

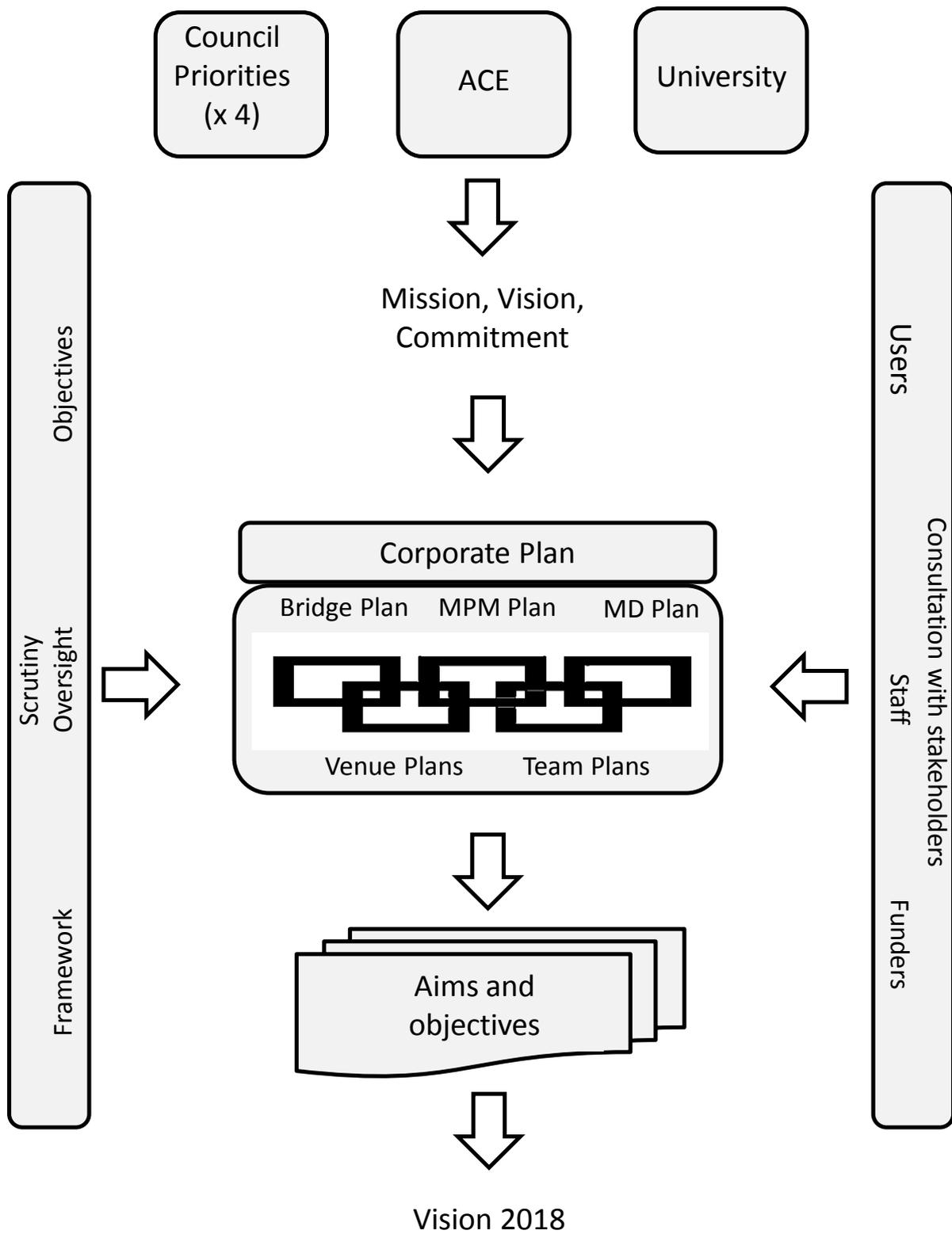
TWAM – Corporate Plan

2015/16

May 2015

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Introduction

This Corporate Plan is TWAM's main strategic planning document. It provides a framework for the delivery of services; it offers a clear statement of our vision, strategic aims and key policy priorities for the next three years.

Mission, Vision, Commitment

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 centred on our collections and attract investment to grow our programmes and develop our buildings. We will use the best of new technologies and ensure services meet community and individual needs.

Consultation

TWAM's primary stakeholders

<div style="border: 1px solid black; padding: 5px; text-align: center;"> Users Consultation with stakeholders Staff Funders </div>	Users – they use the services and resources of TWAM	Local people, visitors to the area, researchers, and our worldwide online audience
	Staff – they have invested their labour into TWAM	Permanent staff, contract staff, volunteers, friends and affiliates
	Funders – those who put money into TWAM	Local Authorities (Newcastle, Gateshead, North Tyneside, South Tyneside), ACE (Arts Council England), Newcastle University, and a wide range of other partners, supporters and funders

Priorities

Council
Priorities
(x 4)

ACE

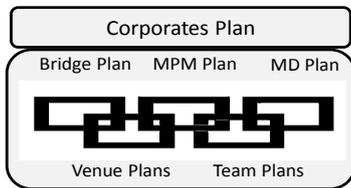
University

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 Gateshead goes Global Creative Gateshead Sustainable Gateshead Active and Healthy Gateshead Volunteers</p> <p>http://www.gateshead.gov.uk/DocumentLibrary/council/strategy/CorporatePlan.pdf</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>http://www.southtyneside.gov.uk/CHttpHandler.ashx?id=14468&p=0</p>

Newcastle University	Societal Challenge Themes	Ageing Social Renewal Sustainability
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Plans



MPM

The MPM Plan represents the activities TWAM will undertake during the three years of MPM funding 2015-18 in order to contribute to fulfilling its Mission. It reflects TWAM's activity and ambition as one of the UK's leading museum services. It captures TWAM's leadership role in the sector through its experience of:

- caring for its excellent collections
- using collections to engage large and diverse audiences;
- co-producing with communities and engaging people meaningfully with shaping TWAM's activity and direction
- supporting learning and engagement through wide-ranging and bespoke programmes
- supporting and learning from research and innovation.
- working with a range of creative practitioners

The plan shows how TWAM has built sustainability into all of its activity packages and demonstrates the delivery of high quality accessible services for children and young people.

<G:\Corporate Information\Corporate plan\plans\MPM 2015-18\TWAM MPM Activity Plan 9 Feb 2015.docx>

(See appendix 1 for list of objectives)

Museum Development

The Museum Development Programme is a comprehensive, effective and collaborative response to the needs of museums in the North East and the communities they serve. It will seek to ensure that museums deliver excellence in the management and interpretation of collections, that they understand and respond to the needs of their audiences, increasing the size and reach of this engagement and that they are resilient and sustainable.

TWAM will draw in expertise and learning from within and outside the sector to stimulate and embed new approaches. Outcomes will be delivered in accordance with local needs and agendas to enable museums to demonstrate and articulate their value to the communities they serve. Museum development support will result in more confident museums, which are outward looking, entrepreneurial in their thinking, sustainable and self-reliant.

<G:\Corporate Information\Corporate plan\plans\MD 2015-18\Programme Plan 2015-18.docx>

(See appendix 2 for list of objectives)

Bridge

The Bridge Plan is structured according to the eight Bridge programme roles set out by Arts Council England. It is recognised that all these areas interact, and that at the centre are the Local Education and Culture Partnerships (LECPs).

Our ambition is that through the programme:

	<ul style="list-style-type: none"> • Children and young people will better understand, engage and stay engaged with high quality arts and cultural experiences which develop creative skills, build resilience and broaden their experiences. • Arts and cultural organisations will better understand the role the cultural offer has in supporting children and young people and will better evidence and celebrate the impacts that engagement with the cultural offer can achieve • The learning, social and business sectors will understand, respect and value the positive contribution that arts and culture engagement has on children and young people – and therefore delivering the priorities and aspirations of the North East. <p>G:\Corporate Information\Corporate plan\plans\Bridge 2015-18ActivityPlanv2 final.docx (See appendix 3 for list of objectives)</p>
<p>Venue Plans</p>	<p>Though each venue within TWAM is unique (museum, gallery or heritage site), there are common elements to their plans for the coming year, based on delivering to 4 of the 5 ACE Goals:</p> <p>Goal 1 - Deliver a strong and varied exhibition programme, the preservation of collections and the development of international relationships</p> <p>Goal 2 - Deliver a strong public events programme, develop community engagement projects, and deliver adult learning experiences</p> <p>Goal 3 - Increase income through the development of the retail offer, increased donations, corporate hire etc.</p> <p>Goal 5 - Deliver a strong and focused school offer linked to the national curriculum, and a strong programme of informal learning</p> <p>G:\Corporate Information\Corporate plan\plans\Venue and Team Plans 2015-16</p>
<p>Team Plans</p>	<p>Though each team has a unique function within TWAM, there are common elements to their plans for the coming year, based on delivering to the 5 ACE Goals:</p> <p>Goal 1 – Research and develop the Museum in the Cloud</p> <p>Goal 2 – Promote TWAM’s presence through development of the web presence, loyalty scheme, marketing etc.</p> <p>Goal 3 - Develop commercial awareness, expand the shops, develop wholesale business, implement visitor giving, incl. through Friend’s and affiliate groups</p> <p>Goal 4 - Cultural co-ordination of collaborative programmes, development and diversification of the workforce</p> <p>Goal 5 – Embedding of quality principles, development of educational programmes (formal and informal), and resources (Boxes of Delight), development of young people through Arts Award etc. and development of training programmes</p> <p>G:\Corporate Information\Corporate plan\plans\Venue and Team Plans 2015-16</p>

Sunderland	<p>TWAM has a signed a Partnership Agreement with Sunderland City Council to provide specific services to Sunderland Museums & Heritage. The services to be provided are detailed in two schedules to the Agreement. Schedule 1 details specific collections' services which are funded by ACE Core Grant and Schedule 2 details specialist support services supplied by TWAM and funded by Sunderland City Council.</p> <p>G:\Corporate Information\Corporate plan\plans\Partnership Agreements</p>
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Scrutiny



There are three elements to the scrutiny of the plan:

1. Framework of governance
2. Oversight mechanisms
3. Objectives required to achieve those mechanisms

Framework

Financial Procedures Notes	<p>TWAM's Financial Procedures Notes covers: Budget requirements, Procurement procedures, travel and expenses, income handling, banking procedures, donations.</p> <p>G:\Financial Procedure Notes</p>
VFM Strategy	<p>Tyne & Wear Archives & Museums (TWAM) commitment is to provide a World-class service that is innovative, imaginative, creative, totally inclusive, secure and sustainable and to minimise the environmental impacts of our operations. We will:</p> <ul style="list-style-type: none"> • Ensure VFM considerations are built into project planning and 'business as usual' activities • Assign clear lines of ownership of all efficiency targets; and ensure that adequate resources are made available to enable delivery • Identify target priority areas for efficiency gains across the whole organisation. • Foster a culture of new ways of working. • Actively encourage VFM (efficiency) improvements. • Take a medium term view of business improvements. • Monitor the delivery of planned efficiencies. • Use our partnerships and networks to improve efficiency. <p>http://www.twmuseums.org.uk/geisha/assets/files/TWAM%20VFM%20Strategy%20Report%20March%202014.pdf</p>

Corporate code of governance	<p>Tyne & Wear Archives & Museums' Local Code of Governance was developed from a framework document produced by CIPFA (in partnership with the Joseph Rowntree Foundation) and SOLACE, but the content is very much Tyne & Wear Archives & Museums' own.</p> <p>The six sections of the Code define how Tyne & Wear Archives & Museums complies with the six principles of good governance laid down by the independent commission on good governance in public services.</p> <p>http://www.twmuseums.org.uk/geisha/assets/files/Local%20Code%20of%20Governance%20TWAM%20Update%202011-12.pdf</p>
Governance framework	<p>The governance framework comprises the systems and processes, culture and values by which TWAM is governed and managed. It also covers the ways in which TWAM engages with communities and is held accountable by users. It enables TWAM to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services. The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level.</p> <p>http://www.twmuseums.org.uk/about-us/corporate-publications-amp-policies/governance-arrangements.html</p>
Risk Management	<p>TWAM has adopted a Risk Management Strategy which was approved by the Joint Committee. The Framework is updated regularly to ensure that it remains fit for purpose.</p> <p>The Framework:</p> <ul style="list-style-type: none"> • outlines TWAM's commitment to understanding and proactively managing the risks it faces and creates; • outlines the key elements of the risk evaluation and management process, structured into the format of its Risk Registers; • requires the consideration of risks in relation to the achievement of delivery priorities (whether through services, projects or partnerships), in order to help provide assurance that aims will be met, resources are effectively used and areas of weakness are highlighted at an early stage. <p>http://www.twmuseums.org.uk/geisha/assets/files/TWAM%20Risk%20Management%20Framework%202014.pdf</p>

Oversight

Joint Committee	<p>Tyne & Wear Archives & Museums is governed by a Joint Committee which comprises 12 members drawn from the four local authorities on Tyneside. Each Council provides three members each from amongst its elected members.</p> <p>The Joint Committee meets a minimum of four times a year and the annual meeting of the Joint Committee is held in June every year. The Chair and Vice-Chair are elected annually from the overall membership by the members.</p> <p>The Joint Committee is responsible for:</p> <ul style="list-style-type: none"> • the preparation of a policy statement for TWAM and its revision
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	<p>from time to time,</p> <ul style="list-style-type: none"> • the monitoring and review of the work of TWAM, • the determination of the budget and staffing of TWAM, and • commenting on matters affecting museums, archives and records regionally, nationally and internationally insofar as they affect TWAM. <p>http://www.twmuseums.org.uk/about-us/governance/twam-committees.html</p>
<p>Audit Committee</p>	<p>TWAM has also established an Audit Committee which is separate from the Joint Committee. It includes an independent chair and vice-chair. The Audit Committee provides an essential challenge, monitoring and scrutiny role in relation to governance and internal control issues, helping to provide assurance and the early identification and resolution of weaknesses in arrangements.</p> <p>I:\Corporate Governance Shared\Audit Committee\Terms of Reference</p>
<p>Senior Management Team</p>	<p>Iain Watson, Director Iain has overall responsibility for TWAM’s commitment to deliver a world class service which is innovative, imaginative, creative, inclusive, secure and sustainable. This entails the development of a clear strategic vision and management of resources, with a focus on ensuring that everyone in Tyne and Wear has access to archives and museums provision and that it has a significant and positive impact upon their lives. Iain is ultimately accountable to the Joint Archives and Museums Committee and to the funding stakeholders of the Joint Service.</p> <p>Helen White, Head of Museums, Gateshead, Newcastle, Great North Museum Helen is responsible for managing the relationship with Gateshead Council, Newcastle City Council and Newcastle University, agreeing policy and objectives with those clients to meet outcomes and budget requirements and ensuring the delivery of the agreed services.</p> <p>Jackie Reynolds, Head of Finance, Governance and Resources Jackie is responsible for the efficient management and administration of TWAM’s financial and people resources in particular with regard to ensuring these resources are used effectively and efficiently to deliver the Organisational Plan approved by the Joint Committee.</p> <p>Bill Griffiths, Head of Programmes Bill is responsible for ensuring the provision of wide ranging, popular and accessible programmes across TWAM including audience development and communications and effective engagement of stakeholders</p> <p>Liz Rees, Head of Archives and Collections Liz is responsible for leading in managing and developing the Archives and Archaeology services and in the security, management, research and promotion of all archive and museum collections</p>

Alternative Management Team	<p>The Alternative Management Team will discuss and develop approaches to questions and suggestions put forward by participants of the 5 Our Museum project strands. The Team will bring these to a regular meeting with the SMT to discuss how to respond to these ideas and how to prepare feedback to the wider organisation and public.</p> <p>I:\Our Museum - Paul Hamlyn Foundation\Programme Proposal - TWAM\Year 3 Proposals 13 April 2015 FINAL VERSION AGGreed WITH PHF.doc</p>
KPI Monitoring	<p>Good quality data is the essential basis for financial and performance information to support decision making. To ensure the process is effective TWAM has a Performance Framework:</p> <ul style="list-style-type: none"> • Performance indicators which are specific, measurable and relevant; • Robust arrangements are in place for the collection of good quality performance data; • Accurate and relevant performance information is reported on a timely basis; • Effective arrangements are in place for identifying poor performance and implementing prompt remedial action across all venues; Performance monitoring is consistent across the organisation. <p>The Director meets with Building Managers on a monthly basis to review performance and agree actions to address under-performance and ensure targets are achieved. Bi-monthly reports are submitted to the Joint Committee.</p> <p>G:\Corporate Information\Venue Performance Spreadsheets\2015-16</p>
Budget Monitoring	<p>Apart from sound financial management and contributing to achieving value for money, the need for budget monitoring flows from a number of sources, in particular:</p> <ul style="list-style-type: none"> • Section 28 of the Local Government Act 2003, which requires the Joint Committee to monitor its income and expenditure against budget, and be ready to take action if overspends or shortfalls in income emerge • Financial Regulations <p>Budget monitoring continues within TWAM throughout the year. Managers receive monthly monitoring statements and the Joint Committee will receive regular updates on progress.</p> <p>G:\Financial Procedure Notes\Financial Procedure Notes 1.4.13</p>
Action plan for improvement	<p>Through our Action Plan for Improvement TWAM monitors implementation of the Corporate Plan and the delivery of the Mission. The Plan sets out approaches to delivering excellent services and demonstrates key strategic objectives.</p> <p>There is continual review through 'Action Plan for Improvement' reports to Audit Committee (on a quarterly basis), internal and external audits, close working relationships with key partners and stakeholders and the risk review and monitoring process.</p>

	<p>TWAM conducts an annual review of the effectiveness of its system of internal control and governance arrangements and publishes the results in the AGS.</p> <p>G:\Corporate Information\Audit Committee\Papers April 14 - Mar 15\Papers 04-03-15</p>
Strategic Risk Register	<p>The Strategic Risk Register contains the most significant risks that may affect the future strategic direction of TWAM as encapsulated in the corporate vision, objectives and priorities. This is a dynamic document and as such it is subject to structured continual review. Monitoring of actions required to manage strategic risks is a continuous process. The outcome of the Strategic Risk Register review is incorporated as appropriate within bi-monthly Monitor report to the Joint Committee and reported to Audit Committee twice a year.</p> <p>G:\Corporate Information\Audit Committee\Papers April 14 - Mar 15\Papers 04-03-15</p>
Governance and audit scrutiny	<p>An annual review takes place of the effectiveness of the systems of internal control and an Annual Governance Statement (AGS) is included within the Financial Statement. These Assurance Statements provide the assurance and confidence to those signing the AGS (Director, The Chair of the Joint Committee and the designated Section 151 Officer (NCC Treasurer)).</p> <p>This statement is a corporate document and a key measure of the overall effectiveness and efficiency of the Joint Committee. It is also a way of expressing to the public that the Joint Committee has put in place good management, performance, stewardship of public money and public engagement, which ultimately demonstrates good outcomes for our citizens and service users.</p> <p>I:\Corporate Governance Shared\AGS - Assurance Process\2014-2015\Audit Assurance</p>

2015-16 objectives

KPIs	<p>TWAM has a performance framework to monitor venue performance on a monthly basis; and reported upon on a bi-monthly basis. There are a variety of different indicators being monitored, bracketed broadly under 'visitors', 'satisfaction', 'income', 'costs' and 'human resources'. The Framework's focus is on what can be done to influence current and future performance informed by reviewing what has happened in the past and involves monthly meetings of relevant officers.</p>
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Visitors	Target
In-person visits	1,430,454
School visits	76,513
Satisfaction	
Service	90%
Cleanliness	90%
Maintenance	90%
Income	
Retail sales	£575,460
Venue hire	£137,440
Catering commission	£82,960
Donations	£118,800
Facilitated learning visits	£62,080
Events, talks, tours and experiences	£134,940
Admissions	£270,000
Costs	
Front of House payroll	£1,570,240

[G:\Corporate Information\Venue Performance Spreadsheets\2015-16](#)

Financial Information

The activity detailed within this Plan for 2015/16 is to be achieved within an estimated gross budget of £8,962,680 reflecting net expenditure, by the Tyne and Wear authorities and University of Newcastle of £3,743,550.

TWAM develops, in partnership with officers in each local authority, a plan for museum and archive services in that local authority area. These are designed to serve the priorities of the local authority as well as contributing to the strategic service and are included in an agreed annual service level agreement.

The financial contribution that the Councils make towards management of their museums is significantly multiplied by funding from ACE: Core Museums Grant and Major Partner Museum Grant which equates to 30% of TWAM's overall funding.

Expenditure and Income

	Total 2014/15 Outturn		Corporate 2015/16 Estimate	Specialist 2015/16 Estimate	Operational 2015/16 Estimate	Total 2015/16 Estimate
	£		£	£	£	£
	5,590,718	Employees	915,510	2,490,720	2,384,010	5,790,240
	1,084,580	Premises	106,600	0	1,004,820	1,111,420
	62,226	Transport	1,710	11,360	20,480	33,550
		Supplies and Services				
	1,274,905	- General	125,550	696,200	955,440	1,777,190
	59,507	- Acquisitions	0	0	2,920	2,920
	183,103	SLA's with Newcastle City Council	187,330	0	0	187,330
	59,615	Recharges	4,030	0	56,000	60,030
	<u>8,314,654</u>		<u>1,340,730</u>	<u>3,198,280</u>	<u>4,423,670</u>	<u>8,962,680</u>
	(1,256,764)	ACE Core Funded Museum Grant	(748,700)	(363,740)	0	(1,112,440)
	(3,925,776)	Client Contributions	(230,110)	(737,740)	(2,775,700)	(3,743,550)
	(1,600,562)	ACE MPM Grant	(201,620)	(1,368,450)	0	(1,570,070)
	(156,020)	ACE MD Grant	(2,940)	(151,560)	0	(154,500)
	0	ACE Bridge	(46,960)	(453,040)	0	(500,000)
	(41,410)	Contributed Income	0	(7,820)	(281,260)	(289,080)
	(196,271)	Other Grants/Contributions	(43,960)	(10,560)	0	(54,520)
	(1,297,973)	Generated Income	(58,540)	(105,370)	(1,366,710)	(1,530,620)
	(11,274)	Investment Income	(7,900)	0	0	(7,900)
	<u>(8,486,050)</u>		<u>(1,340,730)</u>	<u>(3,198,280)</u>	<u>(4,423,670)</u>	<u>(8,962,680)</u>
	<u>(171,396)</u>	Contribution (to)/from Reserves	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

VFM Objectives	<p>The VFM objectives 2015/16 are:</p> <ul style="list-style-type: none"> • Embed the culture of enterprise deep within the organisation by developing managers and teams to improve entrepreneurial capabilities & reviewing Enterprise Communications Strategy • Review business case for income generation activities & complete the roll-out of P&L accounts for enterprise activities • Realise the potential for growth in contributed income through shifting priorities from project fundraising to focus on contributions which are available for general use • Review environmental strategy and publish clearly articulated plans to reduce the TWAM carbon footprint even further • Ensure the 2015/16 budget requirements are successfully implemented • Implement a budget management framework that introduces devolved management and accountability for defined budget holders, and improved review and reporting arrangements • Maintain a robust balance sheet with sufficient cash reserves to meet our financial obligations • Set and monitor a range of “metrics of success”, which reflect and report on the parameters of our operation • Benchmark customer satisfaction and achieve a 94% recommend a visit to a TWAM venue • Increase income generated from unrestricted sources to £289,000 (300%) • Improve our understanding of our current VFM position <p>http://democracy.newcastle.gov.uk/ieListMeetings.aspx?XXR=0&Year=2015&CId=568&MD=ielistmeetings</p>
Plan for new audit	<p>As of 1st April 2015, implementation of the Local Audit and Accountability Act 2014 means that Joint Committees will no longer be required to have their accounts separately prepared and audited. Continuing to prepare accounts and being subject to external audit is now discretionary; however in order to ensure that an effective financial and governance framework is maintained two options are available to the Joint Committee:</p> <ol style="list-style-type: none"> 1. A non-statutory audit is carried out based on current arrangements 2. The audit committee issues an engagement letter setting out its requirements in terms of audit testing

Aims and objectives



2015-16 Plan

As part of TWAM's planning process we have developed a 3 year organisational vision. This has set out that by 2018 we will have achieved the vision set out below

3 Year Vision	2015-16 activity
Established a programme of capital development in partnership with funding stakeholders	Secure and match HLF funding for Hatton Capital scheme Complete 'Northern Powerhouse' works at Segedunum Complete feasibility study for developments at Arbeia and South Shields Museum Complete DCMS Wolfson project at Shipley Develop Discovery 2020 vision Begin planning for capital development (Explore More) at GNM Complete 'feasibility study' at SRM Begin planning for Laing capital development
Developed a self-sustaining programme of high profile exhibitions ensuring footfall and income at TWAM venues and including self-generated shows which will tour nationally and internationally.	Review charging programme at Laing Art Gallery Investigate international touring exhibitions from TWAM collections independently or in partnership Investigate scope for self-generated charging and touring exhibitions Develop plan of high profile exhibitions for 2016-18

<p>Embedded the work of Our Museum</p>	<p>Complete year 3 programme for Our Museum Liaise with other Our Museum partners over possible future work Submit funding application to PHF for 2016-19, following new programme announcement Hold dissemination event Link up with activities for 2017 – in particular at Discovery, GNM and South Shields Museum</p>
<p>Worked with DMOs and others to establish TWAM venues as part of international offer to visitors to Tyneside</p>	<p>Establish contact with Newcastle Gateshead Initiative, Visit England and local authority tourism teams Implement strategic marketing activity to promote Hadrian’s Wall on Tyneside to national and international visitors to the region. Promotion of TWAM’s must-see exhibition programme to visitors to the region. Developing destination information on the TWAM website including more joined up access to the wider cultural offer in the region. Liaise with NGI about promotion of tourist information in Newcastle and Gateshead Work with NGCV on joined up tourist offer. Identify key activities, exhibitions and events for medium term promotion Promote The Late shows</p>
<p>Completed the transformation of TWAM to a self-supporting and sustainable organisation, part funded by key stakeholders, absolutely customer focussed, and driven by the needs and interests of our visitors</p>	<p>Commission business plan for potential trading company Seek to implement proposed new governance model Implement archives records management plan Implement customer service standards Focus on wholesale of shop stock and consultancy work, in particular for other heritage organisations Development of ideas for ‘create once, sell many’</p>

<p>Consolidate and integrate regional, national and international leadership role</p>	<p>Participation in SSNs Speaking at national and international conferences Leadership of MD and Bridge Work with Association of Cultural Enterprises on resilience Co-ordination as National MPM Goal 5 Lead International training work with British Council Lead museum response for NE Case for Culture Support wider development on Hadrian's Wall</p>
<p>Established (in partnership with HEIs providing teacher training) a framework for cultural learning and measuring the quality of cultural learning</p>	<p>Year 2 framework for Aiming for Excellence Completion of peer review with Leeds Museums Co-ordinate national museum learning event</p>
<p>Consolidated TWAM's national leadership role in work with children and young people and maintained excellence of provision for these user groups</p>	<p>Co-ordination as National MPM Goal 5 Lead Increased visits by organised school groups Deliver Bridge programme Erasmus + SE Europe Culture Track</p>

Vision 2018

<p>Established a 10 (?20) year programme of capital development</p>	<p>...in partnership with funding stakeholders to maximise the opportunity for our venues to create value -Work with Newcastle Gateshead Initiative (NGI), Visit England, local authorities and Newcastle University to promote capital developments at TWAM including the Hatton Gallery, Segedunum Roman Fort and Discovery Museum to visitors to the North East region.</p>
<p>Developed a self-sustaining programme of high profile exhibitions</p>	<p>...ensuring footfall and income at TWAM venues and including self-generated shows which will tour nationally and internationally. By 2018 there are also plans for:</p> <ul style="list-style-type: none"> • Family oriented dinosaur or space exhibitions • Major fashion related exhibitions - Cheryl Cole, looking at her role as fashion icon • Major 'movement' based art exhibitions (Pre-Raphaelites or Impressionists) and the Bloomsbury Group • High profile figures in arts and sciences selecting and curating displays from our collections
<p>Embedded the work of Our Museum</p>	<p>...will ensure consistent engagement of local people in shaping and delivering services and ongoing two-way dialogue between TWAM, its venues and collections and our communities and stakeholders. Our Museum – TWAM has completed two years of the three year Paul Hamlyn Foundation funded Our Museum Project, a programme of community engagement and organisational change. This programme has provided a wide range of opportunities for ensuring meaningful feedback and self-assessment including a joint staff community core engagement team, a community led alternative management team, a 'wider engagement team', and ambassador's initiatives. The outcomes of this work are reviewed at senior management team and the wider management group.</p>
<p>Worked with DMOs and others to establish TWAM venues as part of international offer</p>	<p>...to visitors to Tyneside. - TWAM will have worked with Newcastle Gateshead Initiative, Visit England and local authority tourism teams to establish TWAM as part of the international offer on Tyneside. This work will include:</p> <ul style="list-style-type: none"> • Strategic marketing activity to promote Hadrian's Wall on Tyneside to national and international visitors to the region. • Promotion of TWAM's must-see exhibition programme to visitors to the region. • Exploiting opportunity to promote TWAM venues to the international audience visiting the NE for sporting, leisure and cultural activities. • Developing destination information on the TWAM website including more joined up access to the wider cultural offer in the region. • The outcome will be a greater profile for TWAM venues in destination marketing material and activity and increased visits from national and international visitors.

Completed the transformation of TWAM to a self-supporting and sustainable organisation

...part funded by key stakeholders, absolutely customer focused, and driven by the needs and interests of our visitors.

TWAM will be more self-supporting with usable, unrestricted, contributed income increased by 464% and commercial income increased by 39%.

Develop a B2B model building on existing success in delivering consultancy work to have, where possible, a 'create once, sell many' business model

Consolidated and integrated regional, national and international leadership role with a broader range of TWAM staff engaged in consultancy and advice work and sharing skills across networks

Established (in partnership with HEIs providing teacher training) a framework for cultural learning and measuring the quality of cultural learning which is rolled out and used as a standard for excellence

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

Appendices

Appendix 1

MPM Objectives

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

1. Creation of the 'Museum in the Cloud' - A real and virtual meeting space where a diverse range of people engage with our buildings, sites, collections, staff and each other
2. A programme of high-profile exhibitions designed to appeal to a wide range of audiences, to reach out to diverse communities and to generate direct and indirect income
3. A programme of collections access, research, interpretation, care and development emphasising knowledge capture using experts/universities/volunteers/crowd sourcing, with a focus on ensuring that our collections, and the stories they have, are representative and meaningful to as wide a range of society as possible.

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

1. Creating a powerful data warehouse and loyalty scheme to develop new relationships with users.
2. Increasing reach to national and international visitors.
3. Development of creatively framed 'Gateways of Engagement' that will allow people to find their own ways in to engaging with our venues and their collections on their own terms.

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

1. Develop a revised or new, entrepreneurial governance model
2. Embed the culture of enterprise deep within the organisation
3. Increase earned income from commercial activities
4. Increase unrestricted income from fundraising
5. Improve carbon efficiencies and cost savings

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

1. Cultural Co-ordination: co-ordination of delivery focussed collaborative programmes that will increase quality of museum provision, through both the sharing of experience and via innovative approaches.
2. Developing and diversifying the workforce

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

1. Support and inspire C&YP, in their learning, via their 'family' settings.
2. Deliver a high quality venue based formal learning programme in partnership with schools.
3. Through working with Early years, Young People in informal settings and CYP with SEND, develop communities of practice that demonstrate museums are rich and valuable learning places

Appendix 2

Museum Development Objectives

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

1. Maintaining and improving collections management standards
2. Developing stronger links with Higher Education Institutions
3. Increasing partnership working at a national and international level

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

1. Developing a museum sector that understands, knows and communicates effectively with its audiences
2. Improving systems for capturing visitor data to better inform programming and planning
3. Increasing profile of the NE museum offer through improved marketing

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

1. Delivering an effective and resilient museum development model
2. Developing efficient systems to provide evidence and advocacy for the NE museum sector
3. Increasing the resilience of NE museums
4. Increasing levels of environmental sustainability
5. Delivering effective and dynamic Accreditation advice

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

1. Developing a NE museum sector that demonstrates the characteristics of well-run organisations
2. Increasing the skills and diversity of the NE workforce

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

1. Developing a strong working relationship with Bridge NE and MPMs to maximise opportunities for museums to engage effectively with children and young people
2. Increasing opportunities for museum staff and volunteers to observe good practice and benefit from mentoring
3. Supporting the development and planning of successful projects by sharing the principles of TWAM's Quality Framework
4. Supporting NE museums to consult and co-produce more widely with children and young people

Appendix 3

Bridge Objectives - Programme Areas

Arts Award

1. Understanding: Schools and cultural organisations are aware of Arts Award
2. Building capacity and capability: Supporting organisations working to deliver Arts Award
3. Delivery: Cohesive Arts Award delivery infrastructure across region

Artsmark

1. Understanding: Schools and cultural organisations are aware of Artsmark
2. Building capacity and capability: Building capacity to work towards Artsmark
3. Delivery: Support applications

Cultural Organisations

1. Understanding: Listen to cultural sector organisations to discover what they deliver well, their challenges and plans and ambitions
2. Building capacity and capability: Gain senior level commitment to ensure learning is fully embedded in planning and decision-making and the sector is able to respond to opportunities
3. Delivery: Use collective impact to add value to existing work, creating new opportunities and unlocking investment

Schools

1. Understanding: Listen to schools to understand their priorities and (perceived or actual) barriers to participation in cultural activity and to discover what they deliver well, their challenges and plans and ambitions
2. Building capacity and capability: Build understanding of how to use cultural learning in classroom and across areas of curriculum and how to work with cultural organisations
3. Delivery: Gain and embed senior level commitment to ensure culture is fully embedded in planning and decision-making

Local cultural education partnerships

1. Understanding: Identify current infrastructure and gaps in cultural and education sectors and beyond, at a local / area level
2. Building capacity and capability: Galvanise networks, bringing cultural organisations and schools together to build understanding of each other's' sector, share learning, promote peer support, roll out Bridge activities, develop leadership
3. Delivery: support strategic development opportunities developed by partnerships

Quality Principles

1. Understanding: Introduce the quality principles to the sector
2. Building capacity and capability: Support their integration into all Bridge supported activity
3. Delivery: Quality principles embedded at the heart of cultural learning providers.

Partnership Investment

1. Preparation: Draw up plans with input from sector, board and Arts Council
2. Project delivery: Identified projects are delivered
3. National collaboration: Actively contributing to cross-area and national partnership investment programmes

Music Education Hubs

1. A clear offer: build relationships with MEHs in North East to gather data and cross promote
2. Working in partnership: support MEHs with specific partnership programmes

3. Developing strategic relationships: support development of inter MEH programmes across NE and wider North area

Communications

1. Delivery: Timely, relevant communications to cultural organisations, schools and learning partnerships ensure all are able to access opportunities provided by the Bridge Programme

Management, governance, reporting, risk, evaluation

1. Ensure Bridge Programme is effective, efficient and accountable

