northumbria University steering group • Apply for Collections Trust Award in August 			<ul style="list-style-type: none"> • MCR • MCR • Documentation Officer 	

2018-19: Q4	<ul style="list-style-type: none"> Support Newcastle CVS with research into archives holdings to explore their 90 year history and its legacy 	<ul style="list-style-type: none"> Archives Manager
2019-20:	<ul style="list-style-type: none"> Create digital preservation policy for digitally born collections Apply for Collections Trust Award in August Apply for Ellerman Funding to support curatorial practise in one area of TWAM's collection 	<ul style="list-style-type: none"> Documentation Officer Documentation Officer MCR/Museum Manager
2020 – 21 2021-22	<ul style="list-style-type: none"> Enhancing collections Apply for Ellerman Funding to support curatorial practise in one area of TWAM's collection. Apply for Collections Trust Award in August 	<ul style="list-style-type: none"> MCR/Museum Manager Documentation Officer

						Objective Owner
Objective 1.4	To create digital programmes that respond to the continually evolving behaviours and expectations of our audiences					Digital Producer
Measures	Baseline	2018-19	2019-20	2020-21	2021-22	
Deliver 20 video-based engagements on social media each year (Instagram, Facebook)	0	Deliver 20 video-based engagements on social media				
9 insights-based programming plans produced annually	0	9 x insights-based programming plans	9 x insights-based programming plans	9 x insights -based programming plans	9 x insights-based programming plans	

3 venues to deliver digital projects to expand / diversify audiences	0	3 venues to deliver digital projects to expand / diversify audiences	3 venues to deliver digital projects to expand / diversify audiences	3 venues to deliver digital projects to expand / diversify audiences	3 venues to deliver digital projects to expand / diversify audiences
Number of visitors actively engaged in digital programmes.	2000	2200	2400	2700	3000
Actions					Owner(s)
2018-19: Q1	<ul style="list-style-type: none"> • Create digital sections in venue-specific audience development plans that identify appropriate social media platforms for content development (e.g. increased use of video streaming platforms on Facebook / Instagram for art galleries). • Evolution of Future Makers programme (Gaming festivals at Shipley, Discovery and North and South Tyneside museums) • Work with Computer Human Interaction researchers at Newcastle University to R&D remote and in venue digital interfaces on the Sublime project with Great North Museum: Hancock. <ul style="list-style-type: none"> • VR and Artificially intelligent collections experiences through the Reimagining North project which is part of the Great Exhibition of the North. • Produce multimedia content, interactive stories, digitise and publish collections and data across a range of online platforms. • Digitally capture and stream in-venue multimedia content via social media • Develop and deliver digital literacy and leadership across TWAM through exposure to external creative practise/partners, hack days, creative residencies and sandpit events prototyping new outputs and building connectivity with technologists and user experienced designers. One event per quarter. • Develop partnership with Google Arts & Culture through the Streetview project, focusing on one TWAM venue. 				<ul style="list-style-type: none"> • Principal Officer: Communications • Digital Programmes Officer • Manager: Great North Museum • Digital Programmes Officer • Digital Programmes Officer • Principal Officer: Communications • Digital Programmes Manager

	<ul style="list-style-type: none"> • Develop Partnership with Abandon Normal Devices to explore a virtual reality experience for the Great North Museum: Hancock. 	<ul style="list-style-type: none"> • Digital Programmes Manager • Digital Programmes Manager
2018-19: Q2	<ul style="list-style-type: none"> • Begin to deliver digital activity in the venue audience development plans. • Develop and deliver digital literacy and leadership across TWAM through exposure to external creative practise/partners, hack days, creative residencies and sandpit events prototyping new outputs and building connectivity with technologists and user experienced designers. One event per quarter. 	<ul style="list-style-type: none"> • Principal Officer: Communications • Digital Programmes Manager •
2018-19: Q3	<ul style="list-style-type: none"> • Build on the partnership with the Australian Centre for Moving Image. • Develop and deliver digital literacy and leadership across TWAM through exposure to external creative practise/partners, hack days, creative residencies and sandpit events prototyping new outputs and building connectivity with technologists and user experienced designers. One event per quarter. • Collaborate with Newcastle University's Open Lab to identify funding and recruit a joint creative programmes and research associate to support Producer team to drive Digital cultures. 	<ul style="list-style-type: none"> • Digital Programmes Manager • Digital Programmes Manager <p>Digital Programmes Manager</p>
2018-19: Q4	<ul style="list-style-type: none"> • Create digital programmes plan to augment venue programmes with powerful creative media experiences and cultural learning content. • Develop and deliver digital literacy and leadership across TWAM through exposure to external creative practise/partners, hack days, creative residencies and sandpit events prototyping new outputs and building connectivity with technologists and user experienced designers. One event per quarter. 	<ul style="list-style-type: none"> • Digital Programmes Manager

2019-20:	<ul style="list-style-type: none"> Collaborate on Museum Next conference 	Digital Programmes Manager
2020-21	Create Insights-based programming plans with venues shaped by data (Culture Counts, Audience Finder, Must-see Museums and online data).	<ul style="list-style-type: none"> Principal Officer: Communications
2021-22	Develop and deliver digital literacy and leadership across TWAM through exposure to external creative practise/partners, hack days, creative residencies and sandpit events prototyping new outputs and building connectivity with technologists and user experienced designers. One event per quarter.	<ul style="list-style-type: none"> Digital Programmes Manager

						Objective Owner
Objective 1.5	To deliver exemplary Creative Case for Diversity programmes by ensuring that diverse voices influence our programming and collections development					CCD group Chair
Measures	Baseline	2018-19	2019-20	2020-21	2021-22	
Number of existing collections records tagged with a relevant protected characteristic.	n/a	100	200	200	200	

Number of Creative Case projects that engage people with protected characteristics	n/a	tbc	tbc	Tbc	Tbc
Actions					Owner(s)
2018-19: Q1	<ul style="list-style-type: none"> Establish baseline for number of Creative Case projects that engage people with protected characteristics and set targets and system for capturing data for following years Collections tagging Develop terminology for tagging collections relevant to the protected characteristic and deliver training to curators Start to tag collections used in the Esmee Fairburn funded project 'Tyneside Women's Co-operative' Projects Esmee Fairburn project to mark centenary of the Representation of the People Act in which some women and working class men got the vote for the first time. Addressing protected characteristics of gender and socio-economic status. Migration photography project Run CCfD cross venue project Play and Invent under 5s programme at Discovery Museum will challenge gender stereotypes in STEM 				<p>Head of Programmes</p> <ul style="list-style-type: none"> Keeper of Contemporary Collecting/Documentation Officer Keeper of Contemporary Collecting Museum Manager
2018-19: Q2	<ul style="list-style-type: none"> Collections tagging Continue to tag collections used in the Esmee Fairburn funded project 'Tyneside Women's Co-operative' Projects Play and Invent under 5s programme at Discovery Museum will challenge gender stereotypes in STEM 				<ul style="list-style-type: none"> Keeper of Contemporary Collecting Museum Manager

	<ul style="list-style-type: none"> • Participate in New Voices for Change an MA project for spaces that allow challenging voices to be heard on contemporary issues that matter • 	<ul style="list-style-type: none"> • Keeper of Contemporary Collecting
2018-19: Q3	<ul style="list-style-type: none"> • Collections tagging • Continue to tag collections used in the Esmee Fairburn funded project 'Tyneside Women's Co-operative' • Projects • Run CCfD cross venue project • Play and Invent under 5s programme at Discovery Museum will challenge gender stereotypes in STEM • 	<ul style="list-style-type: none"> • Keeper of Contemporary Collecting • MCR • Museum Manager
2018-19: Q4	<ul style="list-style-type: none"> • Collections tagging • Continue to tag collections used in the Esmee Fairburn funded project 'Tyneside Women's Co-operative' • Projects • Play and Invent under 5s programme at Discovery Museum will challenge gender stereotypes in STEM • 	<ul style="list-style-type: none"> • Keeper of Contemporary Collecting • Museums Manager
2019-20:	<ul style="list-style-type: none"> • Collections tagging • Begin new tagging project addressing a protected characteristic • Projects • Contemporary Collecting project on Brexit working with people from low socio-economic backgrounds to enhance the collection and its interpretation. • The Enchanted Interior exhibition at the Laing will focus on women's identities featuring works by contemporary female Middle East artists e.g. Mona Hatoum. 	<ul style="list-style-type: none"> • Keeper of Contemporary Collecting/Documentation Officer • Keeper of Contemporary Collecting • Museum Manager

	<ul style="list-style-type: none"> • Work with the Art Fund to acquire work by a major female artist. • 	<ul style="list-style-type: none"> • Museum Manager
2020-21	<ul style="list-style-type: none"> • Collections tagging • Begin new tagging project addressing a protected characteristic • Projects • Contemporary collecting project on the theme of disability and LGBTQ representation in the collection. • 	<ul style="list-style-type: none"> • Keeper of Contemporary Collecting/Documentation Officer • Keeper of Contemporary Collecting
2021-22	<ul style="list-style-type: none"> • Collections tagging • Begin new tagging project addressing a protected characteristic 	<ul style="list-style-type: none"> • Keeper of Contemporary Collecting/Documentation Officer

						Objective Owner
Objective 1.6	To continuously review, learn from, improve and share our CCfD experiences.					
Measures	Baseline	2018-19	2019-20	2020-21	2021-22	
Number of CC projects presented as Case	n/a	TBC once baseline established	TBC once baseline established	TBC once baseline established		

Studies through key forums.					TBC once baseline established
Improve TWAM's CCfD rating from Strong to Excellent	Strong	Strong	Strong	Excellent	Excellent
Actions				Owner(s)	
2018-19: Q1	<ul style="list-style-type: none"> Establish baseline for number of case studies presented through key forums and set targets for following years Submit papers to present at relevant Conferences e.g. Museums Association, SHCG. Produce one CCD themed blog and issue minimum of 3 #creative case tweets Develop partnership with Leeds Museums and Galleries Set up of TWAMs CCD steering group Develop a quality metric for CCD within TWAM, assess gaps in programme and collection and plan strategically 			<ul style="list-style-type: none"> Chair of CCD group Curators/outreach/learning teams Curators/outreach/learning teams Senior Manager Senior Manager CCD steering group 	
2018-19: Q2	<ul style="list-style-type: none"> Contribute to North East NPO museums informal Creative Case for Diversity network that will meet twice per year to share practice and learning Continue to sit on Creative Case North Consortium Produce one CCD themed blog and issue minimum of 3 #creative case tweets 			<ul style="list-style-type: none"> Museum Development Manager Senior Manager Curators/outreach/learning teams 	
2018-19: Q3	<ul style="list-style-type: none"> Produce one CCD themed blog and issue minimum of 3 #creative case tweets 			<ul style="list-style-type: none"> Curators/outreach/learning teams 	

2019-20:	<ul style="list-style-type: none"> • Submit papers to present at relevant Conferences e.g. Museums Association, SHCG. • Evaluate and review via TWAMs CCD steering group and using the TWAM Quality Metric • 	<ul style="list-style-type: none"> • Curators/outreach/learning teams • CCD steering group
2020-21	<ul style="list-style-type: none"> • Submit papers to present at relevant Conferences e.g. Museums Association, SHCG. • Evaluate and review via TWAMs CCD steering group and using the TWAM Quality Metric 	<ul style="list-style-type: none"> • Curators/outreach/learning teams • CCD steering group
2021-22	<ul style="list-style-type: none"> • Submit papers to present at relevant Conferences e.g. Museums Association, SHCG. • Evaluate and review via TWAMs CCD steering group and using the TWAM Quality Metric 	<ul style="list-style-type: none"> • Curators/outreach/learning teams • CCD steering group

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

						Objective Owner
Objective 2.1	To maximise the number and range of people experiencing our archives, museums and galleries by using insights derived from Audience Finder data, digital analytics and Culture Segments to develop the membership scheme, and our marketing and programming.				Principal Officer: Communications	
Measures	Baseline	2018-19	2019-20	2020-21	2021-22	
Number of visitors signed up to membership scheme	7,000	15,000	20,000	25,000	30,000	
Number of visits to TWAM venues (profile across years)	1,268,927	1,957,000 *(GEOTN)	1,648,500 *(Dippy at GNM)	1,377,500	1,399,500	
Actions					Owner(s)	
2018-19: Q1	<ul style="list-style-type: none"> Recruitment campaign to raise awareness and recruit new members to the must-see museums membership scheme. Work with NGCV partners to implement a business plan and forward strategy for the Insider audience development initiative. (Esmee Fairbairn funding ends in July 2018) Work with NGCV partners on the Family Explorers audience development initiative to commission research to gain more insight into the audience profile and strengths of the initiative in order to develop a future strategy. Work with Newcastle University and Northern Stage to develop the Culture Channel on the Newcastle University student app to include more content from TWAM venues and other cultural attractions. 				<ul style="list-style-type: none"> Principal Officer: Communications Principal Officer: Communications Principal Officer: Communications Principal Officer: Communications 	

2018-19: Q2	<ul style="list-style-type: none"> • Introduce more collections based content to must-see museums members including blogs, video and links to online collections – Collections Dive / Flickr. • Work with NGCV partners to explore the feasibility of a joint box office, Customer Relationship Management system and online what's on website. 	<ul style="list-style-type: none"> • Principal Officer: Communications • Principal Officer: Communications
2018-19: Q3	<ul style="list-style-type: none"> • Develop new benefits to the must-see membership scheme in line with audience feedback – better discounts, behind the scenes experiences, priority booking. • Develop the use of Culture segments to apply to programming and fundraising. 	<ul style="list-style-type: none"> • Principal Officer: Communications • Principal Officer: Communications / Principal Officer Development
2018-19: Q4	<ul style="list-style-type: none"> • Develop a brief to explore new ways to reward loyalty via the must-see membership scheme – exploring technical developments to track visits and redeem offers in the venues. 	<ul style="list-style-type: none"> • Principal Officer: Communications
2019-20:	<ul style="list-style-type: none"> • Implement new technical developments to improve tracking of the must-see museums membership scheme and visitor behaviour in venues and easier methods for members to redeem rewards in venues. 	<ul style="list-style-type: none"> • Principal Officer: Communications
2020-21	<ul style="list-style-type: none"> • Apply insight gained from new tracking developments of the membership scheme to programming and venue display development. 	<ul style="list-style-type: none"> • Principal Officer: Communications
2021-22	<ul style="list-style-type: none"> • Participate in new NGCV audience development initiative combining box office, CRM, online what's on presence – utilising learning from Creative Fuse, the Insider and Family Explorers. • Research possibility of a tiered must-see museums membership with increased benefits for a charged scheme. 	<ul style="list-style-type: none"> • Principal Officer: Communication • Principal Officer: Communication / Principal Officer: Development

					Objective Owner
Objective 2.2	To increase the depth and quality of people's cultural experiences through a focus on matching programmes to audiences.				Principal Officer: Communications
Measures	Baseline	2018-19	2019-20	2020-21	2021-22
The percentage of visitors who would recommend a visit to another	94% (2016-17 Audience Finder research)	94%	94%	94%	94%
Increase in Culture Counts average score for programmes	78 (from pilot in 2016)	80	85	90	90
Mystery visit scores to measure quality of customer service experience	84% (average 2017)	84%	85%	86%	87%
Actions					Owner(s)
2018-19: Q1	<ul style="list-style-type: none"> • Develop individual audience development plans for each TWAM venue reflecting its distinctive audiences and programmes. • Work with NGI and other partners to promote the Great Exhibition of the North to regional and out of region audiences. • Launch the new Inventors residency at Discovery Museum as part of the PLAY + INVENT programme to inspire a new generation of makers, designers and inventors. • Target adults in the Stimulation Culture segment to attend the Late Shows event across Newcastle Gateshead • Engage families visiting Discovery Museum and South Shields Museum & Art Gallery with topical social issues through the Social Justice programme. • Target Stimulation, Expression and Essence audiences for the Grayson Perry exhibition at the Shipley Art Gallery 				<ul style="list-style-type: none"> • Principal Officer: Communications • Principal Officer: Communications • Digital Officer • Head of Programmes • Venue Manager: Discovery Museum • Chief Curator of Art Galleries

	<ul style="list-style-type: none"> Promote an exhibition at South Shields Museum commemorating 50 years since Whitburn Colliery closed to the South Tyneside community. 	<ul style="list-style-type: none"> Venue Manager, North and South Tyneside
2018-19: Q2	<ul style="list-style-type: none"> Deliver programmes for the Great Exhibition of the North at the Great North Museum: Hancock and Discovery Museum to attract new audiences to the museums. Target culture segments 'Essence and Expression' to the Laing Art Gallery's charging exhibition Enchanted Garden. Target Essence and Stimulation audiences for the Laing – promoting the Glenn Brown exhibition. Engage Enrichment and Perspective culture segments – audiences interested in Roman history and heritage for the 'Saving Face' (working title) Roman Armour exhibition at Segedunum Roman Fort. Encourage visits to Stephenson Railway Museum during GEOTN through cross-promotion when Rocket is at Discovery Museum. 	<ul style="list-style-type: none"> Venue Managers: Great North Museum and Discovery Museum Chief Curator, Art Galleries Chief Curator, Art Galleries Venue Manager, North and South Tyneside Venue Manager, North and South Tyneside
2018-19: Q3	<ul style="list-style-type: none"> Broaden the family audience – attracting a wider geographical reach (following success of GEOTN) for the Circus 250 exhibition at Discovery Museum. Engage local families to increase loyalty and generate income via Santa Specials ticketed event at Stephenson Railway Museum. Promote Exposure: the Naked Portrait, a partnership exhibition with the National Portrait Gallery at the Laing Art Gallery to Essence, Stimulation and Expression audiences. Target Essence and Expression culture segments for the Laura Carlin (Illustrator and Ceramicist) exhibition at the Shipley Art Gallery Target the Stimulation segment and particularly students to attend Science Uncovered Late event at the Great North Museum: Hancock. Promote Exploding Collage at the Hatton Gallery to Stimulation and Essence audiences 	<ul style="list-style-type: none"> Venue Manager, Discovery Museum Venue Manager, North and South Tyneside Chief Curator, Art Galleries Chief Curator, Art Galleries Manager: Great North Museum: Hancock Chief Curator, Art Galleries
2018-19: Q4	<ul style="list-style-type: none"> Launch Francis Bacon exhibition at the Hatton Gallery Promote the Contemporary Commission at the Hatton Gallery to an Essence and Stimulation audience. 	<ul style="list-style-type: none"> Chief Curator, Art Galleries Chief Curator, Art Galleries

	<ul style="list-style-type: none"> • History in 100 Objects – a partnership with the British Museum, series of events with young people and an exhibition curated by young people at the Great North Museum: Hancock. 	<ul style="list-style-type: none"> • Manager: Great North Museum: Hancock
2019-20:	<ul style="list-style-type: none"> • Target culture segments ‘Essence and Expression’ to the Laing Art Gallery’s charging exhibition Enchanted Interior. • Building on the GEOTN broaden the family audience to a wider geographical area for the Dippy on Tour exhibition at the Great North Museum: Hancock. • Attract audiences from outside of the South Tyneside area and engage existing local visitors via a Spotlight loan with local resonance. • Target Expression and Enrichment audiences to the Revolting Britons Spotlight Loan exhibition at Segedunum Roman Fort. • Promote exhibition featuring works by South Tyneside-born illustrator, Sheila Graber to local audiences. 	<ul style="list-style-type: none"> • Chief Curator, Art Galleries • Venue Manager, Great North Museum: Hancock • Venue Manager, North and South Tyneside • Venue Manager, North and South Tyneside • Venue Manager, North and South Tyneside
2020-21	<ul style="list-style-type: none"> • Engage local North Tyneside audiences to celebrate the 20th anniversary of Segedunum Roman Fort & Museum through a programme of events. • Promote the Roaring 20s exhibition at the Laing Art Gallery to Essence and Expression audiences 	<ul style="list-style-type: none"> • Venue Manager, North and South Tyneside • Chief Curator, Art Galleries
2021-22	<ul style="list-style-type: none"> • Work with partners across Hadrian’s Wall to attract both tourists and local audiences for a dispersed exhibition exploring the theme of diversity on Hadrian’s Wall. • Promote the Challenging Conventions: Vanessa Bell and Laura Knight exhibition at the Laing Art Gallery to Essence and Expression audiences. 	<ul style="list-style-type: none"> • Venue Manager, North and South Tyneside • Chief Curator, Art Galleries

Objective 2.3	To increase engagement levels among those currently least engaged in arts and culture by developing programmes to engage groups with protected characteristics, specifically BAMER audiences, Disabled audiences and lower socio economic status (C2DE) audiences.					Objective Owner Principal Officer: Communications
Measures	Baseline	2018-19	2019-20	2020-21	2021-22	
Percentage of disabled audiences	4%	5%	6%	7%	8%	
Number of BAMER participants in community programmes	60 individuals	60 individuals	60 individuals	60 individuals	60 individuals	
Percentage of C2DE audiences	37%	40%	40%	41%	41%	
Actions					Owner(s)	
2018-19: Q1	<ul style="list-style-type: none"> Work with partners to promote Health & Wellbeing through the Heart of the Matter exhibition at Great North Museum: Hancock. Roll out the Slow Museums initiative, providing training for staff and promoting quieter times in our venues for older people and people with Dementia to visit. Through the new Inventors in residence programme, develop a strand of PLAY + INVENT at Discovery Museum specifically to encourage disadvantaged local children to engage with the museum. Work with Newcastle University to help recruit new students to their courses from deprived areas. 				<ul style="list-style-type: none"> Learning Officer: Great North Museum: Hancock Outreach Officer Digital Co-ordinator Manager: Great North Museum: Hancock 	
2018-19: Q2	<ul style="list-style-type: none"> Build upon the existing programme of events and co-curation with the BAMER community in Newcastle to develop relationships and produce more public interventions and to refresh the temporary displays in the Destination Tyneside gallery at Discovery Museum. Develop 'SENDSational for the future' – a programme of activities for children with SEND across TWAM venues – both through family learning and schools programmes. 				<ul style="list-style-type: none"> Keeper of History, Discovery Museum / Outreach Learning Programmes Manager 	

	<ul style="list-style-type: none"> • Work with the BAMER community in South Tyneside to develop relationships through the 'Destination South Tyneside' initiative working with Gem Arts and local schools. 	<ul style="list-style-type: none"> • Learning Officer: North & South Tyneside
2018-19: Q3	<ul style="list-style-type: none"> • Develop the Home & Belonging programme at the Hatton Gallery working with Refugees and Asylum Seekers. • Improve access to existing TWAM services for Disabled audiences. • Promote Segedunum Roman Fort's season ticket (value for money) and free admission for children to families on low incomes in the North Tyneside area. • Promote the Returning from the Front exhibition and events at South Shields Museum & Segedunum Roman Fort (exploring social changes that happened during WW1 particularly around Gender and Disability). • Host Gateshead World Mental Health day community event at Shipley Art Gallery 	<ul style="list-style-type: none"> • Learning Officer: Hatton Gallery • Equalities Officer • Communications Officer: Segedunum • Venue Manager, North and South Tyneside • Events Co-ordinator, Shipley Art Gallery
2018-19: Q4	<ul style="list-style-type: none"> • Deliver a targeted events programme working with the Orthodox Jewish Community at the Shipley Art Gallery. • Promote our venues as safe spaces for people with mental health issues. • Work with Gateshead Council and local charities to host targeted events at the Shipley Art Gallery to encourage local families from lower incomes to visit. 	<ul style="list-style-type: none"> • Events Co-ordinator: Shipley Art Gallery • Outreach Officer / Principal Officer: Communications • Events Co-ordinator: Shipley Art Gallery
2019-20:	<ul style="list-style-type: none"> • Work with the Angelou Centre to create the first BAMER Women of the North East Archive. • Embed SEND events as a regular part of TWAM programming for all major exhibitions and events – including SEND provision for Dippy the Diplodocus coming to the Great North Museum: Hancock in 2019. • All TWAM venues to be promoted as Dementia Friendly. • Fundraise for capital developments at TWAM venues where access improvements are most needed. 	<ul style="list-style-type: none"> • Outreach Officer • Learning Programmes Manager • Outreach Officer and Equalities Officer • Venue Managers / Principal Officer: Development

	<ul style="list-style-type: none"> • Migration Photography exhibition at Discovery Museum working with BAMER communities. • Project working with the Yemeni community at South Shields Museum & Art Gallery. 	<ul style="list-style-type: none"> • Museum Manager: Discovery Museum • Museum Manager: North and South Tyneside
2020-21	<ul style="list-style-type: none"> • Develop more programmes across museums exploring social justice issues, protected characteristics and health and wellbeing building on the pilot projects at Discovery Museum and South Shields Museum. 	<ul style="list-style-type: none"> • Head of Programmes
2021-22	<ul style="list-style-type: none"> • Implement capital developments to improve Disabled access at venues where the need is greatest. 	<ul style="list-style-type: none"> • Venue Managers

		Objective Owner			
Objective 2.4	To increase the agency of our audiences and communities in the development of our programmes and ways of working.				Outreach Officer
Measures	Baseline	2018-19	2019-20	2020-21	2021-22
Increase in number of organisations that are part of the network.	n/a	25 orgs per programme	10% increase from Y1	10% increase from Y2	10% increase from Y3
Increase in the number of individuals on community programmes signed up to must-see membership scheme.	0%	10% of people Outreach work with signed up	15% of people Outreach work with signed up	20% of people Outreach work with signed up	25% of people Outreach work with signed up
Community professionals increase confidence to engage with museums and galleries on an independent basis within their working practice.	n/a	10%	20%	25%	30%

2018-19: Q1	<ul style="list-style-type: none"> • Process commences to expand existing network of contacts for TWAM's community programmes. • 'Tour of Tasters' sessions devised and delivered in community venues. • Develop TWAM community resources Boxes of Delight collections loans service for adults (self-sustaining service). • Develop TWAM community resource packs linked to each community programme for community professionals' use (free and downloadable from website). 	<ul style="list-style-type: none"> • Outreach Officer
2018-19: Q2	<ul style="list-style-type: none"> • Refresh and recruit for advisory groups (One for each community programme). • Co-curate and co-design training workshops with advisory groups for community professionals to learn how to use museum resources. Test run of training sessions. 	<ul style="list-style-type: none"> • Outreach Officer
2018-19: Q3	<ul style="list-style-type: none"> • Select a number of organisations involved in the 'tour of tasters' to expand into a 12 week block programme and document those sessions to use for the training workshops. 	<ul style="list-style-type: none"> • Outreach Officer
2018-19: Q4	<ul style="list-style-type: none"> • To actively encourage independent engagement with museums through the recruitment of individuals to the must-see museums membership scheme. • Introduce a supported volunteer programme to TWAM encouraging and recruiting individuals from the community programmes. 	<ul style="list-style-type: none"> • Outreach Officer
2019-20:	<ul style="list-style-type: none"> • Host the annual market place event of community partner organisations showcasing their partner working with TWAM. • Pilot the community professional training workshops to the larger network. • Roll out TWAM community resources boxes of delight for adults (self-sustaining service). • Roll out TWAM community resource packs linked to each community programme for community professionals' use (free and downloadable from website). • Support volunteer working group to target selected protected characteristic. 	<ul style="list-style-type: none"> • Outreach Officer

	<ul style="list-style-type: none"> • Explore the potential for funding health and wellbeing programmes with community organisations as partners. 	
2020-21	<ul style="list-style-type: none"> • Host the annual market place event of community partner organisations showcasing their partner working with TWAM. • Community professional training workshops further developed and delivered to larger network. • Increase membership and use of TWAM community resources Boxes of Delight for adults (self-sustaining service). • Increase membership and use of TWAM community resource packs linked to each community programme for community professionals' use (free and downloadable from website). • Increase the recruitment of individuals signed up to the must-see museums membership scheme. • Support volunteer working group to target selected protected characteristic. • Source external funding health and wellbeing programmes with community organisations as partners. • Host a national / international conference for community professionals, health and wellbeing professionals and heritage professionals exploring health and wellbeing agenda in these sectors. 	<ul style="list-style-type: none"> • Outreach Officer
2021-22	<ul style="list-style-type: none"> • Support volunteer working group to target selected protected characteristic. • Host the annual market place event of community partner organisations showcasing their partner working with TWAM and promotion of their services. 	<ul style="list-style-type: none"> • Outreach Officer

Measures	Baseline	2018-19	2019-20	2020-21	2021-22
Number of visitors signed up to membership scheme	7,000	15,000	20,000	25,000	30,000

Number of visits to TWAM venues (profile across years)	1,268,927	1,957,000 *(GEOTN)	1,648,500 *(Dippy at GNM)	1,377,500	1,399,500
Actions					Owner(s)
2018-19: Q1	<ul style="list-style-type: none"> Recruitment campaign to raise awareness and recruit new members to the must-see museums membership scheme. Work with NGCV partners to implement a business plan and forward strategy for the Insider audience development initiative. (Esmee Fairbairn funding ends in July 2018) Work with NGCV partners on the Family Explorers audience development initiative to commission research to gain more insight into the audience profile and strengths of the initiative in order to develop a future strategy. Work with Newcastle University and Northern Stage to develop the Culture Channel on the Newcastle University student app to include more content from TWAM venues and other cultural attractions. 				<ul style="list-style-type: none"> Principal Officer: Communications Principal Officer: Communications Principal Officer: Communications Principal Officer: Communications
2018-19: Q2	<ul style="list-style-type: none"> Introduce more collections based content to must-see museums members including blogs, video and links to online collections – Collections Dive / Flickr. Work with NGCV partners to explore the feasibility of a joint box office, Customer Relationship Management system and online what's on website. 				<ul style="list-style-type: none"> Principal Officer: Communications Principal Officer: Communications
2018-19: Q3	<ul style="list-style-type: none"> Develop new benefits to the must-see membership scheme in line with audience feedback – better discounts, behind the scenes experiences, priority booking. Develop the use of Culture segments to apply to programming and fundraising. 				<ul style="list-style-type: none"> Principal Officer: Communications Principal Officer: Communications / Principal Officer Development
2018-19: Q4	<ul style="list-style-type: none"> Develop a brief to explore new ways to reward loyalty via the must-see membership scheme – exploring technical developments to track visits and redeem offers in the venues. 				<ul style="list-style-type: none"> Principal Officer: Communications

2019-20:	<ul style="list-style-type: none"> • Implement new technical developments to improve tracking of the must-see museums membership scheme and visitor behaviour in venues and easier methods for members to redeem rewards in venues. 	<ul style="list-style-type: none"> • Principal Officer: Communications
2020-21	<ul style="list-style-type: none"> • Apply insight gained from new tracking developments of the membership scheme to programming and venue display development. 	<ul style="list-style-type: none"> • Principal Officer: Communications
2021-22	<ul style="list-style-type: none"> • Participate in new NGCV audience development initiative combining box office, CRM, online what's on presence – utilising learning from Creative Fuse, the Insider and Family Explorers. • Research possibility of a tiered must-see museums membership with increased benefits for a charged scheme. 	<ul style="list-style-type: none"> • Principal Officer: Communication • Principal Officer: Communication / • Principal Officer: Development

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

					Objective Owner
Objective 3.1	To enable TWAM to meet future challenges more effectively by implementing a more resilient and enterprising governance model				Director
Measures	Baseline	2018-19	2019-20	2020-21	2021-22
Board members contribute towards the development of TWAM strategy and business planning.	Board members ensure TWAM has a relevant set of aims and an appropriate strategy for achieving them.	2 Board members mentor TWAM's senior management team.	3 Board members mentor TWAM's senior/operational management team.	4 Board members mentor TWAM's senior/operational management team.	5 Board members mentor Goal Leads to support the development of a new four year business plan.
Board members give sufficient time to enable them to carry out their responsibilities effectively.	Board members attend and participate in scheduled board meetings.	Board members represent TWAM at an additional 10 events with key stakeholders e.g. funders, local communities, staff, volunteers, members, donors, suppliers and others.	Board members represent TWAM at an additional 11 events with key stakeholders.	Board members represent TWAM at an additional 12 events with key stakeholders.	Board members represent TWAM at an additional 13 events with key stakeholders.
Actions					Owner(s)
2018-19: Q1	<ul style="list-style-type: none"> • Strategic Board meeting • Review Induction process and address any additional induction needs • Event for Chair and Board members to begin meeting staff 				<ul style="list-style-type: none"> • Governance team • Board/Director • Governance team

2018-19: Q2	<ul style="list-style-type: none"> • Strategic Board meeting to approve accounts • Consolidate membership for 2018-19 • Arrange meeting for Chairs of Strategic Board, TWAM Enterprises, Audit Committee and Development Trust to discuss synergy and opportunity 	<ul style="list-style-type: none"> • Governance team • Director • Governance team
2018-19: Q3	<ul style="list-style-type: none"> • Strategic Board meeting • Confirm rotating members for second year of board operation • Contribute to Business Planning for 2019-20 • Review first year of operation • Consider use of 'Seven Principles' set out in Charity Governance Code to review operation of Board: https://www.charitygovernancecode.org/en/ • Chair to review performance of Director 	<ul style="list-style-type: none"> • Governance team • Governance team • Board/Director • Board • Board • Chair
2018-19: Q4	<ul style="list-style-type: none"> • Strategic Board meeting • Board to determine process for self-appraisal 	<ul style="list-style-type: none"> • Governance team • Board
2019-20:	<ul style="list-style-type: none"> • Board to implement process for self-appraisal 	<ul style="list-style-type: none"> • Board
2020-21	<ul style="list-style-type: none"> • Board to focus on using networks and contacts to bring in additional expertise to support TWAM • Recruit or extend to replace Board Members whose term of office has ended • Recruit to replace or extend Chair of Board at 3 year end of term of office 	<ul style="list-style-type: none"> • Board • Board/Director • Board/Director •
2021-22	<ul style="list-style-type: none"> • Recruit or extend to replace Board Members whose term of office has ended • Review opportunities for funding to replace NPO funding for period 2022– and submit application to Arts Council 	<ul style="list-style-type: none"> • Board/Director • Board/Director

					Objective Owner
Objective 3.2	To increase self-generated income				Chief Trading Officer / Venue Managers
Measures	Baseline	2018-19	2019-20	2020-21	2021-22
Self-generated income will grow from 15% of TWAM's turnover to 20%	£1,471,780	£1,564,270	£1,647,340	£1,735,310	£1,828,620
<i>TWAM Enterprises</i>	<i>£852,046</i>	<i>£919,850</i>	<i>£974,380</i>	<i>£1,032,150</i>	<i>£1,093,410</i>
<i>Other TWAM</i>	<i>£619,734</i>	<i>£644,420</i>	<i>£672,960</i>	<i>£703,160</i>	<i>£735,210</i>
Actions: TWAM Enterprises					Owner(s)
2018-19: Q1	<ul style="list-style-type: none"> • Deliver induction for new members of TWAM Enterprises board. • Assimilate established retail staff into TWAM Enterprises through completion of induction • Recruit and induct permanent staff to cover TWAM Enterprises vacancies (including Trading Assistant, Shop Assistants and casuals.) • Establish a new meeting structure for TWAM Enterprises to manage communication and performance • Hold first TWAM Enterprises Board meeting • Complete planning for delivery of GNM: Hancock retail offer for Great Exhibition of the North • Complete planning for delivery of Discovery retail offer for Great Exhibition of the North • Complete shop builds for Discovery and GNM 				<ul style="list-style-type: none"> • Head of Finance, Governance and Resources • Retail Manager • Retail Manager • Head of Finance, Governance and Resources • Chief Trading Officer • Retail Manager & Buyer • Retail Manager & Retail Officer
2018-19: Q2	<ul style="list-style-type: none"> • Launch new retail offers at Discovery and GNM: Hancock for Great Exhibition of the North • Prepare marketing strategy for Autumn/Winter retail campaign 				<ul style="list-style-type: none"> • Retail Manager & Buyer • Chief Trading Officer

	<ul style="list-style-type: none"> • Hold second TWAM Enterprises Board meeting 	<ul style="list-style-type: none"> • Head of Finance, Governance and Resources
2018-19: Q3	<ul style="list-style-type: none"> • Deliver Autumn/Winter retail marketing campaign • Hold third TWAM Enterprises Board meeting 	<ul style="list-style-type: none"> • Chief Trading Officer • Head of Finance, Governance and Resources
2018-19: Q4	<ul style="list-style-type: none"> • Review the effectiveness of the Autumn/Winter retail marketing campaign • Hold fourth TWAM Enterprises Board meeting • Complete planning for Dippy retail offer at GNM: Hancock 	<ul style="list-style-type: none"> • Chief Trading Officer • Head of Finance, Governance and Resources • Retail Manager & Buyer
2019-20:	<ul style="list-style-type: none"> • Review TWAM Enterprises' first full year of performance • Deliver retail offer and venue hire packages for the arrival of Dippy at GNM: Hancock 	<ul style="list-style-type: none"> • Board of Directors • Retail Manager, Buyer & Corporate Sales Officer
2020-21	<ul style="list-style-type: none"> • Review TWAM Enterprises' second full year of performance 	<ul style="list-style-type: none"> • Board of Directors
2021-22	<ul style="list-style-type: none"> • Review TWAM Enterprises' third full year of performance 	<ul style="list-style-type: none"> • Board of Directors

Actions: Other TWAM		Owner(s)
2018-19: Q1	<ul style="list-style-type: none"> • Deliver planned events and experiences programme • Deliver charged exhibitions programme at the Laing Art Gallery • Promote chargeable activity at Segedunum, Discovery and the Great North Museum: Hancock 	<ul style="list-style-type: none"> • Events Officer • Chief Curator, Art Galleries • Building Managers
2018-19: Q2	<ul style="list-style-type: none"> • Deliver planned events and experiences programme • Deliver charged exhibitions programme at the Laing Art Gallery • Promote chargeable activity at Segedunum, Discovery and the Great North Museum: Hancock 	<ul style="list-style-type: none"> • Events Officer • Chief Curator, Art Galleries • Building Managers
2018-19: Q3	<ul style="list-style-type: none"> • Review events and experiences programme 	<ul style="list-style-type: none"> • Events Officer

	<ul style="list-style-type: none"> Review Laing charged exhibitions programme 	<ul style="list-style-type: none"> Chief Curator, Art Galleries Events Officer & Building Managers
2018-19: Q4	<ul style="list-style-type: none"> Formulate events and experiences programme 2019/20 and beyond Review admissions pricing for 2019/20 	<ul style="list-style-type: none"> Events Officer & Building Managers Building Managers
2019-20:	<ul style="list-style-type: none"> Obtain specialist advice on pricing structure for charged activities 	<ul style="list-style-type: none"> Head of Finance, Governance and Resources
2020-21	<ul style="list-style-type: none"> Implement revised charging strategy 	<ul style="list-style-type: none"> Building Managers
2021-22	<ul style="list-style-type: none"> Discussion with TWAM Enterprises about the future delivery mechanism for the charged events programme 	<ul style="list-style-type: none"> Head of Finance, Governance and Resources

Objective 3.3	To increase contributed income by implementing an ambitious plan to transform our philanthropic giving.					Objective Owner Chief Fundraising Officer
Measures	Baseline	2018-19	2019-20	2020-21	2021-22	
Contributed income will grow from 3% of TWAM's turnover to 8%	£290,493	£323,200	£370,000	£520,000	£780,000	
<i>Major Gifts & Sponsorship</i>	<i>£22,500</i>	<i>£65,200</i>	<i>£102,930</i>	<i>£242,646</i>	<i>£436,800</i>	
<i>Regular Giving & Membership</i>	<i>£187,993</i>	<i>£186,000</i>	<i>£193,630</i>	<i>£202,445</i>	<i>£265,200</i>	
<i>Trusts & Foundations</i>	<i>£80,000</i>	<i>£72,000</i>	<i>£73,440</i>	<i>£74,909</i>	<i>£78,000</i>	
Actions						Owner(s)

<p>2018-19: Q1</p>	<ul style="list-style-type: none"> • Launch a new fundraising narrative/Case for Support for TWAM. • Develop a major donor strategy that will raise funds from individuals and corporate sponsors with the capacity to give £5,000 or more. • Create a supporter journey for TWAM using a range of marketing activities across multiple channels. • Implement a rolling programme of high-quality applications to trusts and foundations for 2018/19 onwards. • Ensure fundraising compliance with the new GDPR. • Implement a new appraisal system to evaluate how well the TWAM's Board of Trustees are performing. 	<ul style="list-style-type: none"> • Chief Fundraising Officer • Fundraising Development Officer: Major Gifts and Sponsorship • Fundraising Development Officer: Individual Giving & Membership • Fundraising Development Officer: Trusts and Foundations • Database and Research Officer • Chief Fundraising Officer & Head of Finance, Governance and Resources
<p>2018-19: Q2</p>	<ul style="list-style-type: none"> • Produce list of TWAM's top 25 supporters and hold the first meeting of the Prospect Planning Group (PPG). • Launch 'Visitor giving' appeals via donation boxes with a strong focus on the Great Exhibition of the North. • Submit 10 applications to grant making trusts across all venues for 2018/19. 	<ul style="list-style-type: none"> • Fundraising Development Officer: Major Gifts and Sponsorship • Fundraising Development Officer: Individual Giving & Membership • Fundraising Development Officer: Trusts and Foundations

	<ul style="list-style-type: none"> • Update policies, procedures and records relating to the CRM database. 	<ul style="list-style-type: none"> • Database and Research Officer
2018-19: Q3	<ul style="list-style-type: none"> • Implement a 'Patron' member programme and hold the second meeting of the PPG. • Develop appeals strategies for 2019/20 onwards in consultation with venues identifying specific themes and methodologies. • Identify a portfolio of trust fundraising projects for 2019/20 and submit applications. • Implement a comprehensive database-driven prospect research system to ensure the continuous growth of TWAM's pipeline of potential supporters. 	<ul style="list-style-type: none"> • Fundraising Development Officer: Major Gifts and Sponsorship • Fundraising Development Officer: Individual Giving & Membership • Fundraising Development Officer: Trusts and Foundations • Database and Research Officer
2018-19: Q4	<ul style="list-style-type: none"> • Evaluate year 1 fundraising plan and consolidate into a fundraising plan for year 2. • Assess the potential value of the supporter pipeline and hold the third meeting of the PPG. • Implement a legacy communications programme for TWAM. • Submit applications to grant making trusts across all venues for 2019/20. • Update policies, procedures and records relating to the CRM database. 	<ul style="list-style-type: none"> • Chief Fundraising Officer • Fundraising Development Officer: Major Gifts and Sponsorship • Fundraising Development Officer: Individual Giving & Membership • Fundraising Development Officer: Trusts and Foundations • Database and Research Officer

	<ul style="list-style-type: none"> Evaluate the effectiveness of TWAM's Board of Trustees, monitor the number of people trained and people's attitudes to TWAM, particularly staff, visitors and donors. 	<ul style="list-style-type: none"> Chief Fundraising Officer & Head of Governance and Resources
2019-20:	<ul style="list-style-type: none"> Review fundraising narrative/Case for Support. All parts of the organisation to consider what they need to raise money for over the next 4 years and update fundraising portfolio. Develop relationships with TWAM's membership population including Must-see members, corporates, Friends and Affiliate Groups and volunteers. Reflect on how engaged our supporters feel and extend this approach to monitor staff attitudes to TWAM as a 'valuable' charity. Share evaluation and lessons learnt with similar organisations nationally and regionally. Evaluate year 2 fundraising plan and consolidate into a fundraising plan for year 3. 	<ul style="list-style-type: none"> Chief Fundraising Officer Chief Fundraising Officer Fundraising Development Officer: individual Giving & Membership Database and Research Officer Senior Management/Development Team/Board of Trustees Chief Fundraising Officer
2020-21	<ul style="list-style-type: none"> Evaluate year 3 fundraising plan and consolidate into a fundraising plan for year 4. 	<ul style="list-style-type: none"> Chief Fundraising Officer
2021-22	<ul style="list-style-type: none"> Hire fundraising consultants and evaluate year 4 fundraising plan. 	<ul style="list-style-type: none"> Chief Fundraising Officer

						Objective Owner
Objective 3.4	To reduce our carbon footprint by driving down our energy consumption, reducing business travel and re-thinking our working practices (NB – a more comprehensive list of activities can be found in the TWAM Environmental Action Plan)					Head of Finance, Governance and Resources
Measures	Baseline	2018-19	2019-20	2020-21	2021-22	
IG Award Status	100% TWA venues - IG Award 3*	50% TWAM venues - IG award 4*.	60% TWAM venues - IG award 4*.	75% TWAM venues - IG award 4*.	100% TWAM venues - IG award 4*.	
Actions						Owner(s)
2018-19: Q1	<ul style="list-style-type: none"> Develop KPIs to measure successes. i.e. energy use to be included in the Balanced Score Card Revise the Terms of Reference for the Green Group to support the four year plan. Canvas new staff to become Green Champions Replace front entrance at Discovery Museum Continue to review how the care of collections can be achieved in a way that does not assume air conditioning or other high energy cost solutions 					<ul style="list-style-type: none"> Environmental Sustainability Working Group Discovery CFM Collections team
2018-19: Q2	<ul style="list-style-type: none"> Review data currently available to CFM's and assess potential for real-time monitoring Cost up LED replacement programme across venues Explore the potential use of rainwater harvesting at Stephenson. Take part in Green Office week Introduce a bike week and free bike maintenance to encourage cycling via Newcastle City Council 					<ul style="list-style-type: none"> Environmental Sustainability Working Group / CFM CFMs SRM CFM Green Champion

2018-19: Q3	<ul style="list-style-type: none"> • Promote energy conservation initiatives ‘Turn-it-off’ and ‘Turn-it-down’ to minimise energy usage during closed periods • Implement first phase of Rethink Reuse Recycle Initiative • Work with catering providers to use less non-renewable/recyclable materials i.e. plastic straws and cutlery, napkins. • Replacement LED Lighting programme commences • Shipley Art Gallery to join Gateshead District Energy Scheme • Review recycling of conservation materials 	<ul style="list-style-type: none"> • Environmental Sustainability Working Group • CFMs • Art Galleries CFM • Collections team
2018-19: Q4	<ul style="list-style-type: none"> • Review progress • Monitor energy costs – for charging external partners correct amount • Fit a timer switch to the small boiler in Stephenson Museum’s staff and visitor area to a timer switch, to enable more efficient control of output. • Review how the design and build of future exhibitions could be managed to minimise waste and recycle where possible. • Promote use of electric car charging points near TWAM venues 	<ul style="list-style-type: none"> • Environmental Sustainability Working Group • Finance Team • SRM CFM • Venue managers/Design • Comms team
2019-20:	<ul style="list-style-type: none"> • Installation of SMART meters to enable real-time monitoring of energy consumption (The continual capture of data will allows us to monitor how much energy and water we are using each day, week, month and year) • Implement water butts at Arbeia for herb garden • Take part in Green Office week • Identify an LMS module on environment and sustainability. Make this part of induction to read policy and continued staff education • “<i>To operate in an environmentally and social responsible manner</i>” – to be added into staff appraisals • Implement phase two of Rethink Reuse Recycle Initiative to include work with trading on potential use of recyclable packaging / bags etc. • Review of Collections Care and Conservation Policy (Nov 2019) 	<ul style="list-style-type: none"> • CFM’s • Arbeia CFM • Green Champion • Corp Gov • Trading team • Collections team

2020-21	<ul style="list-style-type: none"> • Explore funding sources for renewables and carbon reduction initiatives • Take part in Green Office week • Explore participation in Anywhere Working Week • Implement phase three of Rethink Reuse Recycle Initiative with C+YP (through our curriculum based learning initiatives) • Develop a Collections Environmental Management Policy and guidance document for collections and loans 	<ul style="list-style-type: none"> • Green Champion • Learning team • Collections team
2021-22	<ul style="list-style-type: none"> • Explore options for fitting solar panels, wind turbines and other renewable energy initiatives • Investigate how TWAM could achieve becoming a carbon literate organisation. • Take part in Green Office week • Implement phase four of Rethink Reuse Recycle Initiative - Explore the waste management options of organic food waste and aim to improve on disposal methods. • Encourage staff to drive low emission cars through Newcastle City Council Staff Car Scheme • Review of Collections Care and Conservation Policy (Nov 2022) 	<ul style="list-style-type: none"> • Environmental Sustainability Working Group • Green Champion • Catering providers • Green Champion • Collections team

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

Objective 4.1	To meet the emerging needs of the sector by developing the skills and leadership capabilities of our workforce (Paid and Voluntary) to meet the emerging needs of the sector					Objective Owner
						Head of Programmes
Measures	Baseline	2018-19	2019-20	2020-21	2021-22	
% TWAM staff/volunteers undertaking training programmes	n/a	TBC once baseline established				
% TWAM staff receiving/delivering structured coaching/mentoring	n/a	10%	20%	25%	30%	
Actions						Owner(s)
2018-19: Q1	<ul style="list-style-type: none"> • Workforce Development Group (WDG) to develop coaching framework and model set of behaviours to support this • Set timetable for implementations of relevant recommendations of the 2017 liP assessment • Develop and deliver DEA training taking into account changes in legislation • Commence annual Core Museums Skills programme for region. 					<ul style="list-style-type: none"> • Training officer • Head of Programmes • Training officer/equalities officer
2018-19: Q2	<ul style="list-style-type: none"> • Launch coaching framework across TWAM 					<ul style="list-style-type: none"> • Training officer
2018-19: Q3	<ul style="list-style-type: none"> • Develop Training on digital engagement • Launch annual appraisal system following update by WDG to include focus on coaching 					<ul style="list-style-type: none"> • Training officer/digital officer • Training Officer
2018-19: Q4	<ul style="list-style-type: none"> • Develop training on facilitation and listening skills 					<ul style="list-style-type: none"> • Training officer

	<ul style="list-style-type: none"> • Work to disseminate Live Well programme experience across wider Museum sector 	<ul style="list-style-type: none"> • Outreach officer
2019-20:	<ul style="list-style-type: none"> • Deliver coaching programme with external practitioner on entrepreneurial approaches • Deliver annual Core Museum skills programme for region 	<ul style="list-style-type: none"> • Training officer • Training officer
2020-21	<ul style="list-style-type: none"> • Deliver annual Core Museum skills programme for region • Renewal of liP with potential aim to achieve gold standard 	<ul style="list-style-type: none"> • Training officer • Head of programmes
2021-22	<ul style="list-style-type: none"> • Deliver annual Core Museum skills programme for region 	<ul style="list-style-type: none"> • Training officer

Objective 4.2	To ensure our workforce is reflective of the communities it serves, not least by exposing people from a variety of backgrounds to the possibilities of a career in museums				Owner
					Head of Programmes
Measures	Baseline	2018-19	2019-20	2020-21	2021-22
No of target group YP joining targeted programmes	n/a	10	10	15	15
Actions					Owner(s)
2018-19: Q1	<ul style="list-style-type: none"> • Develop and advertise summer academy with Gateshead College 				<ul style="list-style-type: none"> • Training Officer
2018-19: Q2	<ul style="list-style-type: none"> • Deliver summer museum academy with Gateshead College • Recruit Bridge Creative apprentice (Academic year) • Review PHF funded FOH mentor programme and consider roll out 				<ul style="list-style-type: none"> • Training Officer • CBNE Programme manager • Learning manager
2018-19: Q3	<ul style="list-style-type: none"> • Commence detailed planning for level 3 qualification with Gateshead College on Museums and Heritage with placements across the service. • 				<ul style="list-style-type: none"> • Training Officer
2018-19: Q4	<ul style="list-style-type: none"> • Prepare for communication of Museums and Heritage Course 				<ul style="list-style-type: none"> • Training officer

2019-20:	<ul style="list-style-type: none"> • Commence first cohort on Museums and Heritage course with Gateshead college • Recruit Bridge Creative apprentice (Academic year) 	<ul style="list-style-type: none"> • Training Officer • CBNE Programme manager
2020-21	<ul style="list-style-type: none"> • Commence second cohort on Museums and Heritage course with Gateshead college • Recruit Bridge Creative apprentice (Academic year) 	<ul style="list-style-type: none"> • Training Officer • CBNE Programme manager
2021-22	<ul style="list-style-type: none"> • Commence third cohort on Museums and Heritage course with Gateshead college • Recruit Bridge Creative apprentice (Academic year) 	<ul style="list-style-type: none"> • Training Officer • CBNE Programme manager

Objective 4.3	To develop a volunteering programme that the meets the needs of our organisation and our volunteers (current and potential)					Owner
						Head of Programmes
Measures	Baseline	2018-19	2019-20	2020-21	2021-22	
Increase number of volunteers from non-traditional backgrounds	n/a	TBC once baseline established				
Actions						Owner(s)
2018-19: Q1	<ul style="list-style-type: none"> • Develop funding plan to support training of staff to better engage with and manage volunteers • Recruitment and training for Late shows volunteers. Target students and young people • Form volunteering working group (VWG) – diagonal slice section of staff and volunteers • Support Volunteer week 					<ul style="list-style-type: none"> • Learning manager

2018-19: Q2	<ul style="list-style-type: none"> • Review PHF funded FOH mentor programme and consider roll out • VWG to review volunteer roles available • VWG to establish system for recording volunteers' backgrounds 	<ul style="list-style-type: none"> • Learning manager
2018-19: Q3	<ul style="list-style-type: none"> • Commence structured volunteer management training across TWAM 	<ul style="list-style-type: none"> • Learning manager
2018-19: Q4	<ul style="list-style-type: none"> • Develop high school and student explainer programme • VWG to develop annual focus for non-traditional volunteer recruitment 	<ul style="list-style-type: none"> • Learning manager
2019-20:	<ul style="list-style-type: none"> • Deliver first non- traditional volunteer engagement programme (e.g. BAMER, Disability, LGBTQ, autism etc. – target to be decided by volunteering working group. • Support volunteer week 	<ul style="list-style-type: none"> • VWG
2020-21	<ul style="list-style-type: none"> • Deliver second non- traditional volunteer engagement programme (e.g. BAMER, Disability, LGBTQ etc. – target to be decided by volunteering working group. • Support volunteer week 	<ul style="list-style-type: none"> • VWG
2021-22	<ul style="list-style-type: none"> • Deliver third non- traditional volunteer engagement programme (e.g. BAMER, Disability, LGBTQ etc. – target to be decided by volunteering working group. • Support volunteer week 	<ul style="list-style-type: none"> • VWG

					Owner
Objective 4.4	To foster an environment of partnership and support across the sector to drive up standards in cultural engagement*				Director
Measures	Baseline	2018-19	2019-20	2020-21	2021-22
No. external boards/advisory groups positions held by TWAM staff	17	20	22	25	28
Actions					Owner(s)
2018-19: Q1	<ul style="list-style-type: none"> • Deliver the late Shows across Newcastle Gateshead • Complete delivery of the current Creative Case North Consortium Programme • Support NECP CYP subgroup to develop annual plan • Work with Hadrian's Wall Museums to develop proposals for dispersed exhibition on diversity. • Support 'Wall to Wall' project conference • Support ECMN in disseminating outcome of commissioned Thinkpiece • Work with sector in response to outcomes of DCMS Museums Review • Continue to work with Sunderland Museums and Heritage to provide agreed collections support 				<ul style="list-style-type: none"> • Head of Programmes • Director
2018-19: Q2	<ul style="list-style-type: none"> • Co-ordinate the virtual and dispersed exhibitions 'A History of the North in 100 objects across 100 museums in Northern England • Host part of British Museum's International Training Programme • Take on charring of NGCV • Support NGL in delivery of Great Exhibition of the North as part of Creative Team working with broad range of partners • Benchmarking meetings with Birmingham and Bristol 				<ul style="list-style-type: none"> • Head of Programmes • Training Officer • Director

2018-19: Q3	<ul style="list-style-type: none"> • Commence second year as Chair of Creative Case North Consortium • Deliver Partnerships for Museums programme in Brazil –(subject to funding) • Support NGI in delivery of Great Exhibition of the North as part of Creative Team working with broad range of partners • Contribute to Museums Association Conference, Belfast. 	<ul style="list-style-type: none"> • Head of Programmes • Director
2018-19: Q4	<ul style="list-style-type: none"> • Review and refresh International programmes • Review and refresh TWAM LCEP engagement across all four Local Authorities. • Disseminate lessons learned from Great Exhibition of the North • Review TWAM's UK partnerships and their contribution to TWAM and the sector • Continue to work with Sunderland Museums and Heritage to provide agreed collections support 	<ul style="list-style-type: none"> • Head of Programmes • Director
2019-20:	<ul style="list-style-type: none"> • Deliver the late Shows across Newcastle Gateshead • Support NECP CYP subgroup to develop annual plan • Disseminate Live Well programme to selected museums across NE England • Continue to work with Sunderland Museums and Heritage to provide agreed collections support 	<ul style="list-style-type: none"> • Head of Programmes • Outreach Officer • Director
2020-21	<ul style="list-style-type: none"> • Deliver the late Shows across Newcastle Gateshead • Support NECP CYP subgroup to develop annual plan • Continue to work with Sunderland Museums and Heritage to provide agreed collections support 	<ul style="list-style-type: none"> • Head of Programmes • Director
2021-22	<ul style="list-style-type: none"> • Deliver the late Shows across Newcastle Gateshead • Support NECP CYP subgroup to develop annual plan • Work with Hadrian's Wall Museums to deliver dispersed exhibition on diversity. • Continue to work with Sunderland Museums and Heritage to provide agreed collections support 	<ul style="list-style-type: none"> • Head of Programmes • Director

- See page 17 for a wider discussion of TWAMs approach to partnership working.

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

Objective 5.1	Objective Owner				
Objective 5.1	Learning Programme Manager				
Measures	Baseline	2018-19	2019-20	2020-21	2021-22
Number of presentations at international/national and regional events for education professionals	n/a	2	2	3	3
Number of partnership research programmes	n/a	2	2	2	2
Number of Publications (case studies, articles etc.)	n/a	5	5	5	5
Actions	Owner(s)				
2018-19: Q1	<ul style="list-style-type: none"> • Develop our Research Schools partnerships, finalise schools and remit of partnerships, Partnership agreements in place • NHM partnership: Real World Science Leadership Initiative Year 1 pilot complete • BM partnership: Teaching History in 100 objects Yr1: Building on the action research a school group or teachers will be identified to work with GNM and BM in the development of a pilot display exploring different approaches to interpretation aimed at supporting school visits. • Partnership with Oxford University Museums, Manchester and Cambridge to develop network around secondary science. 				<ul style="list-style-type: none"> • Learning Programme Manager • LO GNM • LO GNM • LO GNM • LO N&S Tyneside

	<ul style="list-style-type: none"> • R&D of programmes with N&ST school partnerships. (For ST - Bamburgh School and Hadrian School) Focusing on school and community engagement that supports pupil and family learning • Initiate development of young people's charter for TWAM <ul style="list-style-type: none"> • Continue involvement with LCEP in NT, Newcastle and Gateshead, and support emerging ST LCEP 	<ul style="list-style-type: none"> • Learning Programme Manager • Learning team
2018-19: Q2	<ul style="list-style-type: none"> • Initiate a Try New Things fund for CYP programmes • Support launch of NGCV City of Dreams initiative (in role as co-chair of NGCV Learning forum) • NHM partnership: Real World Science Leadership Initiative recruit for year 2 	<ul style="list-style-type: none"> • Learning Programme Manager • LO GNM
2018-19: Q3	<ul style="list-style-type: none"> • Initiate pilot programmes with Research school partners 	<ul style="list-style-type: none"> • Learning Programme Manager
2018-19: Q4	<ul style="list-style-type: none"> • Review Research Schools programme and plan for future years • Launch and disseminate children and young people's charter for TWAM 	<ul style="list-style-type: none"> • Learning Programme Manager
2019-20:	<ul style="list-style-type: none"> • Work in partnership with schools and HE to understand the impact our programmes have on children's attainment and development particularly disadvantaged pupils • Review and develop new research partnerships • NHM partnership: Real World Science Leadership Initiative Year 2 • BM partnership Yr2 focus on the dissemination of the learning developed in the pilot display. • Produce publications 	<ul style="list-style-type: none"> • Learning Programme Manager • LO GNM • Learning Programme Manager
2020-21	<ul style="list-style-type: none"> • Review findings with research partners • Review and develop new research partnerships • NHM partnership: Real World Science Leadership Initiative Year 3 • BM partnership yr3 With plans for the touring exhibition underway, attention will be focused on the redisplay of the World Cultures display at GNM. • Produce publications 	<ul style="list-style-type: none"> • Learning Programme Manager • LO GNM

		<ul style="list-style-type: none"> • Learning Programme Manager
2021-22	<ul style="list-style-type: none"> • Review and develop new research partnerships • Deliver Conference and resulting publication 	<ul style="list-style-type: none"> • Learning Programme Manager

		Objective Owner			
Objective 5.2	To deliver sustainable services for schools that support their Artsmark journey and are valued as an essential part of the curriculums schools are creating.				Learning Programme Manager
Measures	Baseline	2018-19	2019-20	2020-21	2021-22
Number of schools Visiting (reflects visitor profile)	252	300	280	270	275
% of schools visiting from Tyneside	80%	82	85	87	90
% of schools visiting engaged in Artsmark	n/a	Establish baseline	10% increase on 18-19	5% increase on 19-20	5% increase on 20-21
% of teachers reporting good/excellent learning experience	98	98	98	98	98
Income generation achieved through facilitated visits and Boxes of Delight	103000	123000	143000	163000	173000
Actions					Owner(s)
2018-19: Q1	<ul style="list-style-type: none"> • Create baseline data of current engagement of schools with highest levels of deprivation in all TWAM's 4 local authority areas. • Analysis of Data re current engagement with Artsmark schools 				<ul style="list-style-type: none"> • Learning Programme Manager • Learning Programme Manager

	<ul style="list-style-type: none"> • Discovery museum Inventors in residence with West end Schools • Begin development of literacy pilot programmes for delivery in autumn term • Deliver GEOTN schools programme at Discovery and GNM • Real World Science at GNM CPD development for science teachers in school – Case study development • Arbeia Literacy workshops for schools linked to existing references to Arbeia in modern poetry and storytelling as well as Roman engraving and references. • Work in partnership with the SEND Boxes partners to implement changes/developments needed • Development of Object Library as a resource for schools • Pilot work around Newcastle University’s commitment to SOLE and project based learning. Trial of pop up facility on campus 	<ul style="list-style-type: none"> • LO Discovery • LO Art Galleries • LO GNM/Discovery • LO GNM • LO N&S Tyneside • LO Central • LO Central • LO GNM
2018-19: Q2	<ul style="list-style-type: none"> • Deliver Artsmark training in ST with CBNE • Discovery Museum - Development of enrichment activities for local schools as after school clubs. • Development of sensory resources for Boxes of Delight developed in partnership with SEND professionals • Deliver GEOTN schools programme at Discovery and GNM • Commence delivery of Hatton schools programme for Schwitters exhibition 	<ul style="list-style-type: none"> • LO N&S Tyneside • LO Discovery • LO Central • LO GNM /Discovery • LO Hatton
2018-19: Q3	<ul style="list-style-type: none"> • Literacy programme - Laing Literacy workshop developed linked to Gardens exhibition • Commence teacher training programmes for school year. • With partner schools host whole-school museum twilight session to support more effective self-guided visits and highlight the learning potential of museums and upcoming exhibitions 	<ul style="list-style-type: none"> • LO Art Galleries • LO Central • LO N&S Tyneside

2018-19: Q4	<ul style="list-style-type: none"> • Teacher training Northumbria University and Sunderland University ITT cohorts • Returning from the Front –N&S Tyneside learning project (with N&S Tyneside libraries) collecting, retelling and interpreting stories about WW1 especially those of women • Review Boxes of Delight current membership scheme against value for money and feedback from schools to make reasonable adjustments for the following academic year. • Evaluation of visiting schools and plan strategy to engage hard to reach schools 	<ul style="list-style-type: none"> • LO Central • LO N&S Tyneside • LO Central • Learning Programme Manager
2019-20:	<ul style="list-style-type: none"> • GNM - Deliver NHM Dippy Schools programme • Development of literacy related programmes in venues • Development of key schools projects across venues • Review and appraise income generation initiatives • Evaluation of visiting schools and plan strategy to engage hard to reach schools 	<ul style="list-style-type: none"> • LO GNM • Learning Programme Manager
2020-21	<ul style="list-style-type: none"> • Development of key projects across venues • Review and appraise income generation initiatives • Evaluation of visiting schools and plan strategy to engage hard to reach schools 	<ul style="list-style-type: none"> • Learning Programme Manager
2021-22	<ul style="list-style-type: none"> • Development of key projects across venues • Review and appraise income generation initiatives 	<ul style="list-style-type: none"> • Learning Programme Manager

					Objective Owner
Objective 5.3	To deliver programmes for families that support children’s learning and encourage curiosity and play.				Learning Programme Manager
Measures	Baseline	2018-19	2019-20	2020-21	2021-22
Number of targeted informal learning programmes for SEND, Early Years	400	400	400	400	400
Number/ attendance at family learning programmes	36202	40,000	43,000	46,000	50000
Actions					Owner(s)
2018-19: Q1	<ul style="list-style-type: none"> • South Tyneside venues – Development of programmes to support families who have children with additional needs • Development of Museum Mini bites programme supporting afterschool engagement with families • Development of Science and technology focussed family programmes Stephenson Railway Museum and Discovery • Develop and trial the new and improved Mouse House programme based on recent consultation with participants. This will consist of a stream of progressive activities from babies through to 5 year olds. • Commence delivery of Play and Invent seasonal programme including early years, families and 1 SEND event per season. • North Tyneside – Gaming event 				<ul style="list-style-type: none"> • LO N&S Tyneside • LO N&S Tyneside • LO N&S Tyneside • LO Discovery • LO GNM • Digital Programmes Officer • LO N&S Tyneside
2018-19: Q2	<ul style="list-style-type: none"> • Laing - Create a family forum to explore opportunities and develop an art gallery friendly initiative –involving family explorers 				<ul style="list-style-type: none"> • LO Art Galleries • LO GNM/Discovery

	<ul style="list-style-type: none"> • Deliver Great Exhibition of the North family programme at GNM and Discovery • GNM 'Take one' family programme linked to families from schools in Ouseburn learning trust • NT to work with Wallsend Children's Community to deliver 'an interconnected network of services for children that cuts across their home, school and community contexts. • Segedunum provide opportunities to play and learn outside the classroom at Play Days in parks (Howden) and after school sessions based on Museum collections. • Commence work deepen relationships and engagement with less advantaged families through MaGPiE (Museum & Gallery Partnerships in Education) schools. 	<ul style="list-style-type: none"> • LO GNM • LO N&S Tyneside • LO N&S Tyneside • LO GNM
2018-19: Q3	<ul style="list-style-type: none"> • Evaluation of family programmes • Development of Home Educators programmes at Shipley • STEAM activity day for families at SRM • Deliver Big Draw programme at Hatton • Work with Newcastle University's Education department to produce a research proposal that uses the Mouse House as a case study to examine the impact of museum-based learning on the holistic development of young children. 	<ul style="list-style-type: none"> • Learning Programme Manager • LO Art Galleries • LO N&S Tyneside • LO Hatton • LO GNM
2018-19: Q4	<ul style="list-style-type: none"> • Evaluation and review of family programmes and plan strategy to engage hard to reach families for year 2 • Pilot family after school sessions developed with Children Centres such as Howden and Wallsend Sure start • Develop 'bridging' activities to encourage 5-7 year olds to move on, or graduate' from the Mouse House and explore the wider museum. 	<ul style="list-style-type: none"> • Learning Programme Manager • LO N&S Tyneside • LO GNM
2019-20:	<ul style="list-style-type: none"> • Evaluation and review of family programmes and plan strategy to engage hard to reach families for year 3 • Development of key programmes for families 	<ul style="list-style-type: none"> • Learning Programme Manager • Learning Programme Manager

2020-21	<ul style="list-style-type: none"> • Evaluation and review of family programmes and plan strategy to engage hard to reach families for year 4 • Development of key programmes for families • Hatton West African culture day –linked to Uhlman collection 	<ul style="list-style-type: none"> • Learning Programme Manager • Learning Programme Manager • LO Hatton
2021-22	<ul style="list-style-type: none"> • Evaluation and review of family programmes • Development of key programmes for families 	<ul style="list-style-type: none"> • Learning Programme Manager

						Objective Owner
Objective 5.4	To build on core programmes aimed at young people which support them as independent learners, engaged collaborators, enthusiastic volunteers and visitors to our venues.					Learning Programme Manager
Measures	Baseline	2018-19	2019-20	2020-21	2021-22	
Number of young people 11 – 25 engaged with programmes	675	700	900	1200	1400	
% of young people reporting enhanced engagement/positive impact	n/a	50	65	75	80	
Actions						Owner(s)
2018-19: Q1	<ul style="list-style-type: none"> • Develop Fundraising strategy for developing young people programme • Support PhD researcher working on The Social and Cultural Value of Participatory Arts for Young People, working with L-Ink group at Laing 					<ul style="list-style-type: none"> • Learning Programme Manager • LO Art Galleries

	<ul style="list-style-type: none"> • Planning for 'valuing youth voices' and identify training needs and partners • Scope training needs programme with youth sector • 2 Project Choice work placements at South Shields for young people with learning difficulties and disabilities. • Deliver accredited learning programmes in history in ST for and with PRS Inclusion participants. including Arts Award for those under 25 • Hatton Easter Art School – portfolio support • Newcastle Uni Student Graduate Ambassador liaison. Embed students in museum activities via student ambassador scheme. • Support SEND placements across TWAM, audit and extend number of staff trained with awareness of ASD and SEND needs 	<ul style="list-style-type: none"> • Learning Programme Manager • LO N&S Tyneside • LO Hatton • LO GNM • LO N&S Tyneside
2018-19: Q2	<ul style="list-style-type: none"> • Development of programme and Recruitment for Link • Target Work Experience opportunities at schools in disadvantaged areas • Project Choice work placements at Segedunum for young people with learning difficulties and disabilities. • Deliver accredited learning programmes in cultural studies in ST for and with PRS Inclusion participants to include Arts Award for those under 25 • SEND Takeover Day in NT –Kids in Museums • Hatton Summer Art School (12-18) 	<ul style="list-style-type: none"> • LO Art Galleries • Learning Programmes Manager • LO N&S Tyneside • LO N&S Tyneside • LO N&S Tyneside • LO Hatton
2018-19: Q3	<ul style="list-style-type: none"> • Delivery of L-ink programme • Delivery of programmes with cubs and scouts • Working with Skimstone and NHSN to respond to themes of galleries and exhibitions 	<ul style="list-style-type: none"> • LO Art Galleries • LO Discovery • LO GNM
2018-19: Q4	<ul style="list-style-type: none"> • Delivery of L-ink programme • Showcase SEND work in ST at ST Learning Disability week at an event at SSMAG/Arbeia 	<ul style="list-style-type: none"> • LO Art Galleries • LO N&S Tyneside
2019-20:	<ul style="list-style-type: none"> • Young people's Artist Rooms programme at Hatton 	<ul style="list-style-type: none"> • LO Hatton

2020-21	<ul style="list-style-type: none"> • Planning Development and fundraising for Young People Coproduced event/exhibition 	<ul style="list-style-type: none"> • Learning Programme Manager
2021-22	<ul style="list-style-type: none"> • Co-produced event/exhibition is delivered 	<ul style="list-style-type: none"> • Learning Programme Manager

						Objective Owner
Objective 5.5	To deliver Arts Award at all levels, designing venue programmes that support Arts Award as part of the core offer and promote progression through levels and celebrates success					Learning Programme Manager
Measures	Baseline	2018-19	2019-20	2020-21	2021-22	
number of Arts Award achieved	229	250	375	300	350	
% at Bronze-Gold	6	8	10	10	10	
Actions						Owner(s)
2018-19: Q1	<ul style="list-style-type: none"> • Develop strategy across venues to deliver Arts Award programmes • Work with partner schools develop structured programme with Arts Award advisers • Work with Beacon Hill on SEND Arts Award at Discover/Explore level 					<ul style="list-style-type: none"> • LO Central • LO N&S Tyneside
2018-19: Q2	<ul style="list-style-type: none"> • After school Arts Award projects in ST • Arts Award project with Excel North (a charity in NT for SEND school leavers provision) • Planning for cross venue Arts Award Family Discover Arts Award 					<ul style="list-style-type: none"> • LO N&S Tyneside • LO Central
2018-19: Q3	<ul style="list-style-type: none"> • Family Arts Award delivery linked to GNM/Discovery GEOTN programme • Bamburgh School Bronze Award project (SEND) 					<ul style="list-style-type: none"> • LO GNM/Discovery • LO N&S Tyneside

	<ul style="list-style-type: none"> An Arts Award project with Museum Mini Bites (School after school sessions) Work with Project Choice to do Arts Award with students on placements Delivery of cross venue Arts Award Family Discover Arts Award 	<ul style="list-style-type: none"> LO N&S Tyneside LO N&S Tyneside LO Central
2018-19: Q4	<ul style="list-style-type: none"> Develop Arts Award linked to Discovery Play and Invent core schools offer 	<ul style="list-style-type: none"> LO Discovery
2019-20:	<ul style="list-style-type: none"> Deliver annual celebration of Arts Award achievement Deliver Take One Object Arts Award project in association with Dippy at GNM 	<ul style="list-style-type: none"> Learning Programmes Manager LO GNM
2020-21	<ul style="list-style-type: none"> Review and Develop strategy across venues to deliver Arts Award programmes Deliver annual celebration of Arts Award achievement 	<ul style="list-style-type: none"> Learning Programmes Manager Learning Programmes Manager
2021-22	<ul style="list-style-type: none"> Review and Develop strategy across venues to deliver Arts Award programmes Deliver annual celebration of Arts Award achievement 	<ul style="list-style-type: none"> Learning Programmes Manager

						Objective Owner
Objective 5.6	To develop digital learning initiatives that enable CYP to access our collections in order to learn create and share.					Learning Programme Manager
Measures	Baseline	2018-19	2019-20	2020-21	2021-22	
% of web visits to schools pages/resource	TBC	10% increase on baseline	10% increase on 2018-19	10% increase on 2019-20	10% increase on 2020-21	
Actions						Owner(s)

2018-19: Q1	<ul style="list-style-type: none"> • Scoping of web based resources aimed at schools and families • Develop new digital resources for Arbeia Roman Fort • Discovery Inventors in Residence programme with West End Schools linked to GEOTN • Segedunum - Minecraft and digital gaming events for schools and families. • Commence planning and delivery of Digital Literacy training for staff working with CYP 	<ul style="list-style-type: none"> • Learning Programmes Manager • Lo N&S Tyneside • LO Discovery • LO N&S Tyneside • Digital Programme Officer
2018-19: Q2	<ul style="list-style-type: none"> • Launch digital residencies at Hatton • BM Teaching history in 100 objects digital resources • Google Expeditions school resource planning • Futuremakers programme at Shipley working with digital makers 	<ul style="list-style-type: none"> • LO Hatton • LO GNM • LO GNM • Digital Programme Officer
2018-19: Q3	<ul style="list-style-type: none"> • Pilot of web based schools resources • Explore the digital links/enhancements which can be made with the Boxes of Delights collections • BM Partnership Teaching history in 100 objects digital resources • Google Expeditions school resource delivery • Digital Literacy training for staff working with CYP and public programmes (see also objective 4.1) 	<ul style="list-style-type: none"> • Learning Programmes Manager • LO Central • LO GNM • LO GNM • Digital Programme Officer
2018-19: Q4	<p>Explore funding opportunities to develop digital learning resources</p> <ul style="list-style-type: none"> • Futuremakers at Shipley Art Gallery focus on Digital making schools and families • Scoping of online schools membership scheme to access digital resources and capture data and usage • Takeover Days - Instagram Takeovers (like twitter takeovers) 	<ul style="list-style-type: none"> • Learning Programmes Manager • Digital Programme Officer • Learning Programmes Manager • LO N&S Tyneside
2019-20:	<ul style="list-style-type: none"> • Launch 2nd digital residency at Hatton 	<ul style="list-style-type: none"> • LO Hatton

	<ul style="list-style-type: none"> • Proposed annual Inventors in Residence at Discovery phase 2 • Proposed annual digital making residency at Shipley • Planning for Digital technology residency for N Tyneside focussing on STEM 	<ul style="list-style-type: none"> • Digital Programme Officer • Digital Programme Officer
2020-21	<ul style="list-style-type: none"> • Launch of web-based resources aimed at schools and families • Review and Develop Digital learning programmes and resources • Proposed annual Inventors in Residence at Discovery phase • Proposed annual digital making residency at Shipley • Digital technology residency for N Tyneside focussing on STEM 	<ul style="list-style-type: none"> • Learning Programmes Manager • Digital Programme Officer
2021-22	<ul style="list-style-type: none"> • Development of key digital learning programmes in venues – 	<ul style="list-style-type: none"> • Learning Programmes Manager

Appendix 7 Assurance Framework

The following diagram illustrates how the assurance process works within TWAM:

TWAM's Assurance Framework - process overview

