



# TWAM Corporate Plan 2014-15

## **Mission Statement**

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

## **1. Excellence is thriving and celebrated in the arts, museums and libraries**

### **Key objectives:**

Create a programme of high profile exhibitions, events and activities ensuring footfall and income generation
Develop physical and virtual access to allow people to engage with our venues collections and each other
Continue to develop research to increase knowledge about and access to collections and to allow them to become an even stronger asset to the communities we serve
Continue to improve care and management of collections

### MPM Tasks

- Implement TWAM Exhibition Programme
- Develop new Swan interactive
- Hold strategic development day for collections engagement, interpretation, and research
- Sign MoU with Northumbria University and launch partnership including Henry Rothschild/Northumbria University Bursary scheme
- Complete current phase of Imu development and implement migration to next version of CALM

### Core Tasks

- Implement TWAM Exhibition Programme
- Seek funding to support GBAD 2
- Complete DCMS/Wolfson capital work, Segedunum
- Implement Treasures programme in South Tyneside in partnership with STC and Bede's World
- Complete Phase 1 of Challenger Tank plaza project
- Develop options appraisal for international touring work
- Ensure events programmes embedded with local authority programmes and priorities
- Complete redisplay of Cookson cases, South Shields Museum
- Complete development phase of Hatton Gallery Capital project
- Develop work with Culture Lab on home/digital interaction
- Develop partnership with GNM and with Kielder Observatory
- Complete year 1 of Basic Design project, Hatton Gallery
- Complete year 1 of ACE/NESTA Past Paths project
- Developing national and international relationships driven by our goals and needs, including:
  - BELT Culture Europe
  - Exhibition partnership with Norwich and Sheffield
  - Basic design partnership with Tate
  - Science Museum – First time Out
  - British Museum – Roman empire (Segedunum) and Roman collections (GNM)
- Develop GNM work with British Museum around Roman Collection
- Begin programme to collect works by international artists (with Baltic, funded by Arts Fund)
- Contribute to Northern Bridge Development programme

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

### **Key objectives:**

Develop our programmes to improve the visitor experience and increase visitor numbers.
Deliver a programme that supports adult and community development to ensure that there are real pathways to progression and that we support individuals and communities to develop.
Improve our knowledge about our visitors and encourage more active engagement
Develop community programming (including work with people with mental health issues, people in recovery, older people, our adult learning programme, volunteer programmes and digital engagement) and ensure that communities are engaged in shaping programmes and organisational development.

<b>MPM Tasks</b>
<ul style="list-style-type: none"> <li>• Deliver The Late Shows</li> <li>• Complete year 1 of WW1 commemoration programme (all venues)</li> <li>• Review and develop role of volunteers in exhibition programmes and gallery interpretation</li> <li>• Complete projects involving 'in the community co-curation' in Gateshead and the East End of Newcastle</li> <li>• Develop outreach programme with key partner agencies across local authorities – mental health, ageing, older people including people with dementia. addictions; community co-curated co-produced satellite exhibitions</li> <li>• Implement 'care homes' programme piloted in 2013-14</li> <li>• Engage public with digital outputs as part of WWI centenary, digital technologists and creative practitioners to deliver innovative digital collections reuse projects in TWAM venues</li> </ul>

<b>Core Tasks</b>
<ul style="list-style-type: none"> <li>• Complete year 1 of GNRC Powerhouse project (Newcastle and South Tyneside)</li> <li>• Complete year 1 of WW1 commemoration programme (all venues)</li> <li>• Complete year 2 of WallQuest (Arbeia, Segedunum)</li> <li>• Segedunum - enhanced east entrance, new walkers' area in reception, new picnic area, enhanced signage</li> <li>• Deliver GNM 5th Birthday event, 130th anniversary event</li> <li>• Develop and engage the 2020 vision for Discovery Museum</li> <li>• Community engagement projects including Men's Sheds and Blucher 200 (South Tyneside)</li> <li>• Evaluation with audiences to lead direction for 2015-18</li> <li>• Fully implement CRM system and research and develop strategy and plan for the membership loyalty scheme</li> <li>• Contribute to NGCV Unusual Suspects programme</li> <li>• Complete year 1 of Shipley Art Gallery Community engagement project</li> <li>• Develop the service into the "community memory" of Tyne and Wear (Archives)</li> <li>• As part of PHF Our Museum programme:             <ul style="list-style-type: none"> <li>• Develop programme of community champions</li> <li>• Develop programme of manager visitor consultation</li> <li>• Develop alternative management team</li> </ul> </li> <li>• Continue to develop international relationships, in particular:             <ul style="list-style-type: none"> <li>• Complete year 1 of Erasmus+ programme with Lille and Hamburg (subject to funding)</li> <li>• Complete year 2 of Gruntvig programme</li> </ul> </li> </ul>

### **3. The arts, museums and libraries are resilient and environmentally sustainable**

#### **Key objectives:**

Develop an entrepreneurial governance and management model embedding the culture of enterprise deep within the organisation
Increase self-generated and unrestricted income
Reduce energy consumption through physical measures and staff development improving carbon efficiencies and cost savings
Further join up income generation, fundraising and development work across the organisation.
Strengthen TWAM as an organisation that is resilient and adaptable to change.
Improve management of non-collections-based information.
TWAM will develop and embed improved methods for managing organisational performance

### MPM Tasks

- Complete review and restructure of all shop ranges
- Development of targeted separate shops for key events at GNM
- Develop new digital fundraising platforms e.g. crowdfunding, text giving and social media
- Development of TWAM wholesale business
- Development of TWAM wedding business
- Develop and support Friends Groups, in particular Friends of South Shields Museums and Friends of Shipley Art Gallery and develop relationships between TWAM, its Friends groups and the Development Trust
- Complete year 1 of Fusiliers consultancy
- Review ongoing consultancy work and development of B2B model
- Begin discussions with Bristol and Birmingham re benchmarking enterprise

### Core Tasks

- Development and roll out (cascading) of TWAM Enterprise Programme
- Support and develop Catalyst Art Funding
- Review opportunity at all venues for shop improvements and use of space to maximise income (corporate hire, complete and review venue hire pilot for NT, ST, Gateshead etc)
- Review catering options in key venues, and carry out tender process, e.g. Newcastle venues
- Publish Laing & GNM: Hancock guidebooks
- Develop programme of charged for exhibitions at Laing, supported by enhanced shop offer
- Develop the offer to walkers at Segedunum
- GNM - engage with HEFCE and UMIS to secure future funding
- Develop records management project to maximise income
- Complete year 1 of Port of Tyne archives work
- Agree terms of reference for work on Stephenson Quarter and develop relationship with Robert Stephenson Trust
- Complete programme of locomotive maintenance to ensure resilient steam train service
- Review and refocus Connecting through Culture Scheme
- Review provision of technical services
- Explore and experiment with new models of delivery (e.g. Newcastle College)
- Digital creative research residencies
- Review digital provision in relation to current ICT infrastructure
- Develop work on TWAM governance and report to JAMC and Chief Execs
- Configure VOIP telephone system
- Establish new Health and Safety Group and implement NCC's H&S governance model
- Complete Front of House review

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

##### **Key objectives:**

Contribute to developing and strengthening sector in NE by working with and supporting museums across the region, with advice and programmes of activity.
Lead and support partnerships regionally, nationally and internationally
Develop and support training opportunities
Support and develop TWAM staff through exchanges, mentoring, management symposia, leadership development
Seek to ensure our staff, volunteers and audience reflect the diversity of the population



### **MPM Tasks**

- Work with HWT and Tullie House on development of Wallface (Arbeia, Segedunum)
- Develop activity programme for NGCV Equalities Officer
- Co-ordination of regional WW1 commemoration
- Promote Culture Works proposal via HEF and LEP
- Review of volunteer training and staff training specifically around exhibition
- Complete year 1 of Culture Track programme
- Host three apprenticeships/paid internships including one SOCL placement
- Review all EINAS and identify and deliver specific Equality training for all TWAM staff
- Deliver The Late Shows across Newcastle Gateshead

### **Core Tasks**

- Research, prepare and submit Museum Development application
- Support Sunderland Museums and Heritage in implementation of transition plan
- Continue to develop international working including:
  - Contribute to UCL Museum Training school
  - Contribute to BM ITP
- Internal communication and training to increase confidence in Digital and to embed it in job roles particularly in all teams that work with collections
- Contribute to national and international conferences (Museums Australia; MA Conference, Liverpool; ICOM Goteborg; Finland: Brighton)

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

### **Key objectives:**

Develop and share the quality framework nationally and internationally to improve the quality of museum learning and use the framework to monitor and evaluate TWAM's learning services, developing and adjusting provision as required.
Create a family learning programme and extend children's school based learning through family events and activities
Work with schools to develop the enquiry based learning approach
Use digital innovation to enable schools to use museums and their resources as satellite learning environments
Make better links between young people working with museums and archives and youth parliaments, young mayors groups and similar activities
Contribute to increasing the attainment and aspiration of children and young people
Ensure information about learning services is communicated effectively.

### **MPM Tasks**

- Develop our CPD offer across venues
- Schools element of WW1 programme to be delivered
- Review the communication of our core learning offers
- Develop research areas focussing on formal learning and the new curriculum
- Development of new Boxes of Delight to support specific projects
- Enhance online schools resources
- Research membership scheme for school online resources
- Discuss venue specialism in areas of excellence e.g. early years, special needs
- Support the development of opportunities to deliver Arts Award through TWAM venues
- Complete Peer review with Leeds Museums including taking part in testing Arts Council Quality Principles
- Continue to develop young revolution programme as a cross venue offer
- Deliver high profile teachers event in March 2015
- Develop and extend 'How good can we be' quality framework
- Prepare for implementation of Bridge programme from April 2015

### **Core Tasks**

- Develop under 5's offer
- Develop venue specialisms in areas of excellence e.g. special needs
- Placements, training and development of unemployed young people through Culture Track
- Work with collections team to develop collections based learning resources
- Develop and disseminate advocacy materials about impact of our C&YP programmes
- Develop our schools offer in line with curriculum changes
- Develop collaborative relationships and links with new school developments, academies, free schools etc.
- Work with university partners to deliver Initial Teacher training opportunities in our venues