

TYNE & WEAR ARCHIVES & MUSEUMS JOINT COMMITTEE



CORE ACTIVITY PLAN

2013/14

Background

This Core Activity Plan sets out a programme of activity across nine museums and galleries and an area archives service. These services are provided on behalf of five local authorities and Newcastle University and are supported by Arts Council with funding from the Department of Culture Media and Sport in recognition of the greater than local reach and impact of the activity. TWAM holds Designated collections, acts on a local, regional, national and international stage and is regarded as an exemplar in particular in terms of learning and engagement work.

In 2012 TWAM undertook a service review conducted by Black Radley Consulting. This review has already led to significant operational and focus changes within TWAM and to new and stronger relationships with partner local authorities. Governance changes and in particular wider relationships across the LA7 area (Tyne and Wear, Northumberland and Durham) are being investigated over 2013-14. In addition Sunderland City Council took on direct operation of museums within Sunderland as from 1 April 2013. TWAM continues however to provide an integrated archives service to Sunderland and continues to provide museums specialist services to support the newly established Sunderland Museums and Heritage. These museum specialist services are supported, on a transitional basis, by Arts Council Core Funding.

Delivering excellent services

This Core Activity Plan shows how TWAM delivers high quality services for local people, visitors to the area, and a wide online audience, cares for researchers and provides access to collections of national significance. It demonstrates how TWAM plays its part as one of the country's leading museums services, showcasing working of exemplary quality across Arts Council's five goals.

The museums and collections TWAM manages are characterised by diversity of scale, reach and subject matter. This programme therefore supports both the delivery of excellent services for local communities as well as programmes with much wider reach. Included are activities of local or regional significance as well as research into collections and museology which will have national and international impact. Following the outcome of the TWAM review, and as a consequence of the current economic situation, in particular the pressures on local authority budgets, a particular emphasis in this plan is put on Goal 3 (Museums are sustainable, resilient and innovative). These principles of sustainability, resilience and innovation are evident both specifically within TWAM's programme within Goal 3 and throughout TWAM's programme across the five goals. This will work will ensure that TWAM is both a leader in terms of approaches to income generation and can contribute significantly to its own sustainability.

TWAM is a mission driven organisation. Its 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. This works runs through all TWAM activities and the achievement of this activity plan contributes to delivering TWAM's key priorities and mission.

Goal 1 – Excellence is thriving and celebrated in museums

TWAM will demonstrate excellence by delivery of a strong exhibition and activity programmes focused around use of and engagement with collections, by improving online access to collections based information and continuing to develop effective management of collections. Ongoing research into collections and methodology will continue to be developed with TWAM's strong university partners (in particular Newcastle university and Northumbria University) and this will be disseminated through workshops, conferences and national and international publications. Innovative digital activity will continue to be developed to achieve greater engagement with collections. Development of major new exhibitions and displays will be taken forward, in particular the Hatton Gallery developments, plans for refreshing the Segedunum core displays, and a feasibility study for development of South Tyneside museums particularly in the light of the South Shields 360 plan.

Goal 2 – More people experience and are inspired by museums

TWAM's strong work with communities including lifelong learning and volunteering will help develop and contribute to civic pride and a sense of place. Visitors to TWAM venues will continue to make a significant contribution to the local economy. New programmes of lifelong learning activities will be particularly aligned with local authority programmes and priorities to ensure effective use of resources. These will be delivered alongside major community engagement projects including the WallQuest Community Archaeology Project engaging communities from the eastern end of Hadrian's Wall with the World Heritage Site. TWAM will deliver year 2 of the Paul Hamlyn Foundation funded Culture Track project and develop further links between volunteering and lifelong learning ensuring progression routes are available for people who engage with us. TWAM will continue to investigate opportunities for commissioning and develop relationships with care homes in regards to clients with dementia as well as new work with mental health service users, an area in which TWAM is a national exemplar.

Goal 3 – museums are sustainable, resilient and innovative

Over the past year TWAM has made significant developments in reviewing its business model to ensure innovation, enterprise and the embedding of activities that generate investment and maximise use of resources. Strategic developments will include the signing of the new joint agreement and preparation for the next comprehensive spending review as well as strategic development required for the period 2015-19 and exploration of new museum and archive relationships within the LA7. Reviews will be undertaken of weekend opening hours to ensure that they

achieve a best fit with when visitors want to visit and to maximize commercial opportunities. A major piece of work will review internal reporting processes and at the same time front of house operations will be reviewed to ensure groups of front of house staff have the necessary specialist skills. Work on information management will be completed including developing the records management service and completing an information management project to ensure more efficient management of TWAM's own information. Major income generation initiatives will include reviews of space and site usage and implementation of new charging policies. Work with Black Radley following their museum rapid enterprise assessment will significantly develop retail, catering and donations income ensuring that an entrepreneurial culture is embedded in the organisation.

Goal 4 – The museums sector is marked by its excellent leadership; its workforce generally diverse and highly skilled

TWAM will develop its workforce including initiatives to ensure greater diversification and will develop further collaborative working and knowledge sharing. At the same time enhanced monitoring of visitor information will be introduced. TWAM's appraisal programme will be developed and recommendations of the IIP assessment including a new reward and recognition strategy and mentoring programme will be implemented. In its wider leadership role TWAM will deliver the museum development programme to regional and national activity. TWAM people will continue to be leaders within TWAM and in the wider world, contributing to the development of museums nationally and internationally,

Goal 5 – Every child and young person has the opportunity to experience the richness and inspiration of museums

As part of providing high quality provision for young people in museums, embedding co-production and developing accreditation of learning TWAM will co-ordinate monitor and plan the delivery of strategic learning activity across all venues. It will ensure excellent promotion of resources to schools across the area and integrate a strong charged schools element into the exhibition programme. Specific work will be developed as part of the Art in Schools programme and TWAM will continue to play a significant role in the Regional Cultural Windows programme. TWAM will monitor and evaluate learning services in particular responding to changes in the national curriculum. Active engagement with schools and other organisations will ensure that TWAM's services are relevant to individual and institutional needs. TWAM's work around the development of Equality Standards will see the organisation continue to be a leader across the wider arts sector, including in its work with Bridge organisations.

Goal 1: Excellence is thriving and celebrated in museums

Sharing, learning from, sustainably developing and caring for collections; bringing new collections and insights to communities and supporting co-production and community engagement with collections

Period	Activity	
2013-2014	STRATEGIC DEVELOPMENT	
	Work with and support museums across the region, with advice and programmes of activity	ALL
	PROGRAMME	
	Implement TWAM Exhibition Programme 2013-14 to meet agreed targets	ALL
	Implement Destination Tyneside Gallery (Discovery)	N
	Deliver My Tyneside project (Discovery)	N
	Creation of a Bee World in the study garden (GNM: Hancock)	NU
	Develop 'local heroes' video programme with South Tyneside Council	ST
	STANDARDS AND DOCUMENTATION	
	Develop Emu museums documentation system and resolve outstanding jurisdiction issues	ALL
	Achieve Accreditation for archives	ALL
	Implement, monitor and evaluate C-MAPs (Collections Management Access Plans) and implement annual collections audit	ALL
	RESEARCH, KNOWLEDGE AND ACCESS	
	Develop and implement strategy for University Research including partnership agreement with at least one regional university	NU/ALL
	Contribute to second year of Creative Exchange	NU/ALL
	Implement DDF (Designation Development Fund) programme (Discovery)	N
	Contribute to two national/international publications	ALL
Contribute to Museums Association Conference	ALL	

	Contribute to Leeds University museum purpose research	ALL
	Implement Rothschild Bursary scheme (Shipley)	G
	Publish guidebooks for three sites	N/ST/ NT
	DIGITAL	
	Develop online presence including implementation of phase 2 of EMu	ALL
	DEVELOPMENT	
	Implement Hatton HLF Phase 2, subject to funding	NU
	Develop plans to refresh Segedunum core displays following Empire – BM Roman touring exhibition (2015)	NT
	Conduct feasibility study on South Tyneside museum development	ST
	Review opportunities for developing costume/fashion displays	N/G

Goal 2: More people experience and are inspired by museums

Lifelong learning and volunteering, civic pride, sense of place, and contribution to local economies

Period	Activity	
2013-2014	STRATEGIC DEVELOPMENT	
	Ensure that communities are engaged in shaping TWAM programmes and organisational development.	ALL
	COMMUNITY ENGAGEMENT	
	Delivery of year 2 of Our Museum project.	ALL
	Continue to work with hard-to-reach groups, to ensure that museums and archives are accessible for all.	ALL
	Implement Community engagement projects including Wallquest (Arbeia, Segedunum, GNM:Hancock, Shipley)	ST/NT/ N/G
	EVENTS	
	Ensure events programmes in each local authority area are aligned with local authority programmes and priorities (initially South Tyneside and North Tyneside)	ST/NT
	Deliver archives based activities on Mondays (activities in each local authority area)	ALL
	Deliver programme of charged family and adult activities	ALL
	Develop partnerships with other arts venues in Gateshead to promote joined up offer for Gateshead residents	G
	COMMISSIONING	
	Review changes relating to primary care commissioning and seek opportunities to engage in social prescribing	ALL
	VOLUNTEERING	
	Delivery of year 1 of Culture Track project.	ALL
	Developing links between volunteering and lifelong learning	ALL

Goal 3: Museums are sustainable, resilient and innovative

Innovative, enterprising, business-like models that generate investment and maximise use of physical and human resources; networking, collaboration and innovation

Period	Activity	
2013-2014	STRATEGIC DEVELOPMENT	
	Sign new joint agreement	ALL
	Implement closure of archaeology service	ALL
	Complete Sunderland transition	ALL
	Implement workforce planning and new opening hours in response to 2013-14 budget	ALL
	Prepare for next Comprehensive Spending Review and strategic development required for 2015-19	ALL
	ORGANISATIONAL DEVELOPMENT	
	Complete implementation of POPS (Purchase Order Processing System) and review of finance and governance team	ALL
	Participate in NGCV Facilities Management tender	ALL
	Implement new H and S Management scheme	ALL
	Review front of house operations	ALL
	Review internal reporting processes	ALL
	Review workshop operation	ALL
	INFORMATION MANAGEMENT	
	Develop Records Management Review	ALL
	Complete Information Management Project	ALL
	Benchmarking, monitoring and evaluation and develop a data dashboard on the TWAM website	ALL
	INCOME GENERATION	
	Review space and site usage at Segedunum, Discovery, South Shields and Stephenson and use available space to generate income. Promotion of room hire to local groups at all sites.	NT/N/ ST
	Begin Catalyst Arts match funding scheme (Hatton) Gallery	NU

	Develop consultancy work	ALL
	Implement new ways of working within archives	ALL
	Develop following specific initiatives: <ul style="list-style-type: none"> • Commercial genealogy • Records management 	ALL
	Implement new charging policy	
	ENVIRONMENT	
	Participate in the 'Julie's Bicycle' scheme	ALL
	Develop TWAM Environmental Working Group	ALL

Goal 4: The Museums sector is marked by its excellent leadership; its workforce generally is diverse and highly skilled

Workforce development and diversification; collaborative working and knowledge sharing; developing more responsive and diverse leadership, governance and delivery models

Period	Activity	
2013-2014	STRATEGIC DEVELOPMENT	
	Develop new way of working for Joint Committee to ensure officers and members from 4 authorities fully engaged with decision making	ALL
	Advocacy for Spending Review	ALL
	Work with LA7 and Arts Council to develop new sustainable model for TWAM including continuing implementation of TWAM review, developing re-engineered partnership and seeking further opportunities for joint working with new Joint Authority.	ALL
	Sign off and implement new partnership agreement with Sunderland Museums and Heritage	ALL
	VISITOR SERVICE DEVELOPMENT	
	Review weekend opening hours to maximise visitor numbers and commercial opportunities (e.g., Sunday lunch market)	N/NT
	Review and implement programme of external site signage	ALL
	Extend touchscreen benchmarking to other sites (Great North Museum, Laing, South Shields, Segedunum)	NU/N/ ST/NT
	Introduction of a regular Change / Customer Service newsletter.	ALL
	WORKFORCE DEVELOPMENT	
	Review appraisal programme and deliver TWAM training programme to meet strategic and operational needs	ALL
	Implement recommendations of IIP assessment (reward and recognition strategy, Mentoring programme)	ALL
	Implement Skills for the future traineeship (Archives)	ALL
	DEVELOP TWAM LEADERSHIP ROLE	
	Deliver Museum Development Programme	ALL
Contribute to the MA Conference	ALL	

	Support regional/national activity as appropriate	ALL
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Goal 5: Every child and young person has the opportunity to experience the richness and inspiration of museums

High quality provision for young people in museums across the cultural sector; co-production; accreditation of learning

Period	Activity	
2013-2014	STRATEGIC DEVELOPMENT	
	Co-ordinate monitor and plan delivery of strategic learning activity across all venues	ALL
	FORMAL LEARNING	
	Deliver online 'Explore your World' resource promoting activity to schools across the area	ALL
	Deliver loans service to schools across the area	ALL
	Integrate a charged, strong schools element into exhibition programme	ALL
	Continue to develop the learning offer to schools and other education providers.	ALL
	Monitor and evaluate learning services, developing and adjusting provision as required.	ALL
	Work with PCF to take part in Art in Schools programme (which takes a masterpiece from art collections into schools – Laing, Shipley, Hatton).	N/G/NU
	Maintain and develop links with Arts Council Bridge organisation	ALL
	INFORMAL LEARNING	
Contribute to development of cultural learning offer	ALL	
Contribute to regional Culture Windows programme	TBC	

Tyne & Wear Archives & Museums Core Activity Plan

Total 2012/13 Estimate		Core Business 2013/14 Estimate	Trading Activity 2013/14 Estimate	MPM/MDO 2013/14 Estimate	Projects 2013/14 Estimate	Total 2013/14 Estimate
£		£	£	£	£	£
7,049,250	Employees	4,303,940	2,000	1,321,970	244,380	5,872,290
2,037,190	Premises	1,146,640	0	0	324,200	1,470,840
68,470	Transport	35,800	0	900	40,290	76,990
	Supplies and Services					
3,003,540	- General	525,990	259,730	440,400	466,800	1,692,920
6,650	- Acquisitions	0	0	0	0	0
466,660	SLA's with Newcastle City Council	156,390	0	19,320	10,610	186,320
62,950	Recharges	75,790	0	0	0	75,790
12,694,710		6,244,550	261,730	1,782,590	1,086,280	9,375,150
(1,893,000)	ACE Core Funded Museum Grant	(1,322,000)	0	0	(550,000)	(1,872,000)
(5,619,920)	Client Contributions	(4,783,800)	774,190	0	0	(4,009,610)
(1,715,610)	ACE MPM Grant	0	0	(1,626,590)	0	(1,626,590)
(156,230)	ACE MDO Grant	0	0	(156,000)	0	(156,000)
(561,900)	Contributed Income	(7,820)	(49,500)	0	(26,400)	(83,720)
(1,101,000)	Other Grants/Contributions	(46,440)	0	0	(470,450)	(516,890)
(1,357,910)	Generated Income	(59,490)	(953,240)	0	(39,430)	(1,052,160)
(37,000)	Investment Income	(25,000)	0	0	0	(25,000)
(252,140)	Other Income	0	(33,180)	0	0	(33,180)
(12,694,710)		(6,244,550)	(261,730)	(1,782,590)	(1,086,280)	(9,375,150)
0	Contribution (to)/from Reserves	0	0	0	0	0