

## Tyne & Wear Archives & Museums Development Trust

22 April 2015

### Fundraising Update

Report by: **Company Secretary**

#### 1. Introduction

The purpose of this report is to highlight funding opportunities and challenges for the Directors to consider and agree to engage with. It also provides the Directors with details of new project funding secured by Tyne & Wear Archives & Museums (TWAM) and funding and donations received by the Tyne & Wear Archives & Museums Development Trust (Company) since the last meeting.

#### 2. Report Priority Level

Low (For Information)

#### 3. New project funding secured by TWAM, opportunities and challenges

##### 3.1 Revitalising Newcastle's Hatton Gallery

A second-round HLF application was submitted on 9 April 2015 (for a decision in July). Based on the current timetable, the Hatton Gallery will close for refurbishment in February 2016, and re-open in September 2017. The funding position is:

<b>Funding Source</b>	<b>Target</b>	<b>Secured or Pledged</b>	<b>Unsecured</b>
HLF	£2,400,000	£2,400,000	
Newcastle University	£620,000	£620,000	
Arts Council England - Catalyst Arts match funding	£80,000	£80,000	
Trusts and foundations	£368,000	£219,000	£149,000
Individual donors	£32,000	£16,511	£15,489
Friends of the Hatton Gallery	£6,000	£5,000	£1,000
Volunteer/In-Kind	£196,500	£196,500	
<b>Total</b>	<b>£3,702,500</b>	<b>£3,537,011</b>	<b>£165,489</b>

Newcastle University has agreed to underwrite the funding shortfall however fundraising from trusts, foundations and individual donations via the Hatton Future campaign will continue until September 2015.

Since the last board meeting the Trust has received pledges of support from the Garfield Weston Foundation (£50,000), The Shears Foundation (£30,000) and a grant of £25,000 from the Sir James Knott Trust.

Until the end of May every £1 donated to the Hatton Future campaign will be matched 1.5:1 through Arts Council England's Catalyst Arts Scheme. To find out more information about the campaign please visit [www.hattonfuture.com](http://www.hattonfuture.com)

The Directors are requested to:

1. Consider making a donation to the Hatton Future campaign before 20 May 2015 to enable TWAM to claim 1:1.5 match-funding.
2. Promote the Hatton Future campaign closing date and solicit contributions to maximise the match-funding on offer.

### 3.2 **Empire, Frontier & River Roman Gallery, Segedunum**

TWAM has submitted funding bids to 18 grant making charitable trusts. Of these bids, 6 have been successful, 12 have been unsuccessful. Since the last board meeting the Trust has received a grant of £20,000 from the Charles Hayward Foundation.

£51,000 was raised in total to enable the building work to proceed in November 2014 as planned. The new gallery will open at a special event on Friday 29 May alongside the British Museum's 'Roman Empire: Power & People' exhibition.

The Directors are requested to:

1. Note the location and date of the event, attend if possible and/or suggest names to include on the guest list.

### 3.3 **Excavation & Consolidation, Segedunum**

TWAM has received £500,000 from HM Treasury as part of the chancellors Northern Powerhouse project for excavations and consolidation of the Roman Baths, extant sections of Hadrian's Wall and site foundations at Segedunum Roman Fort.

### 3.4 **The Curious Case of Saltwell Park Museum, Shipley Art Gallery**

On 5 February 2015 TWAM was awarded £70,000 from the DCMS/Wolfson Museums & Galleries Improvement Fund for the project 'The Curious Case of Saltwell Park Museum' at the Shipley Art Gallery.

The project will refurbish a gallery at the Shipley to enable a permanent display of the Saltwell Park Museum collections to be displayed. The collections, which include natural history and decorative art, form a significant part of Gateshead's heritage and are currently in store. The project is scheduled to begin in June 2015 at an estimated cost of £93,500. The balance of funding of £23,500 is being funded from TWAMs ACE Capital grant 2015/16. The new gallery will open in March 2016.

TWAM has been successful in every round of DCMS/Wolfson funding since 2002. It has received 11 grants worth nearly £1.5 million for capital projects at GNM: Hancock, Discovery Museum, Laing Art Gallery, Shipley Art Gallery,

Monkwearmouth Station Museum, South Shields Museum and Segedunum Roman Fort.

### 3.5 **The Light Dragoons: England's Northern Cavalry**

On 4 March 2015 TWAM submitted a first round application to the Heritage Lottery Fund for £425,500 towards the Light Dragoons: England's Northern Cavalry project. The project will comprise two strands: the redevelopment of 'A Soldier's Life' display at Discovery Museum and a 2 year programme of talks, workshops and events designed to build on the current engagement with local schools, volunteers and community groups.

Subject to a positive decision from HLF in June, the delivery phase of the project is scheduled to begin in July 2016 at an estimated cost of £623,425. The new gallery will open in June 2017 to coincide with last 100 days of WW1 centenary. Match funding is being raised by the Light Dragoons Heritage Committee.

### 3.6 **The Late Shows 2015**

On 20 March 2015 TWAM was awarded a grant of £14,950 by Arts Council of England towards The Late Shows which will take place on Friday 15<sup>th</sup> and Saturday 16<sup>th</sup> May 2015.

The Late Shows is a partnership project led by TWAM involving 50+ venues across Newcastle Gateshead opening after hours to celebrate the International Museums at Night weekend. The total project cost is £30,950 of which £1,000 will be raised via public donations and £15,000 from TWAMs MPM Grant. Sponsorship from the Port of Tyne has also been secured.

In 2013 and 2014, TWAM invited Late Shows visitors to 'Be an Angel' and give £5 to help secure the future of The Late Shows. Every visitor who attends The Late Shows will be encouraged to visit [www.thelateshows.org.uk/donate](http://www.thelateshows.org.uk/donate) where they will be able to donate via Text or securely online. For more information about the Late Shows 2015 visit [www.thelateshows.org.uk/home.html](http://www.thelateshows.org.uk/home.html)

The Directors are requested to:

1. Note the date of the Late Shows 2015 and attend if possible.
2. Promote the 'Be an Angel' campaign.

## 4. **Public donations**

### 4.1 **On-site donations 2014/15**

On-site donations from April 2014 to the end of March 2015 were £67,950 which represents an increase of 32% on 2013/14 (visitor numbers +3%) and an increase of 5% on target. Donation per Visitor (DPV) increased from £0.04 to £0.05.

Performance has varied across different venues, with Arbeia Roman Fort, the Archives and the Hatton Gallery seeing the biggest improvements, whilst the Shipley and Laing Art galleries have seen a marked fall, the latter reflecting the introduction of charging for major exhibitions.

	2014/15 Actual	2013/14 Actual	Variation	2014/15 DPV	2013/14 DPV	Variation
Shingley Art Gallery	£1,843	£2,400	-23%	£0.07	£0.11	-38%
Laing Art Gallery	£9,653	£10,921	-12%	£0.04	£0.05	-5%
Discovery Museum	£17,463	£16,302	7%	£0.04	£0.04	8%
Segedunum Roman Fort	£1,779	£977	82%	£0.04	£0.02	92%
Stephenson Railway Museum	£1,585	£1,313	21%	£0.04	£0.04	2%
South Shields Museum	£2,602	£2,736	-5%	£0.02	£0.02	-6%
Arbeia Roman Fort	£3,294	£1,015	224%	£0.10	£0.03	210%
GNM: Hancock	£22,930	£14,090	63%	£0.05	£0.03	44%
Hatton Gallery	£5,870	£1,075	446%	£0.17	£0.03	426%
Archives	£930	£781	19%	£0.20	£0.15	38%
	<b>£67,950</b>	<b>£51,608</b>	<b>32%</b>	<b>£0.05</b>	<b>£0.04</b>	<b>27%</b>

## 5. Major partner museums – Programme D: Income Generation

### 5.1 Key performance indicators

At the end of March 2015 TWAM has achieved the following:

	KPI 2014/15	Actual	% Achieved
Donations*	£149,430	£194,348	130%
Trusts and foundations	£283,070	£449,574	159%
Corporate sponsorship	£13,500	£7,000	52%
Business membership	£22,000	£11,966	54%
<b>Total</b>	<b>£468,000</b>	<b>£662,788</b>	<b>142%</b>

\* includes on-site and campaigns.

## 6. Recommendations, Actions Required and Timescale

The Directors are requested to:

1. Receive this report for information.
2. Consider making a donation to the Hatton Future campaign before 20 May 2015 to enable TWAM to claim 1:1.5 match-funding, and promote the Hatton Future campaign closing date and solicit contributions to maximise the match-funding on offer.
3. Note the location and date of the 'Roman Empire: Power & People' event, attend if possible and/or suggest names to include on the guest list.
4. Note the date of the Late Shows 2015 and attend if possible and promote the 'Be an Angel' campaign.

## 7. Background Papers and Contact Officer Details

List of Background Papers: - held on file Tyne & Wear Archives & Museums Development Trust.

Contact Officer:- Jackie Reynolds, Company Secretary, 0191 277 2158

## Tyne & Wear Archives & Museums Development Trust

22 April 2015

### Revenue and Capital Fundraising Priorities 2015/16

Report by: **Company Secretary**

FOR DECISION

#### 1. Introduction

Following the request at the Trust Strategy Meeting on 22 February this report outlines the revenue and capital fund raising priorities for 2015/16.

#### 2. Report Priority Level

Medium (For Debate)

#### 3. Revenue Priorities

3.1 The TWAM Budget for 2015/16 includes significant targets for fundraising to finance core activities.

3.2 The table below sets out the targets for 2015/16 on a venue by venue basis. It should be noted that these are in addition to commercial income targets covering areas such as retail, catering, events, and admissions.

	Donations	Business Partners	Appeals	Connected Charities	Patrons	Trusts & Foundations	Total
	£	£	£	£	£	£	£
Shipleigh	3,360	360	0	500	0	5,000	9,220
Laing	13,800	5,000	0	15,000	4,000	35,000	72,800
Discovery	49,560	2,860	1,000	15,000	0	30,000	98,420
Stephenson	2,400	310	0	250	0	0	2,960
Segedunum	2,040	60	500	500	0	1,000	4,100
South Shields	15,000	310	0	500	0	4,000	19,810
Arbeia	3,600	190	0	0	0	2,500	6,290
Hancock	27,600	5,000	8,500	0	0	40,000	81,100
Archives	1,440	120	0	0	0	0	1,560
	<b>118,800</b>	<b>14,210</b>	<b>10,000</b>	<b>31,750</b>	<b>4,000</b>	<b>117,500</b>	<b>296,260</b>

3.3 A number of initiatives to help raise money are being launched in 2015/16 including the Late Shows 'Be an Angel', exploring opportunities around 'Adopt an Object', introducing site-specific fundraising pages on TWAM's new-look website (to be launched in summer 2015) and launching an appeal directed at walkers of the Hadrian's Wall national trail.

3.4 Each of these targets has particular challenges associated and Trustees are requested to discuss how they can most effectively support each fund-raising strand.

- (i) **Donations:** this represents an increase of 118% on the 2014/15 target. It comprises individual giving at venues and one approach will be to increase the role of specifically trained donation volunteers. TWAM will also test and seek to rollout further its '20p Challenge';
- (ii) **Business Partners:** this continues to be a challenging area and Trustees are requested to support both a reassessment of TWAM's Business Membership scheme and approaches to new potential businesses;
- (iii) **Appeals:** this includes both current appeals such as 'My Tyneside Wall' at Discovery and 'The Butterfly Wall' at the GNM: Hancock and the new proposal to launch an appeal directed at walkers of the Hadrian's Wall national trail;
- (iv) **Connected Charities:** TWAM is working closely with its Friends and Affiliates organisations to ensure that they can maximise their support for the venues. The Trust Vice Chair attended a meeting with these groups earlier this year;
- (v) **Patrons:** TWAM has included the launch the 'Alexander Laing Circle' at the Laing Art Gallery in its MPM plan for Q3;
- (vi) **Trusts & Foundations:** In the past applications to trusts & foundations has concentrated on support for capital developments and the 'one-off' projects. From now on TWAM will need to seek support for some regular activities and advice is requested from Trustees on framing of applications, or bodies to apply to and on significant individuals to consult on potential applications.

#### 4. Capital Priorities

The following projects require additional funding to be secured to enable the projects to be delivered as proposed or a feasibility study to develop a proposal.

Trustees are asked to discuss and consider how they can effectively support TWAM in fund-raising for those capital projects which already have an identified target and how they can contribute to developing proposals and identifying prospective supports for the outline projects.

Venue	Target	Description
Hatton Gallery	£164,489	Further detail in included at 3.1 of the fund-raising update.
Discovery Museum	£70,000	Plaza (around the Challenger 2 Tank). Planned completion date, subject to funding, summer 2016.

Venue	Description
Shipley Art Gallery	Centenary celebration in 2017. Explore opportunities for a major gift campaign around the legacy of Joseph Shipley in Gateshead.
Laing Art Gallery	Potential for a major capital development.
Stephenson Railway Museum	Commissioned a feasibility study around provision of car parking on land at the museum.

## 5. Recommendations, Actions Required and Timescale

The Directors are requested to:

5. Receive this report for information.
6. Discuss how they can most effectively support each revenue fund-raising strand.
7. Consider how they can effectively support TWAM in fund-raising for those capital projects which already have an identified target and contribute to developing proposals and identifying prospective supports for the outline projects.

## 6. Background Papers and Contact Officer Details

Background Papers:- held by Jackie Reynolds

Contact Officer:- Jackie Reynolds, Company Secretary Tel 0191 2772158,  
[Jackie.reynolds@twmuseums.org.uk](mailto:Jackie.reynolds@twmuseums.org.uk)

**Tyne & Wear Archives & Museums Development Trust**  
**22 April 2015**

**Utilisation of Trust Funds**

**Report by:** **Company Secretary**

FOR INFORMATION

**2 Introduction**

This report updates Trustees on the application of restricted funds authorised by the Chair under delegated powers to finance expenditure incurred between 19 February and 31 March 2015.

A list of the restricted funds which the Chair approved will be tabled at the meeting.

**3 Recommendation**

The Trustees are recommended to note the use of restricted funds authorised by the Chair under delegated powers to finance expenditure incurred between 19 February and 31 March 2015.

**4 Application of restricted funds to finance eligible expenditure**

The Trust and its predecessor the Tyne & Wear Museums Development Trust were awarded grants, donations and contributions which were restricted to funding eligible expenditure incurred by Tyne & Wear Archives & Museums (TWAM) in delivering the specified projects and events. Almost exclusively these funds were created as a result of specific funding applications made by TWAM to deliver particular projects. During the course of the financial year TWAM cashflows these projects. Periodically, TWAM applies the restricted funding to finance eligible expenditure it has defrayed in delivering the projects.

**Background Papers and Contact Officer Details**

List of Background Papers:- held on file Tyne & Wear Archives & Museums Development Trust. Contact Officer:- Jackie Reynolds, Company Secretary, 2772158.



## Tyne & Wear Archives & Museums Development Trust

22 April 2015

### TWAM Ethics Policy

Report by: **Company Secretary**

FOR DECISION

#### 5. Introduction

This report presents the TWAM Ethics Policy for review.

#### 2. Report Priority Level

Medium (For Debate)

#### 3. Ethics Policy

3.1 The TWAM Ethics Policy sets out general ethical principles for TWAM and provides a framework for TWAM and the TWAM Development Trust (TWAMDT) for accepting investment/support on an ethical basis.

3.2 The Policy was introduced in 2013 with a review date of two years. It is published on the TWAM website.

A review of the current Policy has concluded that the Policy remains fit for purpose and no significant changes are proposed.

However, the Policy has been updated to include a reference to Professional codes of ethics and to reflect the revised Nolan Principles.

3.3 The renewed Policy will be signed by the Chair of TWAMDT Trustees, Chair of the Joint Committee and the Director and will be published on the TWAM website.

#### 4. Recommendations, Actions Required and Timescale

The committee is invited to review the Ethics Policy (Appendix A) and approve its application to the fundraising activities of TWAMDT.

#### 5. Background Papers and Contact Officer Details

Background Papers:- held by Jackie Reynolds

Contact Officer:- Jackie Reynolds, Company Secretary, Tel 0191 2772158,  
[Jackie.reynolds@twmuseums.org.uk](mailto:Jackie.reynolds@twmuseums.org.uk)

## **Tyne & Wear Archives & Museums Ethics Policy**

### **Introduction:**

Tyne & Wear Archives & Museums (TWAM) endorses the seven principles of public life, as set out in *Standards in Public Life: the First Report of the Committee on Standards in Public Life (1995)*, chaired by Lord Nolan. The principles apply to all who work in or for archives & museums and to all who serve on our governing bodies (see Appendix 1).

This policy sets the standards of conduct which TWAM expects from its “representatives”, including elected members, all paid employees and workers, volunteers, and contractors working on TWAM premises. It also covers suppliers and those providing services under a contract with TWAM in their own premises. It is supplemented by TWAM’s Counter Fraud Policy and Confidential Reporting Policy.

### **Ethical Principles:**

TWAM’s 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.

The success of TWAM depends on the trust and confidence of all those with whom we come in to contact. All representatives of TWAM must recognise the public purpose of archives & museums and must uphold the highest standards of personal conduct and corporate integrity expected in public service.

It is expected that in all actions, activities and relationships TWAM representatives will act with the highest standard of integrity and professionalism and strive at all times to avoid acting in such a way as would, accidentally or otherwise, bring TWAM into disrepute.

Of paramount importance is the simple principle:

No individual should use his or her position in TWAM for personal gain or to benefit another at the expense of TWAM, its mission, its reputation, or the public which it serves, nor should any individual act in a way that could reasonably be seen by others as compromising the independence and integrity of TWAM.

### **Process:**

In all dealings TWAM expects all representatives to:

- Act with honesty and integrity, and never knowingly mislead any person;

- Recognise and acknowledge the contributions of others to the work and support of TWAM;
- Protect confidential information obtained during their work;
- Be impartial, for example:
  - declare and make known any personal interests, do not give or receive inducements which could be, or could be seen to be, in conflict with the interests of TWAM.

TWAM will maintain registers of interests for all Elected Members, Trustees, and senior staff.

In furtherance to these principles, all staff of TWAM must:

- Understand their responsibilities and obligations to uphold the public trust;
- Follow appropriate policies and procedures;
- Make known to their line manager any actual, potential, or perceived conflicts of interest by following the guidance in the Interests, Gifts and Hospitality Policy.

### **Ethical Fundraising**

Consistent with the principles outlined above, TWAM will not accept funds in circumstances when:

- The donation is made through an intermediary who is not prepared to identify the donor to anyone at TWAM;
- The donor has acted, or is believed to have acted, illegally in the acquisition of funds or,
- When acceptance of the funds would, in the judgment of the TWAM Joint Committee or the TWAM Development Trust Board of Trustees, having taken the advice of the Director where appropriate, significantly damage the effective operation of TWAM in delivering its mission, whether because such acceptance would:
  1. Harm TWAM's relationship with other benefactors, partners, visitors or stakeholders;
  2. Create unacceptable conflicts of interest;
  3. Leave TWAM open to accusations of money laundering;
  4. Materially damage the reputation of TWAM; or,
  5. Detrimentally affect the ability of TWAM to fulfil its mission in any other way than is mentioned above.

### **Professional codes of ethics**

Within the areas in which TWAM works there are specific codes of ethics covering areas of activity (for example, but not exclusively, museums, archives, archaeology). In some cases these are maintained by the relevant professional bodies. TWAM will have reference to these codes of ethics and, where appropriate, the Joint Committee will formally adopt them.

### **Compliance**

The Director shall have responsibility for compliance and oversight, and will report to the Audit Committee, or in the case of the Development Trust, the Trust Board as deemed necessary, on an annual basis.

This policy will be reviewed every two years.

Ivor Stolliday Chair of Trustees, Tyne & Wear Archives & Museums Development Trust	Councillor Ged Bell Chair of Tyne & Wear Archives & Museums Joint Committee	Iain Watson Director, Tyne & Wear Archives & Museums
22 April 2015	30 March 2015	30 March 2015

## **The Nolan Principles**

### **Selflessness**

Holders of public office should act solely in terms of the public interest.

### **Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

### **Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### **Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### **Honesty**

Holders of public office should be truthful.

### **Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

## Tyne & Wear Archives & Museums Development Trust

22 April 2015

### Governance and Financial Issues Update

Report by: **Company Secretary**

FOR DECISION

#### 6. **Introduction**

The purpose of this report is to update Directors on a number of governance and financial issues.

#### 7. **Report Priority Level**

Medium (For Decision)

#### 8. **Bank Account**

Following the Directors approval on 19 February, officers have worked to complete the transfer of the Trust bank account to Lloyds. The transfer will be complete by the end of April.

#### 4. **Register of Interests**

Following the last meeting, complete forms have now been received from all the Directors which need to be considered. The declarations are included at Appendix A.

##### **Recommendation:**

The Directors are recommended to:

- a. Confirm that the interest declared are a correct record;
- b. Consider the interests declared, formally record and authorise those interests and;
- c. Agree any conditions which may need to be imposed in the event that any conflicts have been identified.

#### 5. **Appointment of Independent Examiners for the Accounts**

The Company Secretary has received a written quotation from the Trust's current examiner Ryecroft Glenton which is unchanged from the fee charged in 2013/14. The quotation is considered to continue to offer value for money and remains competitive when compared to the procurement process carried out in 2012.

**Recommendation:** The Directors are recommended to appointment Ryecroft Glenton as examiner for the financial year ended 31 March 2015.

## **Background Papers and Contact Officer Details**

List of Background Papers:- held on file Tyne & Wear Archives & Museums  
Development Trust

Contact Officer:- Jackie Reynolds, Company Secretary, 277 2158

## Interests Declared 2015/16

<b>Trustee</b>	<b>Position</b>
<b>Ivor Stolliday</b>	Chair, Visit County Durham
	Chair, Tyneside Cinema, Newcastle
	Director, Kindling Ltd
	Chair, Operating Theatre, Newcastle
	Member of Chapter of Durham Cathedral & Cathedral Treasurer
<b>John Hamilton</b>	Elected Member, Gateshead Council
	Director, Gateshead Housing Company
	Director, Newcastle International Airport LA Holding Co.
<b>Andrew Miller</b>	Director of Barclays Wealth & Investment Management
<b>David Haley</b>	Senior Management Team, ATOS UK
<b>Christine Holland</b>	Regional Council Member, NECC
	Owner Holland PR & Marketing Ltd
<b>James Garbutt</b>	Investment Director, Rathbone Brothers PLC
<b>Ammar Mirza</b>	Founder & Chair, Asian Business connections
	Owner, AmmarM (UK) Ltd
	Board Member, Your Homes Newcastle
	Board Member, Marie Curie Hospice
<b>Neil Braithwaite</b>	Senior Counsel Bond Dickinson LLP
	Member of the Council of Newcastle University



	Trustee / Director, Cheviot Trust
	Local Ambassador, The Prince's Trust
	Trustee, Operating Theatre
	Trustee / Director, The Charlotte Straker Project
	Member of the Audit Committee, Home Group Ltd