

Tyne & Wear Archives & Museums Operational Plan 2012-15

Mission, Vision and Commitment

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

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

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

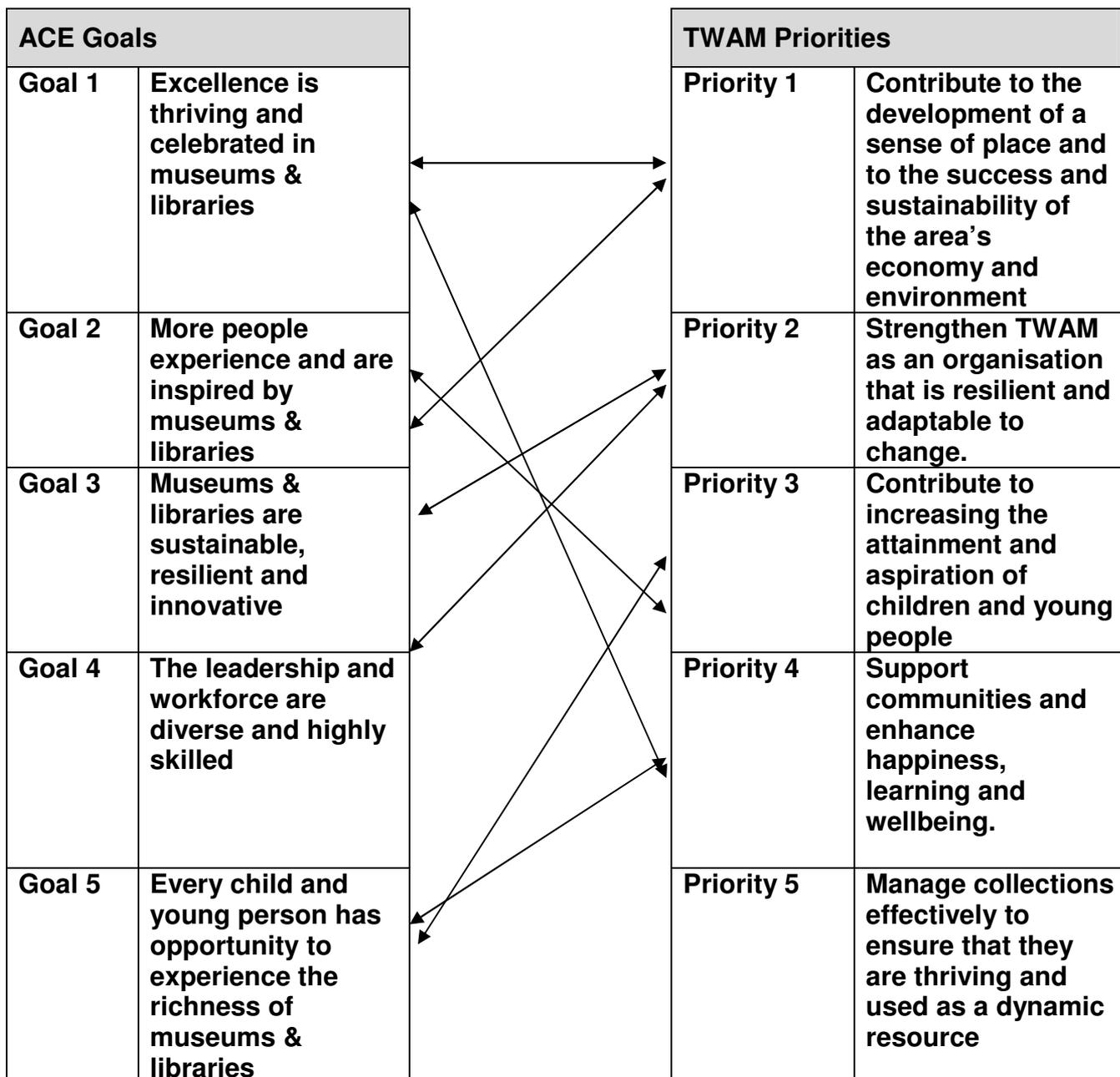
Beliefs

At TWAM we believe that we:

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

Key partners

○	Newcastle City Council (Lead authority)
○	Gateshead Council
○	North Tyneside Council
○	South Tyneside Council
○	Sunderland City Council
○	Newcastle University
○	Arts Council of England (ACE)
○	The National Archives (NA)



In the plan below, TWAM's core activity is identified under each TWAM priority area. There is then a summary of the work which TWAM will do in that priority area as part of Major Partner Museum programmes (MPM) followed by a breakdown of more detailed MPM work within that priority. The Plan has been structured in this way so as to include the work which TWAM will undertake with core and project funding as well as its work to deliver MPM.

PRIORITY 1: Contribute to the development of a sense of place and to the success and sustainability of the area's economy and environment				
Objective	Quarter 1 2012/13	Quarter 2 2012/13	Quarter 3 2012/13	Quarter 4 2012/13
PRIORITY 1.1 REGIONAL ROLE TWAM will work with and support museums across the region, with advice and programmes of activity.				
<ul style="list-style-type: none"> Deliver programme of 'museums at night' 	Complete museums at night			
<ul style="list-style-type: none"> Contribute to the programmes for display of the Lindisfarne Gospels and to the co-ordination of the Festival of the North East 	Participate in regional board Plan TWAM activity	Participate in regional board	Participate in regional board	Participate in regional board
<ul style="list-style-type: none"> Regional role of TWAM 	Hold regional museum managers meeting	Hold regional archives meeting	Consult on holding regional museum managers meeting	Hold regional archives meeting
<ul style="list-style-type: none"> Museum development 	Achieve contract or museum development	Launch new museum development programme in consultation with regional museums		

<ul style="list-style-type: none"> Develop plans for regional presence at Venice biennale 2013 		Submit funding bid to ACE		
<p>PRIORITY 1.2 ENVIRONMENT AND SUSTAINABILITY</p> <p>TWAM will reduce its energy consumption through physical measures and staff development.</p>				
<ul style="list-style-type: none"> Participate in the 'Julie's Bicycle' scheme 	All venues to be monitoring gas, electric water	Venues signed up to IG standard		Review performance against IG
<ul style="list-style-type: none"> Revise TWAM Environmental statement 	Convene new TWAM Energy Reduction Group		Produce revised statement	
<ul style="list-style-type: none"> Environmental development 	Agree annual spend on environmental improvements			Implement spend
<ul style="list-style-type: none"> Facilities management 		Complete NGCV FM Pilot		
<p>PRIORITY 1.3 TWAM PROGRAMME AND INFRASTRUCTURE</p> <p>TWAM will develop its programmes to improve the visitor experience.</p>				
<ul style="list-style-type: none"> Publish guidebooks for three sites 	Complete guidebook preparation		Publish guidebooks	

<ul style="list-style-type: none"> • Hatton capital developments 	Hatton visioning workshop	Hatton Stage C work completed		
<ul style="list-style-type: none"> • Major exhibition programme 	Family Matters Beadwork Cultural Olympiad programme	Cultural Olympiad programme Journeys of Discovery Home and Away The Teddy Bear's Story Diallo Futureland Now	Christmas Present Cecil Beaton	Women scientists and engineers SANT 200
<ul style="list-style-type: none"> • Develop online presence 	Launch redeveloped TWAM Website		Develop one new WEB 2.0 application	
PRIORITY 1.4 FUNDRAISING AND DEVELOPMENT TWAM will further join up income generation, fundraising and development work across the organisation.				
<ul style="list-style-type: none"> • Consultancy work 	Complete Bailiffgate work Complete commissioned archive work	Complete commissioned work on collections in Sunderland		

<ul style="list-style-type: none"> Launch Business Collectors Network exhibition and use to begin relaunch of Business Partners Scheme 	Exhibition opens		Relaunch Business Partners Scheme	
<ul style="list-style-type: none"> Encourage and support partnership between TWAM, its Friends Groups and the Development Trust 	Managers to develop proposals with Development Team	Consultation with Friends Groups		New proposals implemented
<ul style="list-style-type: none"> Develop an Ethical Policy to set out framework for accepting investment/support on an ethical basis 		Draft policy		Sign off policy
<p>PRIORITY 1.5 INTERNATIONAL WORKING</p> <p>TWAM will engage in international working particularly to help develop the workforce.</p>				
<ul style="list-style-type: none"> Contribute to international training and development work 		Deliver TWAM component of BM International Training Programme	Contribute to evaluation of ITP	Complete Year 1 of UCL 'Heritage without Frontiers'

		Plan engagement with UCL 'Heritage without Frontiers' project		
<p>PRIORITY 1.6</p> <p>Through the MPM programme TWAM's collection access and exhibition work contributes to the development of a sense of place. Popular and successful programming helps drive visitors. As a resilient organisation TWAM contributes to the regional economy, creating and safeguarding employment.</p>				
<p>Priority 1.7 Programme of innovative exhibitions with wide audience appeal to highlight collections in new ways</p>	<p>Recruit Project Co-ordinator</p> <p>Deliver Beadwork exhibition with partners from South Africa at Shipley Art Gallery</p> <p>Deliver Something Old, Something New contemporary collecting exhibition about weddings in different cultures at South Shields Museum and Art gallery</p>	<p>Map out new approaches across service and with wider region</p> <p>Deliver the conjoined exhibitions of Journeys of Discovery, part of the Stories of the World Programme</p>	<p>Develop new TWAM wide approach to exhibition planning</p> <p>Commence sector wide discussions for a dispersed exhibition</p> <p>Deliver Autumn exhibition of star loan of the Diallo portrait at South Shields in partnership with the National Portrait gallery</p>	<p>Establish small scale exhibitions highlighting new items to our collections to draw attention to the fact that our collections are continually developed</p>
<p>Priority 1.8 Programme to ensure TWAM develops its workforce and systems (particularly around</p>	<p>Proposals developed for a TWAM reward and recognition strategy as per IIP recommendations</p>	<p>Develop a mentoring strategy for TWAM as per IIP recommendations</p> <p>Recruit and develop 2 Creative Apprentices to</p>	<p>Exploration of Accreditation of the Core Museum Skills Programme or alternatively the</p>	<p>Complete core skills programme</p> <p>Organise and host two further 'Come on in' events.</p>

Equalities) to better meet the demands of its audiences/communities.	Recruitment of Core Skills cohort Work with North of England Civic Trust to host 8 more Engineering Heritage Skills placements across the North East Host placements from the British Museum International Training Programme Complete Equality Northeast Equality Standard process. Establish a Black History Month sub-group of the EWG.	undertake qualifications in Cultural and Heritage Skills Establish a Deaf and HOH cultural consultation forum. Organise and host two summer 'Come on in' events.	NCFE Investing in Quality Licence which may unlock other training funds to support its future delivery. Set up exchange programmes with at least one national museum and one regional cultural provider Support and promote programme for Black History Month.	Complete research into potential roll out of Core skills to the voluntary heritage community
PRIORITY 2: Strengthen TWAM as an organisation that is resilient and adaptable to change.				
Objective	Quarter 1 2012/13	Quarter 2 2012/13	Quarter 3 2012/13	Quarter 4 2012/13
PRIORITY 2.1 IMPLEMENT STRATEGIC REVIEW OF TWAM TWAM's strategic review will ensure the delivery of a fit for purpose organisation delivering a joint strategic service and meeting and exceeding the aspirations of stakeholders.				
<ul style="list-style-type: none"> Undertake Review of TWAM 	Agree Terms of Reference	Complete draft recommendations		Sign off new Joint Agreement

<ul style="list-style-type: none"> • NGCV Development Programme 		Complete development programme led by AEA on behalf of NGCV		
<ul style="list-style-type: none"> • Review archaeology service 	Complete Business Plan for TWAM Archaeology and review options for legal status		Implement changes to status of TWAM Archaeology based on business plan	
<ul style="list-style-type: none"> • Complete implementation of POPS and review of finance and governance team 	Appoint PO HR and Governance Complete closedown		Fully implement POPS and improved budget monitoring system Complete review of finance team	
<ul style="list-style-type: none"> • Implement new transport arrangements 	Complete review	New system implemented		
<ul style="list-style-type: none"> • Implement recommendations of IIP assessment (reward and recognition strategy, Mentoring programme) 	WDG to meet and review action	Implement activity		Complete implementing recommendations

<ul style="list-style-type: none"> Implement new charging policy 		Develop charging policy		Implement charging policy
<p>PRIORITY 2.2 IMPLEMENT INFORMATION MANAGEMENT AND ICT REUIREMENTS</p> <p>TWAM will improve its management of non-collections-based information.</p>				
<ul style="list-style-type: none"> Implement recommendations for Records Management Review 		Complete recommendations		
<ul style="list-style-type: none"> Complete Information Management Project 	Complete implementation of improvements to data drive	Develop recommendations for information on paper drive		Complete and implement recommendations for information on paper
<ul style="list-style-type: none"> ICT Infrastructure 	Compile ICT inventory for non-networked equipment	Complete transfer to NCC AD Complete implementation of VoIP telephone system		
<p>PRIORITY 2.3 PERFORMANCE AND PROJECT MANAGEMENT</p> <p>TWAM will develop and embed improved methods for managing organisational performance.</p>				
<ul style="list-style-type: none"> Develop a data dashboard on the TWAM website and develop new ways of 	Develop proposal for benchmarking		Draft dashboard trialled Implement benchmarking	Dashboard complete

benchmarking visitors and users including use of touchscreens				
<ul style="list-style-type: none"> Project management 	Implement new project management training	Ensure TWAM project management framework used for all projects		
<ul style="list-style-type: none"> Implement appraisal and performance management 	<p>Complete appraisal training</p> <p>Complete appraisals for all senior managers and managers</p>		Complete first round of staff appraisals	
<p>PRIORITY 2.4</p> <p>Through MPM TWAM works to increase income from fundraising and trading activities, increasing fundraised income by 38% and earned income by 14% over 3 years. The programme will embed income generation deep into TWAM's culture.</p>				
<p>Priority 2.5 Programme of activity to support the diversification of TWAMs funding base and improve its future economic resilience</p>	<p>Launch new business membership scheme and begin recruitment drive</p> <p>Begin a Catalyst endowment feasibility study</p> <p>Begin Catalyst Arts capacity building at the Hatton Gallery (subject to funding)</p>	<p>Publish corporate fundraising goals for 2013/14</p> <p>Launch a capital fundraising campaign for the Hatton Gallery</p> <p>Introduce new online giving platforms including text giving at venues</p> <p>Organise onsite 'Gold, Silver and Bronze' events</p>	<p>Publish venue fundraising strategies</p> <p>Begin planning new 'Donor Card' scheme for 2013</p> <p>'Gold, Silver and Bronze' fundraising appeal ends</p> <p>Launch object specific donations</p>	<p>Review performance of new business membership scheme and publish 2013/14 events programme</p> <p>Apply to Catalyst Endowments</p> <p>Launch new Catalyst Arts fundraising products at the Hatton Gallery</p> <p>Publish new material</p>

	Recruit Development Assistant and Development Co-ordinator Launch 'Gold, Silver and Bronze' fundraising appeal and re-launch the 'Butterfly Wall' campaign at the GNM: Hancock Recruit Retail Manager	for Olympic games (27 July-12 Aug) and Paralympic games (29 Aug-9 Sept 2012) Launch the dedicated retail team Launch the Laing Art Gallery wedding offer	programme for Christmas 2012 Implement a retail training programme for new shop staff	promoting legacy giving Launch new business development strategy Introduce new product ranges into all venues
PRIORITY 3: Contribute to increasing the attainment and aspiration of children and young people				
Objective	Quarter 1 2012/13	Quarter 2 2012/13	Quarter 3 2012/13	Quarter 4 2012/13
PRIORITY 3.1 SERVICE DEVELOPMENT AND CONSULTATION TWAM will continue to develop the learning offer to schools and other education providers.				
<ul style="list-style-type: none"> Contribute to development of cultural learning offer 	Participate in meetings organised by NMDC	Seek to develop offer in response to DCMS/DfE proposals		
<ul style="list-style-type: none"> Deliver 4 pilot Arts Award projects and ensure they are completed and evaluated by the end of March 2013 with the aim of embedding 		Delivery of projects		Completion and evaluation of projects

Arts Award into all Learning and Outreach projects where appropriate				
<ul style="list-style-type: none"> Develop new schools offer in North and South Tyneside 	Implement new programmes, with partners			
<ul style="list-style-type: none"> Liaise with public transport operators to help schools make cheap and easy journeys to TWAM venues 		Develop new proposals for September 2012		
<ul style="list-style-type: none"> Consultation meetings 		Consultation meeting with Collective Minds		Consultation meeting with Collective Minds
<p>PRIORITY 3.2 PROMOTION AND RESOURCES</p> <p>TWAM will ensure information about learning services is communicated effectively.</p>				
<ul style="list-style-type: none"> Ensure the 'Explore your World' leaflet is up to date 			Revise and issue updated document	
<ul style="list-style-type: none"> Schools website 	Launch new schools website			

PRIORITY 3.3 BENCHMARKING, MONITORING AND EVALUATION

TWAM will monitor and evaluate its learning services, developing and adjusting provision as required.

- Benchmarking, monitoring and evaluation

Complete annual benchmarking of children and young people's engagement

Achieve annual targets for visits in organised educational groups and visits by C&YP

PRIORITY 3.4

Through MPM TWAM will develop a Centre for Excellence in working with children and young people supporting our staff, schools, young people and our partners in learning organisations. We will develop our work in three main areas: Planning Evaluation and Quality; Attainment and Aspiration; Informal Learning.

Priority 3.5 Establishment of TWAM as a national centre of excellence in engagement of Children and Young People.

Draft quality framework Review past Renaissance NE R&D programmes to establish areas for development and dissemination Establish clear relationship with Bridge North east Engage with Universities and other partners in support of development of Local Area Curriculum

Recruit advisory panel matching skills to agreed areas for development Deliver the Co-curated Stories of the World exhibitions Hold peer learning event with other museums re establishment of National Skills Academy Deliver summer family activity programme across TWAM venues Participate in NGCV summer learning offer

Promote New TWAM learning programme to schools Plan professional practice programme in relation to training needs analysis Work with Bridge/NGCV on developing cultural careers awareness programme Engage in Juice

Develop framework for schools to engage with museums in delivery of local area based curriculum Roll out of development programme for staff based on the training needs analysis Co-ordinate programme of Initial Teacher Training placements across sector with Northumberland University

	<p>Review our communication with schools, other learning organisations and young people</p> <p>Establish review of practice in working with young people</p> <p>Identify areas of need for the development of digital and physical resources</p>	<p>Training needs analysis of learning staff based on the quality framework</p> <p>Engage relevant partners in assessing provision across formal and informal learning programmes</p> <p>Begin research and development of programme to support young people in developing leadership skills, co curation opportunities, events planning, enterprise skills and creative media and communication skills.</p> <p>Develop digital resources in response to learning and engagement needs</p>	<p>festival</p> <p>Ensure museums are engaged with Arts Award delivery</p> <p>Deliver main annual Max Card event</p> <p>Review summer family activities</p> <p>Begin delivery of pilot projects for National Skills Academy</p> <p>Deliver a programme of activity in support of National Takeover Day</p> <p>Develop New Product for Boxes of Delight scheme</p>	<p>Completion and review of pilot projects</p> <p>Review work in 2012-13 and address any issues for further development</p> <p>Establish the Max Card scheme for 2013/14</p> <p>Plan full implementation of National Skills Academy</p>
PRIORITY 4: Support communities and enhance happiness, learning and wellbeing.				
Objective	Quarter 1 2012/13	Quarter 2 2012/13	Quarter 3 2012/13	Quarter 4 2012/13
<p>PRIORITY 4.1 ACCESS, INCLUSION AND WELLBEING</p> <p>TWAM will continue to work with hard-to-reach groups, to ensure that museums and archives are accessible for all.</p>				

<ul style="list-style-type: none"> • Culture Shock 	Review legacy of Culture Shock	Implement recommendations of review of culture shock legacy		
<ul style="list-style-type: none"> • Engage with and deliver Social prescribing 	Work with NCC culture team and NGCV partners to develop response	Develop pilot with N Tyneside Taking Part Team or Newcastle NESTA team	Review social prescribing and future offer	
<ul style="list-style-type: none"> • Review and revise EINAs across TWAM 		Complete EINAS for large sites		Complete EINAS for small sites and any specialist teams required
<p>PRIORITY 4.2 ENGAGEMENT, COPRODUCTION AND CONSULTATION</p> <p>TWAM will ensure that communities are engaged in shaping its programmes and organisational development.</p>				
<ul style="list-style-type: none"> • Participate in the Paul Hamlyn Foundation funded 'Our Museum' programme to work with communities 		Wider engagement group meets	PHF 'People's Parliament'	Completion of year 1 activity plan
<ul style="list-style-type: none"> • Implement Community engagement projects including Hadrian's Wall and Its Legacy – community 				

archaeology				
<ul style="list-style-type: none"> Develop Making of Modern Tyneside Gallery 	Complete outline design work	Complete fundraising applications	Undertake community consultation	Complete detailed design Complete DCMS Wolfson spend
<ul style="list-style-type: none"> Liaise and work with partners and community groups to develop community archives based activities 	Plan two new community archives based activities	Implement one new community archives based activities		Implement one new community archives based activities

PRIORITY 4.3

Through MPM TWAM will deliver a programme bringing together the elements of our work that support adult and community development to ensure that there are real pathways to progression between them and that we support individuals and communities to develop.

<p>Priority 4.4 Programme to allow TWAM to develop 'pathways of progression' across its programmes for individuals and communities</p>	<p>Recruitment of project co-ordinator for events / adult learning Commence research of existing adult learning offer Creation of internal steering group Co-ordination of</p>	<p>Establish partnerships with potential adult learning providers, eg Centre for Lifelong Learning, University of Sunderland Development of Virtual Volunteering through partnership with U3A</p>	<p>Developing work programme for communication of adult learning offer Partnership working – to develop partnerships with preferred bidders</p>	<p>Proactively seek contact with first and third sector providers, including care homes to develop contracts for providing services Devise and test communication techniques for adult</p>
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	<p>volunteer support team for the Late Shows</p> <p>Create / continue long term partnerships with a number of community based organisations</p> <p>Develop pilot adult learning programmes, eg life drawing classes</p>	<p>Develop links to TWAM's volunteering and adult learning programme for participants in the outreach engagement programme</p> <p>Lead NGCV partnership in developing a combined volunteering offer</p>	<p>for commissioned services</p> <p>Co-ordination of NE Museum Volunteer awards to highlight contribution of volunteers to the sector</p>	<p>learning offer, eg leaflets, social media</p> <p>Establish formal adult learning programme for delivery over 2013/14</p> <p>Development of employability focussed volunteering opportunities targeted at young unemployed people including provision for pre-volunteering activity and Information, Advice and Guidance (IAG)</p> <p>Delivery of first year of the Paul Hamlyn Foundation 'Our Museum' organisational change programme in partnership with communities</p>
<p>Priority 4.5 Programme to support the museum sector in the region to engage with major festivals and events</p>	<p>Open Stories of the World Exhibitions at Durham and Middlesbrough</p> <p>Deliver the Late Shows 2012</p> <p>Deliver Beadwork</p>	<p>Open Journeys of Discovery exhibition at GNM July 2012</p> <p>Support Truce (NGCV cultural Olympiad project) via CultuRISE project</p> <p>Participate in</p>	<p>recruit new Project co-ordinator to assist TWAM in delivery of Festival of the North East</p> <p>support delivery of Juice festival</p>	<p>pull together programme of The Late Shows 2013</p> <p>Complete guidance to venues over WW1 enquires/potential donations</p>

	exhibition at Shipley Art gallery April 2012 GBAD at Laing (Tate) – opening of Family Values exhibition	NEgeneration celebration event September 2012 refine TWAM projects for festival of the North East including History of the North East in 100 objects evaluate The Late Shows establish steering group for 1914 centenary Implement Gruntvig community exhibition development project (if application successful)	submit three year funding plan for The Late Shows draw up outline of proposed 1914 centenary projects for region Diallo portrait to South Shields	
PRIORITY 5: Manage collections effectively to ensure that they are thriving and used as a dynamic resource				
Objective	Quarter 1 2012/13	Quarter 2 2012/13	Quarter 3 2012/13	Quarter 4 2012/13
PRIORITY 5.1 ACCESS TO INFORMATION TWAM will continue to improve access to collections information.				
<ul style="list-style-type: none"> Open up access to archive collections 		Complete 'We mak'em' Bid for 'Our friends in the north' cataloguing project	Explore further funding opportunities for digitisation projects	
<ul style="list-style-type: none"> Develop digital access to archives & museums collections 	Pilot EMU Web presence	Launch EMU Web presence		

<ul style="list-style-type: none"> ERIC Project 		Review and develop ERIC funding model		
<p>PRIORITY 5.2 RESEARCH AND KNOWLEDGE</p> <p>TWAM will continue to develop research to increase knowledge about and access to collections.</p>				
<ul style="list-style-type: none"> Contribute to the MA Conference 			Contribute to 3 sessions at MA Conference	
<ul style="list-style-type: none"> University Research 	Appoint co-funded research post		Support 3 new academic research projects	
<ul style="list-style-type: none"> Creative Exchange 	Participate in launch event	Develop Cluster		Prepare for first full year of activity
<p>PRIORITY 5.3 CARE AND STEWARDSHIP</p> <p>TWAM will continue to improve care and management of collections.</p>				
<ul style="list-style-type: none"> Implement, monitor and evaluate C-MAPs and continue with the annual collections audit 	Revise C-MPS	Implement capital project to deliver selected CMAP goals		Complete annual collections audits

<ul style="list-style-type: none"> • Accreditation 		Prepare for accreditation	Participate in archive accreditation pilot Submit museums accreditation reapplication	Achieve museum reaccreditation
<ul style="list-style-type: none"> • Stores Development 		Complete review and appropriate disposal of potentially hazardous material held in collections Identify collections areas requiring review/rationalisation		Implement review/rationalisation in selected areas
<p>PRIORITY 5.4 Through MPM TWAM will create opportunities to develop the TWAM collections by increasing access to collections information, creating physical collections access points, developing the subject range of collections and facilitating collections research in partnership with regional universities.</p>				
<p>Priority 5.5 Programme to facilitate research into our collections to allow them to become an even stronger asset to the communities we serve</p>	<p>Access to collections information post-migration data cleaning to improve the quality of the data in KeEmu to raise the standard of access and engagement TWAM can facilitate both physically</p>	<p>Access to collections information investigate means of implementing cross-searchability with the Archives online catalogue that is already available with the aim of providing the user with a seamless</p>	<p>Access to collections information extend the use of web 2.0 to ensure wide reach and accessibility of information, as well as the opportunity to</p>	<p>Collections development work with the History, Development, Communications, Design teams to collect and temporarily display selected new acquisitions Collections Access</p>

	<p>and digitally. Increase the percentage of collections available online by using EMu to launch an online catalogue of museum collections for the first time.</p> <p>Collections Access Points Recruitment of project co-ordinator</p> <p>Collections development work with the History team to introduce specific collecting objectives into the Science, Engineering & Maritime Collections Development Policy Continuing family history collecting and placing of small displays in libraries, community centres or similar</p> <p>Research Appoint research co-ordinator to develop and implement research</p>	<p>search result across all TWAM collections.</p> <p>Collections Access Points Holding of collections access events at venues to evaluate their potential for permanent access points</p> <p>Collections development work with the History team to identify suitable science & engineering objects for acquisition</p> <p>Research Develop relationship with Sunderland University/National Glass Centre re Sunderland glass and ceramics. Draft TWAM research strategy</p>	<p>interact with collections</p> <p>Collections development work with the History team and Development Team to plan and programme new acquisitions</p> <p>Research Devise programme of talks to share outcomes of research Sign off research strategy</p>	<p>Points Design and build of Collections Access points in selected TWAM venues</p> <p>Research Co-ordinate work with specialist groups such as the Subject Specialist Networks (SSNs) and local specialists (such as the Discovery Associates to research our science and engineering collections).</p>
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	<p>strategy Establish programme of work with Regional Universities to support doctoral awards (or equivalent) on specific collections based research</p> <p>Continue partnership with Northumberland and Sunderland Universities in a collaborative PhD to carry out research on the Henry Rothschild Studio Pottery collection</p> <p>Continue research into the Old Masters collection with a view to an exhibition (TWAM is one of two UK museum services to be supported by the Art Fund with the award of an intern, in partnership with the National Gallery to research art collections)</p>			
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Long term priorities 2013-15	
Priority 1 Contribute to the development of a sense of place and to the success and sustainability of the area's economy and environment	Seek to develop opportunity for capital development at Laing Art gallery Seek to engage Segedunum with the North Bank regeneration programme
Priority 2 Strengthen TWAM as an organisation that is resilient and adaptable to change.	Implement recommendations of TWAM review
Priority 3 Contribute to increasing the attainment and aspiration of children and young people	Develop relationships with Juice and Kids in Museums to create a TWAM young people's festival and develop the offer for self-directed visits by young people
Priority 4 Support communities and enhance happiness, learning and wellbeing.	Implement years 2 and 3 of Our Museum project Implement Festival of the North East Seek funding and implement Great War Commemoration programme
Priority 5 Manage collections effectively to ensure that they are thriving and used as a dynamic resource	Develop feasibility for archives capital scheme Publish proceedings of Limes congress