

TWAM – Business Plan

2022-23

February 2022

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Executive Summary

This 2022-23 extension year plan marks a year of rebirth for TWAM as the organisation emerges from a period of reflection created by the shadow of the Covid pandemic, the development of 'Let's Create' and the appointment of a new Director, with a renewed vigour for developing our practice to ever better engage the communities we serve and to act as a cultural beacon across the North East and beyond.

It is backed by our strong partnership of the four local authorities (Newcastle Gateshead, North Tyneside, South Tyneside) and University of Newcastle which, despite the pressures of the pandemic have kept their funding commitments in place.

It will also see TWAM delivering one of the most significant and high profile exhibitions anywhere in the UK, The Lindisfarne Gospels at the Laing, play a key role in the 1900th anniversary of Hadrian's Wall and start work on major capital redevelopment projects.

Over the course of the year we will:

- work with Board and internal and external stakeholders to review mission and values to ensure they both reflect and drive forward our ambitions for the future and with a renewed focus on our impacts on place and communities
- create a 'community board' to ensure a well developed and thoughtful transition to a governance structure more reflective of the diverse communities we aim to serve.
- build on the momentum of our equalities and anti-racism work commenced in 2020-21, and taken forward over 2021-22, to develop policies and processes to ensure we extend our work ever further
- welcome back visitors and participants to our venues and programmes, anticipating rising numbers as Covid restrictions reduce and society's confidence to reengage increases
- embrace the challenge of developing direct catering provision across our venues in Newcastle
- refine our digital engagement learning from the experience of moving so much provision online- but recognising the digital divide in society
- work to embed the Investment principles of the Let's Create strategy in TWAM recognising as we do their ability to strengthen us as an organisation after such an unprecedented two years
- Explore the ways in which the work we do delivers on the outcomes of Let's Create
- support the wider recovery of our communities through our health and wellbeing programmes, volunteering opportunities and our support for schools
- work with our local authority partners to support the recovery of high streets and neighbourhoods
- work in partnership with academics and students to further research into our collections and act as a showcase for the talent that the region has through its Universities

- commit to renewed stewardship of the collections we hold, working to make them more relevant and accessible.
- play our part in strengthening the North East, and indeed the wider North, through delivering major initiatives in 2022 such as the Lindisfarne Gospels exhibition at the Laing and the 1900th anniversary of Hadrian's Wall World Heritage Site.

This plan also sets out our budget for 2022-23 and approach to ensuring we are able to respond to any shifts the year may bring in order to remain a viable, relevant, and vibrant cultural organisation.

At the time of writing Covid is finally showing signs of being past its Omicron variant peak with Society starting to re-emerge once more. We do anticipate challenges over the year ahead as confidence waxes and wanes with potential new Covid variants and rising inflation, including volatile utility pricing causing cost pressures for TWAM as an organisation and potentially impacting on the discretionary spend of visitors. However, this is an environment in which we would argue our work is even more significant for its positive impact on peoples and society.

About Tyne & Wear Archives & Museums

TWAM is a large and successful archive and museums service which (in a normal year) receives 1.3m visits per annum to the nine venues which it manages on behalf of four local authorities (Gateshead, Newcastle, North Tyneside and South Tyneside) and Newcastle University. TWAM has a strong reputation for innovative thinking and for the quality of access, equalities, inclusion, wellbeing and learning work. TWAM is increasingly recognised for its entrepreneurial approach. TWAM has a wide network of local, regional, national and international partnerships across the educational, community, business and cultural sectors. TWAM also manages a 'county' Archive for Tyne and Wear.

TWAM is funded by:

- Gateshead, Newcastle, North Tyneside, South Tyneside and Sunderland Councils
- Newcastle University
- The Ministry of Defence (for a regimental museum held within Discovery Museum)
- Arts Council of England

On behalf of ACE, TWAM also manages the regional Museum Development Programme and Culture Bridge North East – the regional cultural development agency for work with children and young people.

When government abolished the former Metropolitan counties in 1986 a number of museum services were directly financially impacted and provision was made for the support of these services on the grounds that they provided 'greater than local services.' In the case of TWAM, consideration was given to the creation of a National Museums

Service on Tyneside but it was judged more appropriate to provide national funding to support a locally managed service. From 2012 (following the abolition of MLA in 2010) this support was initially provided in the form of a 'Core Museums' grant from Arts Council England and is now provided as part of TWAM's NPO funding. This funding requires TWAM to:

- Provide free access to core collections (excluding adults at Segedunum Roman Fort),
- Work together as a Joint Service across local authority areas (the current agreement covers Gateshead, Newcastle, North Tyneside and South Tyneside).

The relationship between the four local authority partners is set out in a 10 year Joint Agreement which runs until 2027. The relationship with Newcastle University in respect of the Great North Museum and the Hatton Art Gallery lies outside the Joint Agreement and is the subject of separate agreements.

Sunderland City Council is a partner in respect of the Joint Archive Service and TWAM provides some specialist museum services to Sunderland Museums funded by Arts Council and some services including exhibition design on a commercial basis.

This Business 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 year.

TWAM 3.0

As part of the development of plans for 2018-23 we created a vision of 'TWAM 3.0' – setting out how we would develop over those four years and how this would ensure that the experience we provide is:

- more interactive and self-directed.
- more focused on community and users and their needs
- more public, welcoming, and flexible.

Building on our strengths of partnership working, diversity, Children and Young People's learning programmes, community engagement, and outstanding collections we developed a vision for 'TWAM 3.0' which we have implementing in the period 2018-22 and will continue into 2022-23. It explicitly recognises that the heart of the next phase of our evolution will be through a programme of inspiring and creative work, drawing strength and inspiration from the diversity of our venues, collection and audiences, to allow us to be the catalyst for creativity, risk and experimentation.

What supported TWAM 3.0:

- TWAM's cultural and creative vision: **Working together to make sense of the world through compelling stories of heritage, art, culture and science.**
- Strength through diversity of venues, collections, staff, audiences and producers.
- 'Valuing Voices' – a working culture of audience consultation, experimentation and agency to shape responses to local issues, seed audience contribution and develop understanding of the needs of our many users.

- Working as a catalyst through partnerships to share learning, and encourage innovation.
- A resilient and enterprising business model with a new governance structure providing challenge and support.

The Covid situation has provided both a challenge and an opportunity for the ongoing development of TWAM 3.0, a challenge in that we have had to adapt rapidly to a situation in which we have had restricted direct contact with audiences and users, but an opportunity which allowed us to think in new and different ways about the services we deliver. We will be taking forward this learning over the life of this plan.

In addition the impetus of both the new Lets Create strategy and our developing response to Black Lives Matter have facilitated a strong and unified staff focus on issues of equality, which is feeding through our working groups, and is itself an expression of the direction of travel of TWAM 3.0.

Mission, Vision, Commitment

As a civic museum and archive service we recognise that in delivering excellent museum and archive services and providing sector leadership we also need to respond both to the big societal challenges (global warming, migration, growing gap between rich and poor) whilst also focusing on issues in our local communities (changing demographics, child poverty, educational attainment, adult health issues, impact of reductions in public funding) and specific current challenges (promoting anti-racism, working in a society divided in the aftermath of the Brexit vote, adapting to a world impacted by a year of pandemic and recognising that the pandemic has not impacted on everyone equally and has caused further divisions in society).

TWAM's mission firmly sets us in a social context, putting people at the heart of our work. We believe this is increasingly important. Our work over 2020-21, particularly in relation to equalities, has highlighted this and this plan sets out ways in which we can work with individuals and communities, supporting health and wellbeing and contributing to regeneration.

Different people will see TWAM in different ways – a creative organisation, a federation of museums and galleries, a social justice organisation, a heritage organisation, an arts organisation, a focus for research and impact, a tourism asset, a community service - underlying this is its civic purpose – we need to amplify the value of what we're doing because, now, society needs us more than ever.

TWAM's mission has worked well for the organisation for 20 years. We believe that the essence of our mission hasn't changed but that the wording may need to evolve to stay relevant. Working with staff, board members, volunteers and communities we are re-examining the wording of the mission (See the Dynamism section below for a timetable for this work).

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.

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.

TWAM – Aims 2018-23

Working with a team from across TWAM we developed a set of aims for the period 2018-23. These are aspirational and will challenge us. They show how TWAM will develop as an organisation and develop its relationships with a wide variety of users and stakeholders. They set TWAM in its local, regional, national and international context. They recognise the strong role that museums and archives have to play in civil society and the importance of citizens having agency. They explicitly recognise the importance of diversity in everything we do.

These aims, which have been approved by the Strategic Board, set a framework for TWAM to continue to be one of the country's leading regional museum and archives services and for TWAM to continue to be relevant and a powerful agent of change for local people, visitors to the region and our online audiences as well as contributing to shaping the sector and influencing our peers. They will guide us to be more self-sustaining in a climate of reducing public investment in culture and are both to help us respond to external change in terms of the services we deliver and to change as an organisation to ensure that we remain fit for purpose.

A. Increase the cultural capital of individuals and society

- There is now considerable evidence to show that high levels of social capital (bonding, bridging and linking) are linked to a range of positive socio-economic outcomes. We believe that active participation in and engagement with culture will create cultural capital, in turn supporting the growth of social capital, particularly important in our region where there are significant social and economic issues and civic services are increasingly financially challenged.

B. Build the diversity of audiences, stakeholders, practitioners, researchers, and cultural partners

- TWAM embraces the Creative Case. In order to build the quality of our work we will ensure that it is truly diverse, and to achieve that we will engage with, and be challenged by, our audiences, colleagues and partners. Our aim is to ensure that we continually reach out to an ever more diverse network to provide that engagement, scrutiny and challenge, to ensure that the quality of our work is truly enhanced by a greater diversity of voice.
- C. Create TWAM 3.0 by developing TWAM people (staff, stakeholders and volunteers) and embedding a working culture of audience consultation, experimentation and agency
- Twenty years ago TWAM was at the vanguard of social inclusion within museums as one of the first services to begin meaningful, structured community engagement. TWAM seeks to build on this twenty years of experience and achievement with a new model ensuring that everyone within the organisation is engaged in the process and that we will move forward on the participation ladder creating agency which in turn contributes to the development of cultural capital. Through embedding the principles of experimentation and risk taking we will maximise the opportunity for the development of ideas and enterprise.
- D. Lead by example and work as a catalyst through partnerships, regionally, nationally, internationally
- TWAM is itself a partnership organisation and responding to the Mendoza Review and thinking developing from the English Civic Museums Network we recognise the importance of partnerships and sharing knowledge, expertise and resources. TWAM already has a number of very strong partnerships regional, nationally, internationally within and without the sector. We will seek to use these to benefit the sector and develop new partnerships to maximise efficiency and effectiveness.
- E. Build a resilient, sustainable and enterprising business and organisational model
- Following on from the Museum Rapid Enterprise Assessment in 2013, TWAM has exemplified culture change in its approach to resilience and sustainability. Over the next four years the new governance structure will allow TWAM to develop this to the next stage, making significant change to management practice and reflecting the need for being more agile, quicker to react, and more effective, delivering great customer experiences and taking advantage of new technologies to cut costs, improve quality and transparency, and build value
- F. Increase engagement and agency for children and young people with museums and archives
- TWAM has a long history of high quality engagement with Children and Young people, as a museum and archive, but also via programmes such as Creative Partnerships and ACE's Bridge programme. Over 2018-23 we aim to build more consultation with, and leadership by, children and young people into our programmes and across our venues, ensuring that we are hearing,

and acting on, their voice to ensure we are able to deliver learning and engagement programmes that truly deliver on their requirements of us.

G. Harness the best of new and existing technologies to drive up quality of experience and engagement

- We recognise there is a need to constantly innovate and improve upon our engagement of audiences, both real and virtual. To do this we are creating a cross venue programming group, with digital innovation and engagement at its core. Its focus will be on methodologies to ensure our programming is always of the highest quality, and collectively engages with the widest possible demographic. We also aim to ensure that our virtual presence is expanded – not least through more meaningful virtual access to our collections. Whilst recognising that there are specific digital skill sets TWAM integrates digital with other activity. As the pace of digital development is rapid we will seek to provide ongoing development to make sure all staff are aware of the opportunities provided by digital. We will develop the mind-sets associated with digital activity which are leading thinking about the future of cultural provision.

During 2022/23 in our planning for 2023-4 and beyond we will review these aims and reinforce/reshape them as necessary to ensure we continue to focus on our mission to make a positive difference to people's lives.

Values

Staff from across the organisation participated in cross cutting groups to explore and develop a set of values for TWAM in the first year of this Business Plan and further work was done to develop these ideas with the Board. In the light of our experience over the last year and in particular the broad ranging work on Equalities and the new planning work involving every member of staff in the organisation as well as the Board we want to take forward the Values work as part of the work being undertaken to embed the Dynamism principle. This will involve staff, Board Members (from all TWAM boards), volunteers, stakeholders and communities ensuring that values are relevant both within and without the organisation.

Current draft values:

WE ARE

- Authentic – real collections and real stories of culture, heritage, art and science
- Focused – concentrating on meaningful activity that helps fulfil our mission
- Creative – harnessing the inquisitive, creative and experimental energy of staff, volunteers, visitors, stakeholders and collections

- Resilient – working to provide organisational and financial sustainability to support our mission and consciously reducing our environmental impact.
- Knowledgeable – holding, exploring, creating and sharing knowledge about and of collections and communities.

THE WAYS WE ACT ARE

- Generous - providing open access and using the resources we look after for the greater good
- Brave – challenging prejudice and opening services to all, we are not afraid to tackle injustice or to take risks
- Collaborative – as a body which is itself a partnership we build partnerships with individuals, communities and organisations

Strategic Board

TWAM's direction of travel as an organisation has been set out by the following key processes:

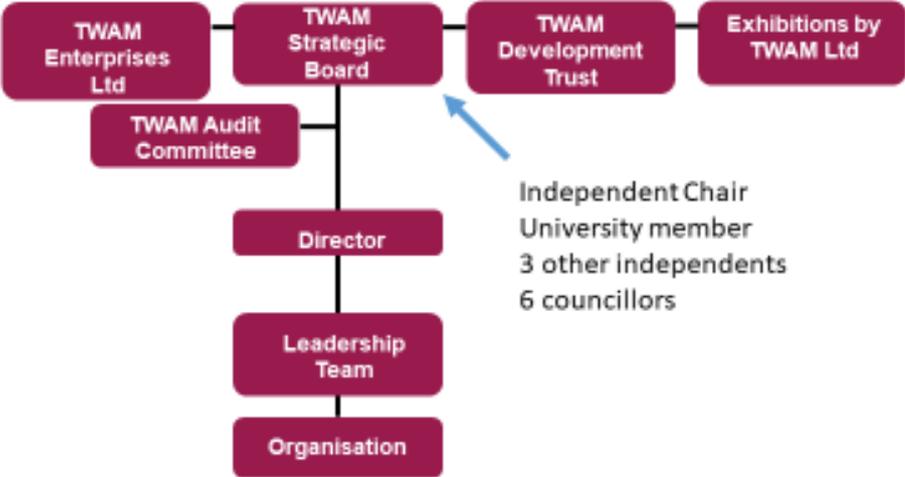
- TWAM Review by Black Radley, 2012
- Museum Rapid Enterprise Assessment by Black Radley, 2013
- TWAM Governance Review by Bond Dickinson, 2014
- TWAM Enterprises Business plan by Rycroft Glenton, 2015
- Future of TWAM facilitated by Thinking Practice, 2021 and ongoing

Since 2017 TWAM has been governed by a new Strategic Board, which includes independent members in addition to elected members. The Strategic Board has six local authority members (normally the cabinet member from each authority plus two non-cabinet members on a rotating basis) and five independent members including an independent chair. The Chair is Rt Hon Baroness Joyce Quin. One independent member represents Newcastle University, the other four are recruited by open competition.

The Strategic Board has an excellent range of skills from across public, private and third sectors and will shape TWAM's direction on an ongoing basis. The Strategic Board has set up a number of structures to support its work and bring additional external skills and networks to the organisation. These are an independent Audit Committee to ensure financial transparency, scrutiny and support in risk management, a trading company, a limited company TWAM Enterprises to run commercial operations at our venues, a registered charity TWAM Development Trust which ensures tax efficient fundraising and a further limited company Exhibitions by TWAM which allows reclaim of Museums and Galleries Exhibition Tax Relief. The Strategic Board will be identifying opportunities to streamline the governance structures as part of work on embedding the dynamism investment principle.

We are committed to ensuring that board members are provided with ongoing support to effectively undertake their roles. Currently elected members are supported via their individual authority and TWAM also provides specific induction and ongoing development opportunities. We also provide support and training to ensure strong relationships between the Strategic Board, the Development Trust, TWAM Enterprises Ltd, Exhibitions by TWAM Ltd and TWAM’s Audit committee to ensure that we use the extensive skills of members of these various bodies most effectively.

The strategic board is expected to evaluate its performance. Built into this Business Plan is provision for the Board to consider how it will appraise itself and its performance.



The Audit Committee includes an independent chair and vice-chair and an additional independent member. It 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.

<https://twmuseums.org.uk/governance/committees>

Regular training is provided for members of the Audit Committee to support the effective implementation of the Audit Committee’s *Terms of Reference*. The Audit Committee carries out an annual self-assessment of its effectiveness and agrees an action plan which includes addressing training needs and reports on the outcome to the Strategic Board.

The Strategic Board has committed to work to embed the Investment Principles for the Let’s Create strategy, and in particular is looking to ensure a greater diversity of voice in TWAMs decision making processes (see also section on Dynamism below).

The External Environment

When we wrote the first version of the 2018-22 Business Plan at the end of 2017 we noted that the external environment for archive and museum services such as TWAM was volatile. Public funding was reducing year on year and TWAM’s local authority income had reduced by 56% since 2010 with the prospect of further reductions. During

the life of this plan, however, local authorities have continued to prioritise investment in the work of TWAM and even with the additional pressures of the pandemic have maintained their funding commitments. We and our stakeholders acknowledge that there will be inflationary pressures in the year ahead – centred on significant increases in utility prices. This will create additional costs pressures for the organisation, and potentially negatively impact visitor spend across the year.

Clearly the impacts of the Covid Pandemic have significantly changed the nature of TWAM’s work over the last two years as well as bringing significant financial impacts. TWAM has benefitted from vital support through the Cultural Recovery Fund and for TWAMe through the Job Retention Scheme. These funds have enabled us to remain stable and deliver services in new and innovative ways. We saw visitor confidence gradually returning but in person audience numbers in 2021-22 will fall well below those seen in a normal year, even without the impact of the current Omicron wave. Similarly venue staffing has been at times impacted on by illness and self isolation leading to occasional closures. As we look forward to 2022-23 we have assumed that further restrictions will continue to be unnecessary and visitor confidence will gradually return to pre Covid levels. However, we are not certain that this will happen early in the year and have therefore adjusted footfall and income projections to take that into account.

In January 2020 Arts Council England launched its new 10 years strategy, the first to be created with museums already within the portfolio. This Strategy, Lets Create, committed to:

value the creative potential in each of us, provide communities in every corner of the country with more opportunities to enjoy culture, and celebrate greatness of every kind. It marks a significant change, but an evolutionary one: honouring and building upon the successes of the last decade while confronting the challenges and embracing the exciting possibilities of the next.

Guided by four investment principles (IPs):

- Dynamism
- Environmental Responsibility
- Inclusivity & Relevance
- Cultural Communities

the Strategy sets out how investment in cultural organisations will achieve the following outcomes:

- Creative People
- Cultural Communities
- A Creative & Cultural Country

In this plan we set out how we will work to embed the IPs across TWAM, and have set out how various aspects of our work will help deliver on the outcomes.

The UK left the European Union on 31 January 2020 and TWAM has continued to monitor impact on staff who are EU nationals, touring of exhibitions, loans of objects, relationships with EU partners and the availability of funding, in particular to support research. TWAM also recognises the divisions in society which have emerged between

'remainers' and 'leavers' and working with all sections of the community remains a priority as part of our equalities work.

On 25 May 2020 George Floyd, 46, died after being arrested by police outside a shop in Minneapolis, Minnesota. This was a trigger for the worldwide #blacklivesmatter movement and for many across the world acknowledging the presence of systemic racism. High profile activity in the UK included the 'toppling' of the statue of Edward Colston which was subsequently put in Bristol Harbour. Across the country local authorities have researched the presence of statues and other memorials which can be to commemorate the slave trade and slave owners. Universities have also responded.

In June 2020 TWAM joined organisations and individuals across the North East cultural sector in issuing a joint statement and commitment to denounce racism in all its forms. We have been meeting with representatives from the sector since then to ensure the statement results in action. We published our anti-racism statement on our website: <https://www.twmuseums.org.uk/about/anti-racism-statement> and followed this up in June 2021 with an action plan setting out the steps we will take to move us further to becoming an anti-racist organisation.

This is an important element in our Equalities work, further information about which is contained in the Equalities section of this Business Plan.

TWAM Budget 2022/23

TWAM is a collaboration of 9 venues. It receives funding from the owners of the venues, the four Tyneside Councils (Gateshead, Newcastle North Tyneside and South Tyneside) and Newcastle University. In addition, Sunderland contributes as part of Tyne & Wear Archives. Currently, this funding accounts for about 41% of funding, with a further 43% provided by Arts Council and self-generated income from trading and philanthropy provides the balance of 16%.

A proposed balanced budget for 2022/23 has been prepared.

There remain a number of both known and unknown (and therefore as yet unquantifiable) factors to consider. These include:

- It is unlikely that visitors and income will have returned to the levels of pre-pandemic estimates during 2022/23. Currently visits are at 40% of pre-Covid levels;
- The outcome of NNDR appeals; and
- Further inflationary pressure, particularly in respect of utilities and pay awards.

ACE NPO funding and council contributions have been confirmed at the same level as 2021/22. The Newcastle University contribution increased by £24k, for the academic year to 31 July 2022.

Other assumptions include:

- Estimated pay award for 2022/23;
- National Insurance increases from 1 April 2022;

- Utility inflation based on the latest advice from NEPO,
- Estimated Insurance inflation based on market data
- The ending of transitional relief for NNDR, plus extension of the retail relief (including hospitality and leisure);
- The first claim of Museums & Galleries Tax Relief;
- A small profit from TWAM Enterprises; and
- An uplift in generated and contributed income, as compared to 2021/22, but still below the pre-covid levels.

ACE NPO Funding: Assumed unchanged on the basis that the Business Plan will meet ACE requirements.

Client Core Funding: This has been maintained at the 2022/22 levels of contribution. The contribution from Newcastle University until 31 July 2022 has been agreed.

Generated and Contributed Income: This income includes philanthropic, a contribution from TWAMe, admissions, consultancy and archives research, grants and other earned income. This income was significantly impacted by closure and targets have been set with reference to anticipated visitor levels, and remain cautious but realistic.

Contribution from TWAM Enterprises: Includes rents, recovery for services such as finance, HR, insurance, electricity consumed and front of house salaries in venues without dedicated shop assistants.

Contribution from Exhibitions by TWAM/Museums & Galleries Exhibition Tax Relief (MGETR): TWAM is about to submit its first claim following the launch of Exhibitions by TWAM in 2020. Recovery for services such as finance, HR, insurance is also included.

Salaries, NI & Pensions: The cost pressure is an estimate based on the cost of previous years' pay awards plus the increase in employer's national insurance contributions – the actual cost will be determined by the actual pay award agreed as part of the national pay agreement process and moderate savings based on continuing not to fill non-essential vacancies.

Building Costs: Assumed inflation for utilities, insurance and cleaning in line with current market projections and on building materials reflecting current trends. Utility costs are particularly volatile, and maybe subject to further upward pressure. Decarbonisation and LED replacement projects are being prioritised.

Transport, Supplies and Services: Assumed an increase reflecting increased activity but still below pre-Covid levels.

SLA's with Newcastle City Council: Based on pay inflation and NI increases.

Financing Charges: Reduction due to reducing principal and lower interest rates.

Whilst the budgetary situation continues to change on an almost daily, forecasts are based on best estimates & latest guidance.

TWAM has opted to prepare a balanced budget for 2022/23 which includes known inflation pressures, but acknowledges that these pressures may be subject to further upward pressure and also assumes a steady increase in income generation rather than to make significant reductions in spending by reducing the workforce or opening hours at this stage.

Both before, and throughout the Covid-19 pandemic, we have demonstrated ability to deliver savings, manage cost pressures and maintain an adequate level of reserves appropriate to deal with the financial risks we are faced with.

Risks are identified by a 'risk radar' approach undertaken by the Leadership Team and monitored and challenged by TWAM Enterprises Board, Audit Committee and Strategic Board.

To ensure viability we will use:

- Close monitoring of income/expenditure/footfall
- Adapting opening times/seasonally closing some venues as appropriate
- Stopping recruitment of non-essential posts & non-essential spending
- Scrutiny by Audit Committee & Boards

Risks are managed via the strategic risk registers and using:

- Previous experience & lessons learned during lockdowns in the event of further lockdowns
- TWAM planning sub group enables quick response to change
- Careful monitoring of cash flow & active management of expenditure & staffing
- Continue to explore diversification of funding sources

Throughout the pandemic we have listened, learnt and responded to partners and communities. For example, developing relevant and engaging online content for schools, families, students, adults, educators, health professionals and older people delivered over social media, by email, live streamed, blended learning and downloadable resources; this will continue.

Budget Income & Expenditure 1 April 2022 to 31 March 2023

Approved Budget 2021/22	Projected Budget 2022/23
Income	
3,194,650 ACE NPO Funding	3,194,650
171,960 ACE CRF Funding	0
3,045,760 Client Core Funding	3,070,200
279,290 TWAM Generated Income	435,650
313,260 Contributed income	410,000
20,090 Other Income	60,720
41,760 MHCLG Covid Income Loss Grant	0
118,270 Contribution from TWAMe	181,510
20,000 MGETR + Exhibitions by TWAM Contribution	52,870
114,360 Use of Reserves	0
7,319,400	7,405,600
Expenditure	
5,096,340 Salaries, NI & Pensions	5,285,990
942,360 Building Costs	1,129,380
1,031,410 Transport, Supplies and Services	739,500
199,490 SLA's with Newcastle City Council	206,560
49,800 Financing Costs	44,170
7,319,400	7,405,600
0 Operating Surplus/(Deficit)	0

As TWAM is a non-legal entity, without a separate bank account, our cash flows are part of those of Newcastle City Council and there is no practical way to monitor them separately. Financial accountability and auditable reassurance for funders that their contributions are being used appropriately by TWAM is achieved via the production of monthly management accounts which are monitored by senior management and the Leadership Team, and quarterly by the Strategic Board. In addition, TWAM's accounts continue to be audited independently, to further provide evidence that TWAM has adequate financial management systems.

Note: At 31 March 2022, Cash at Bank and Restricted Funds will reflect a deposit of £382k National Non Domestic Rate refunds received as a result of a favourable rate valuation tribunal decision in November 2020. The Valuation Office has appealed the decision, so the refund is required to be ring fenced in a restricted reserve pending the appeal decision. The upper tribunal hearing is set for late May 2022, with the outcome not expected until summer 2022.

Reserves Position as at 31 March 2022

During 2021/22, TWAM undertook a review of its Reserves Strategy. The new strategy is in line with the Charities Statement of Recommended Practice (SORP).

This now enables the reclassification of un-earmarked balances as 'unrestricted', which provides greater transparency and assurance about TWAM's resilience.

TWAM recognises that a reserves policy gives confidence to funders by demonstrating good stewardship and active financial management and manages the risk to TWAM's reputation from holding substantial unspent funds at the year-end without explanation

The primary purpose is to manage financial risk and promote financial sustainability. Subject to meeting this requirement TWAM will:

- Maximise the ability to use reserves flexibly to deliver the organisation's priorities; and
- Control the amount of scarce resources held in reserves

The Strategic Board has previously agreed that the minimum level of reserve that should be maintained is 7% of turnover. The current projection, at 31 March 2022, is that TWAM will hold unrestricted reserves of circa £500k, which would represent 7%, and continue to provide flexibility to meet any unforeseen events or emergencies as we emerge from the current Covid pandemic.

The Reserves Strategy is monitored and reviewed by the Strategic Board annually.

Heritage Assets

Heritage assets are assets that are held 'principally for their contribution to knowledge or culture'. Accounting standards require those organisations who hold heritage assets to disclose the value of these assets in their balance sheet. TWAM's legal status does not allow ownership of 'assets', therefore, heritage assets are included in the balance sheets of the local authorities, alongside any other appropriate disclosures required under FRS 102. Assets have been allocated to the local authorities based on the methodology laid out in the Joint Agreement.

TWAM's policy for acquisition, preservation, management and disposal of heritage assets can be referenced on the TWAM website <https://twmuseums.org.uk/files/5029-acquisitions-and-disposal-policy.pdf>

Environmental Commitment

TWAM is committed to environmental sustainability. All 9 TWAM venues hold Creative Green Certification. Six of TWAM's venues have been awarded a 4-star Creative Green rating with a further three achieving 3-stars. See also our approach to embedding the Environmental Investment Principle below, as well as the environmental activity listed in our activity plan. We will produce a specific plan for submission to Julies Bicycle in April.

Adapting to challenge

Making the best use of resources is a key priority of TWAM and underpins our aim to deliver services more effectively whilst not compromising on quality.

VFM for TWAM has five components: economy, efficiency, effectiveness, ethics and environment. It is not simply about achieving the lowest price or cost in the short term but must also take into account life-time costs, examine the efficiency of any process or function, and its effectiveness. We will use our resources with integrity, being open and accountable about our spending decisions, and consider the environmental implications of our decisions

TWAM will continue to think creatively and encourage staff to do the same, to ensure that TWAM delivers on its mission and vision.

TWAM's success in continuing to deliver excellent, inclusive work against a background of 59% reduction in local government funding over the last 10 years is strong evidence of its ability to adapt.

TWAM has achieved this by reviewing its governance model, by making efficiency savings, increasing income generation, workforce planning and, where unavoidable, in some areas, reductions in service.

TWAM Enterprises Ltd (TWAMe) was established in May 2018. Although it will, by 1 April 2022, be in its fifth financial year, it has yet to have a full trading year. After an 11 month year in 2018/19 all three subsequent financial years were significantly impacted by COVID. A strong board with support from shareholders, and funding from the CRF have allowed the company to continue trading. In autumn 2021, following an announcement from its main catering provider, Totally Delicious, that due to the pandemic it was shrinking its business and would be pulling out of our venues, TWAMe took catering in-house for Discovery Museum, Laing Art Gallery and GNM: Hancock. Catering, venue hire and events income has previously been 30% of TWAMe turnover so we believe that this can be viable and sustainable in the longer term. A catering consultancy to support us in evaluating our catering, venue hire and events business, to make recommendations which will help support the development of our offer, along with recommendations for its commercial viability for the future is underway.

TWAM's Development Trust had its 10th birthday in October 2020 and this was used as the moment for launch of a new Case for Support for TWAM and a new fundraising campaign – the first major unrestricted giving campaign which TWAM has launched. A recruitment campaign led to the appointment of a new Chair and 3 new trustees, all high profile figures with significant experience business and fundraising to support TWAMDT in February 2021. There is no doubt, however, that the pandemic has significantly slowed momentum in this work and we would have been much further progressed in this work otherwise.

Exhibitions by TWAM Ltd began trading on 1 September 2020 to manage all exhibition production activities for TWAM and enable TWAM to benefit from Museums & Galleries Exhibition Tax Relief.

TWAM has extensive experience of managing major projects and funding bids across all 9 venues and across its broad range of services (including significant capital investment). We work closely across the TWAM partnership, particularly with the local authorities as owners of venue assets, to ensure that we take a strategic, carefully planned and monitored approach to securing and delivering investment.

We recognise the need to continually improve our performance and processes and to review our operations from time to time as appropriate. In 2020/21 we worked with Black Radley to explore and develop our business models and continue to seek advice to help us develop where appropriate.

Moving towards Lets Create and embedding the Investment Principles

TWAM welcomes Arts Council England's Lets Create strategy for 2020-2030. Its move to an ever greater focus on communities and working towards the less engaged is very much in line with our own mission and organisational direction of travel.

The adaptations we made to the Business plan for 2021-22 were driven in part by our desire to show how our work contributes to the delivery of this strategy, and in particular to demonstrate our embracing of the four investment principles (IPs) contained therein. We have continued this approach within the 2022-23 plan, grouping our planned activities for the year (See appendix 6) by the investment principles and, more specifically, by their core characteristics. This action is not meant to imply we have fully embedded the IPs. Far from it, it is an initial step to ensuring they are considered and discussed across our work. We fully accept we may not have the right work streams in the right IPs, and we also believe that future plans may rather be structured around the three priorities of Lets Create. However, we do feel that taking this approach with the 2022-3 plan remains an important method for ensuring the organisation reflects on, explores, understands, and embeds the IPs in its consciousness.

We recognise the four investment principles (IPs) and their core characteristics as a route to ensuring TWAM is well run and focussed on its programmes, audiences, championing equality/challenging inequality and playing its part in the climate emergency. To ensure the principles are fully embedded in our organisational consciousness we are taking the following steps.

- 1 Establishing diagonal slice working groups as relevant of staff from across the organisation (we already have a long established environmental working group) These will be open to staff with an interest, but include staff with responsibilities relevant to the IP in question. Each will be convened by a member of the Leadership team.
- 2, Board members have joined the four groups where they will be active champions, ensuring the Board's views are part of the group discussions and championing the IP at Board level.
3. We will take a paper dedicated to the IPs to each Strategic Board meeting. The Board members designated as champions would be invited to respond to the paper.

We envisage these as task and finish groups, to ensure the IPs are understood, embedded and embraced by March 2023. At that point we will review and see if the groups would continue to have a role going forward.

To consider our approach to each of the IPs in turn:

Ambition and Quality

Background

Over the last three years we have developed new processes for understanding our audiences including ensuring our audience development strategies are informed by audience data insights and developing programmes and activity to engage a range of target audiences.

The venue closures brought about by Covid19 inspired us to find new ways to engage our audiences and an increased imperative to support our local communities – especially those in need. An international spotlight on raising awareness of inequality issues (e.g. Black Lives Matter and #Metoo) also led to renewed energy around our work around inclusivity. This identified a need for more audience research and consultation to understand who our ‘communities’, as opposed to ‘visitors’, are and what they want from our museums.

We have introduced a free membership scheme (Must-see Museums – now has 26k members) as well as using Audience Finder for quarterly visitor benchmarking research and digital audience analytics to improve our audience data. We have begun a process of cross-organisational audience development planning to ensure collaboration, sharing of insights and focused use of resources.

We have been using the Arts Council Impact and Insight tools to improve evaluation of our programmes to ensure that our offer is appropriate to our audience and high quality.

Whilst this has helped us to progress our plans and improve our service, we have also identified what steps we need to take to develop further and to embed the Ambition and Quality investment principles.

Areas for development in 2022-23

Understanding perceptions of audiences / stakeholders

Research to understand perceptions of audiences and stakeholders in order to shape our programme and offer.

Following work to identify each venue’s ‘community’ in 2021 we need research to understand the community’s awareness of the venue, barriers to visiting and interests. This will inform future audience development strategies.

We will use the Must-see museums membership scheme (26k+ members) to gain insight about audiences and test emerging programme ideas.

Making Progress

Development of programme plans for every venue aligned to audience development strategies and business objectives.

Work to ensure our programme development involves a range of partners and creative practitioners as well as our communities.

Measuring Performance

Refine programming strategy and audience development planning for both physical and digital activity including exploring a new process for pitching and approving exhibitions and major events to ensure they are aligned to audience development priorities and TWAM’s business priorities.

Review the objectives and indicators used to measure and track achievements – aligned to the quality dimensions in the Audience Impact & Insights toolkit. Benchmark the quality of our programme against other National Portfolio Organisations’ work via the toolkit.

Action Plan to embed Ambition and Quality Principle during 2022-23

Date	Activity
<p>Quarter 1</p> <p>April – June 2022</p>	<p>Quarterly ‘Ambition & Quality’ meeting involving a cross section of TWAM staff including Leadership and Board members. Focus:</p> <ul style="list-style-type: none"> • Measuring performance: Review 2021-22 Impact & Insight toolkit programme quality data. Discuss how it’s working adding the quality dimensions into exhibition planning. • Understanding perceptions / Making Progress: How do we ensure our programme is influenced by and representative of our audience and communities? Discuss areas for research and new processes needed. • Report on the outcomes of the Ambition & Quality meeting in the staff newsletter and share notes with all TWAM boards and trustees. • All exhibition initiation meetings must include setting of quality metrics and objectives to be measured (ongoing).

	<ul style="list-style-type: none"> • All post- exhibition evaluation meetings must reflect on the objectives and quality metrics set to measure success. A report to be shared with colleagues across TWAM, Leadership and board members. • Share Impact & Insight reports for exhibitions this quarter with venue team and all programming staff.
<p>Quarter 2</p> <p>July – Sept 2022</p>	<p>Quarterly ‘Ambition & Quality’ meeting. Focus:</p> <ul style="list-style-type: none"> ○ Understanding perceptions / Making progress: Results of initial desktop research into the communities we work with and conversations with community partners. ○ Measuring performance: Refining programme planning for both physical and digital activity including exploring a new process for pitching / approving programme ideas. • Report on the outcomes of the Ambition & Quality meeting in the staff newsletter and share notes with all TWAM boards and trustees. • Share Impact & Insight reports for exhibitions this quarter with venue team and all programming staff. • Quarterly knowledge exchange sessions, open to all staff and board members, to talk about exhibitions / events as case studies, performance, audience engagement, lessons learned.
<p>Quarter 3</p> <p>Oct – Dec 2022</p>	<p>Quarterly ‘Ambition & Quality’ meeting. Focus:</p> <ul style="list-style-type: none"> ○ Measuring performance: Steps to implement new programme planning processes. ○ Making progress: Future programme (2023-24 & beyond)

	<ul style="list-style-type: none"> • Report on the outcomes of the Ambition & Quality meeting in the staff newsletter and share notes with all TWAM boards and trustees. • Share Impact & Insight reports for exhibitions this quarter with venue team and all programming staff. • Quarterly knowledge exchange sessions, open to all staff and board members, to talk about exhibitions / events as case studies, performance, audience engagement, lessons learned.
<p>Quarter 4</p> <p>Jan – Mar 2023</p>	<p>Quarterly ‘Ambition & Quality’ meeting. Focus:</p> <ul style="list-style-type: none"> ○ Understanding perceptions / making progress: Results of focus groups and research with communities about awareness of venues, barriers to visiting and interests. Discuss how will we use this to shape our programmes and engage these communities and a diverse range of creative practitioners. • Report on the outcomes of the Ambition & Quality meeting in the staff newsletter and share notes with all TWAM boards and trustees. • Audience development and programme planning meetings with each individual venue looking at 2023-24. Ensuring Ambition and Quality principles and actions are addressed in the plans. • Share Impact & Insight reports for exhibitions this quarter with

	<p>venue team and all programming staff.</p> <ul style="list-style-type: none"> • Quarterly knowledge exchange sessions, open to all staff and board members, to talk about exhibitions / events as case studies, performance, audience engagement, lessons learned.
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NB – please also see the activity listed in the Ambition and Quality section of the Activity plan (appendix 6) for more information on the work we will be carrying out in this area.

Dynamism

Background

TWAM is a well-established and stable cultural organisation which has benefitted from its partnership model which combines the support of four local authorities and a University. It has a diverse business model which encompasses public funding, grants, donations and earned income from a variety of sources. It has a staff team of just under 200 people and low turnover within that team. Our staff are employed through Newcastle City Council who also provide access to HR support and training. The City Council also provide our IT infrastructure and we have an established data group who take responsibility for how we handle data.

TWAM’s mission, vision and values are well established but have not been revisited for some time. Similarly the governance model of the organisation remains complex. Earned income and fundraising have suffered during the Covid pandemic and need some rebuilding, particularly our catering operation.

During 2021-22 we have started a process of reviewing our strategic direction, organisational resilience and vision working with an external consultant, Mark Robinson of Thinking Practice. This has involved a number of workshops for senior staff and trustees and an online survey for all staff. We have also started to map our communities both geographically and in terms of the issues and challenges they face eg through poverty, health inequalities, educational attainment etc.

Areas for Development

In continuing this work, the Board and Leadership Team have identified 5 key areas for development:

- Refresh of the strategic direction of the organisation – including increased emphasis on our already strong commitment to equality and diversity
- Review of governance structures to ensure fit for purpose and representative of our communities

- Review of business model in aftermath of pandemic in particular focusing on rebuilding catering and events
- Investment in leadership and workforce development
- Improvements to digital literacy and data skills

Action Plan to embed Dynamism Principle during 2022-23

Period	Activity	Who?
April – June 2022	<ul style="list-style-type: none"> - Continue work on new Mission, Vision and Values with Mark Robinson through workshops and discussions for staff, trustees, stakeholders and communities. - Delivery of consultancy work looking catering and events function and testing income projections - Ongoing mapping of community groups - Strategic Board Meeting focus on planning 	Board, Leadership Team, TWAMe
July – September 2022	<ul style="list-style-type: none"> - Production of new strategic plan encompassing new vision for implementation in 2023 onwards. - Consultation with communities and key stakeholders. - Implementation of new TWAMe catering strategy. - Strategic Board meeting focus on income generation and business model. 	Board, Leadership Team and wider staff team. TWAMe
Oct-Dec 22	<ul style="list-style-type: none"> - Consultation with visitors, communities and key stakeholders - Set-up of community Board to feed into main Strategic Board - Streamlining of Boards and Committees. - Review of staffing structure and skills in line with new strategic plan. - Focus of Strategic Board meeting on governance 	Board, Senior Management Team supported by representatives of the community and key stakeholders
Jan-Mar 2023	<ul style="list-style-type: none"> - Focus of Strategic Board meeting on Budgets and future funding - Implementation of new staff structure to deliver 2023 Strategic Plan - Address skills gaps in staff team and Board. - Review of policies and procedures. 	Board, Leadership Team, Communities Team

NB – please also see the activity listed in the Dynamism section of the Activity plan (appendix 6) for more information on the work we will be carrying out in this area.

Environmental Responsibility

The climate crisis is a major challenge to us all, and TWAM has been committed to reducing its environmental impact for a number of years. We have already taken steps to raise awareness of the challenge within the organisation, and an active working group is already in operation. In 2018/19, nine TWAM venues undertook Creative Green Certification. Six venues were subsequently awarded a 4-star Creative Green rating with a further three achieving 3-stars. The Creative Green rating is awarded in recognition of a site's commitments and achievements in embedding environmental sustainability in their daily operations and activities. This follows assessment and data analysis of each site's environmental data impacts by Julie's Bicycle.

This new phase of work will see us increase the pace of change in our quest to reduce TWAM's environmental impact even further, to mitigate its impact upon our work, and to help wider society to come to grips with the scale of the problem and shift its own behaviours accordingly.

Our strategic aims for this Investment Principle are:

- To embed environmentally responsible practices and processes throughout our operations
- To ensure environmentally responsible behaviour from our workforce
- To encourage environmentally responsible behaviour from our visitors

We will move from a position where staff and stakeholders show awareness of environmental concerns, to a position where working environmentally is engrained within our organisation. Whilst many initiatives can be defined as internal to TWAM, environmental responsibility is now part of huge societal change, and as such, our stakeholders will expect us to lead on the issue.

To achieve this we propose to focus on the following operational areas:

- Energy Management
- Materials and Waste
- Procurement
- Transport
- Food and Drink
- Biodiversity
- Inspiring Change

Actions to achieve this will include:

- Development of ways to measure progress toward sustainability—the process of deciding what to track in order to monitor progress

- Thinking of innovative ways in which to look at data e.g., quantify how much plastic waste we could save by recycling in the café, or by ceasing to sell bottled water.
- Measuring performance against pre-defined sustainability objectives and goals
- Developing organisational, department and individual goals and targets for sustainability

Action Plan to embed Environmental Responsibility Principle during 2022-23

Date	Activity
<p>April - June 2022</p>	<p>Session 1 at first quarterly meeting to focus on introducing the Environmental Responsibility Investment Principle (and to include Leadership and Board members.) Initial consideration is given to the three priority areas;</p> <ul style="list-style-type: none"> • Understanding the data • Plan, action and change • Influence, educate and advocate. <p>Focus also given to the development of a communication plan</p> <p>Implement initial communication strategy to notify all staff and stakeholders of our approach to Environmental Responsibility</p>
<p>July – September 2022</p>	<p>Second quarterly meeting of the Environmental Responsibility working group.</p> <p>Offline work begins to identify specific projects from within the three core areas of work.</p> <p>Dedicated monthly communication is now established</p>

<p>October – December 2022</p>	<p>Hold individual meetings with BMs and Heads of Department to review progress to date.</p> <p>Offline work continues and communication around specific projects is relayed to staff and stakeholders.</p> <p>A review is carried out of the impact of the initial staff communication strategy.</p> <p>Third quarterly meeting of the Environmental Responsibility working group.</p>
<p>January – March 2023</p>	<p>Fourth quarterly meeting of the Environmental Responsibility group (to include Leadership and Board members) to review performance for the year. The session will review impact of the initial project work, and whether we can measure our success.</p> <p>Review performance of peer organisations</p>

NB – this section should be noted in conjunction with the activity plan section on the Environmental Investment Principle which sets out some of the activity we will deliver around this agenda over the year.

Inclusivity and Relevance

Since 2020-21 we have worked hard to understand and assess how our organisation addresses some of the key issues facing our communities and ensure the relevance of our programmes. Through a series of staff discussions led by leadership and involving staff from all parts of our organisation we have looked at our practices to try and understand what some of the challenges and barriers might be. These discussions have led to action, such as creating, publishing and commencing an anti-racism action plan for the organisation, and we are undertaking several tasks to begin to reshape our organisation to ensure that in all our work we are leading through inclusivity and relevance.

- We have signed up with Inc Arts Unlocked Anti-Racism toolkit for the arts which will support us to look at our recruitment and HR practices and allow us to follow a step-by-step process to understand what anti-racist action we can take in the workplace in order to make inclusive change. We will review findings of this work, identify actions and implement changes.

- We have begun to analyse data about where the potential workforce find information about jobs to help determine the action/ areas we need to advertise more widely
- We are continuing to circulate job opportunities to community partners, and we have begun to develop further networks to ensure we maximise the reach of our recruitment information
- Communications teams are undertaking a communications audit regarding our reach to diverse audiences (language used/channels/TWAM voice) and looking at the accessibility of our digital presence to ensure people can access information clearly
- Continuing to develop decolonisation strategy for TWAM building on the work GNM initiated. GNM engaged external consultants with experience in supporting organisations on race equity and inclusion across a range of sectors to undertake a piece of foundational work to determine how to go about creating the decolonisation strategy for the museum.
- Continuing to review and improve collections tagging to ensure we understand the wider relevance of the collections we have, particularly with reference to protected characteristics. This work will ensure that we develop the work in partnership with community representatives and this work will impact on an improved collections search experience with terms that are relevant and inclusive.
- Working with a cohort of Museums led by National Museums Scotland on a Community led research project 'Exchange'. This work will feed into the development of a new policy and organisational understanding of fair participatory practice.

Action Plan to embed Inclusivity and Relevance Principle during 2022-23

Date	Activity
<p>Q1</p> <p>April – June 22</p>	<p>Quarterly meetings with leadership, board and staff.</p> <p>Q1 – Focus on Creative Case for diversity</p> <p>Actions to be shared with all staff</p> <p>Work with Ambition and Quality lead to explore inclusivity and relevance in our programming</p> <p>Review our monitoring and data capture of freelancers to ensure that we understand the diversity of the freelance workforce.</p> <p>Review findings from Inc Arts unlocked identify further actions and apply</p>

	<p>learning to our processes and procedures</p> <p>Develop volunteering programme to ensure that our volunteers represent the diversity of our communities</p> <p>Review current staff training and develop a series of all staff training, raising awareness of workforce, community and audience need within the context of inclusivity and relevance</p> <p>Develop community mapping process and feed into conversations with Ambition and Quality lead</p>
<p>Q2 June - September</p>	<p>Q2 quarterly meeting – Focus on Communities Actions to be shared with all staff</p> <p>Develop the process for working with Community partners</p> <p>Develop policy for fair participatory practice when working with community partners developing on the learning from the Exchange project – Community led research</p>
<p>Q3 October - December</p>	<p>Q3 meeting Workforce and Governance Actions to be shared with all staff</p> <p>Review inclusivity in our programming with managers and Ambition and Quality lead.</p>
<p>Q4 January - March</p>	<p>Q4 Quarterly meeting Review progress across all areas</p> <p>Work with Ambition and Quality lead to ensure all learning and actions feed into audience development and programme planning meetings for each venue for 23-24</p> <p>Develop plans and potential remit for Community Board</p>

NB – see also Inclusivity and Relevance section of the Activity plan (appendix 6) for other work in this area.

Outline evidence and data sets for embedding IPs

The foundation for embedding the IPs will need to be data driven. A key role for our IP groups will be to identify the data and measures they will need to set performance targets for TWAM. Our initial thoughts on what is required are:

A. Ambition and Quality

- Footfall
- Digital reach and engagement
- Engagement with Digital Must-see Stories programme
- Arts Council Insights surveys for every exhibition and major event – quality metrics for programming
- Must-see museums membership – new members
- Quarterly benchmarking surveys to understand demographics, interests and satisfaction

B. Dynamism

- Quarterly benchmarking surveys – to understand satisfaction / what can be improved
- Contributed income raised
- Income generated by TWAM Enterprises
- Staff satisfaction – staff survey
- Staff satisfaction - sickness levels
- Staff digital skills review to assess improvement in digital literacy
- staff skills/training survey and records

C. Environment

- Utilities data – is usage going down? Carbon footprint assessment
- Number of staff training sessions in environmental responsibility
- Staff survey – to assess staff understanding of TWAM's environmental responsibilities – to include working from home/travel preferences
- Audience perception re. TWAM's environmental sustainability – add to benchmarking survey
- Number of exhibitions / events promoting Climate Change issues (and monitoring social media posts etc on environmental issues)
- review procurement processes
- travel data for staff and transport costs for exhibitions

D. Inclusivity and Relevance

- Percentage of protected characteristics visiting venues (age, sex, gender, race, socio-economic group, disability)
- Number of digital programmes engaging audiences with protected characteristics
- Exhibitions embracing the Creative Case for Diversity – number and quality metric feedback (including peer reviews from those communities)
- annual audit of creative/freelancers we work with to deliver our programmes
- Number of collections records with information added re. Protected characteristics

- Workforce data re. Protected characteristics and targets for increasing representation.
- Recruitment data – who applies, who gets to interview, who gets selected
- Number of volunteers
- Percentage of volunteers with protected characteristics
- feedback from community consultation groups
- Number of outreach engagements with communities
- School engagements / visits (frequency and depth of engagement of individual schools and protected characteristics and socio economic indicators for each school
- Local Authority data sets

TWAM Business Plan 2022-3 – contribution to Lets Create Outcomes

TWAM welcomes the Outcomes of Lets Create. We recognised the drive to reach peoples and communities and to work in a creative collaborative fashion. Indeed our people focussed mission and vision speak directly to the aims of these outcomes. This section sets out examples of the work we undertake which contributes to the outcomes of Lets Create. It is illustrative rather than comprehensive, demonstrating the breadth of the contribution we make across our nine venues and associated programmes. Over the next year we will refine our understanding of the outcomes and map our delivery ever more closely to them.

Creative People – Everyone can develop and express creativity throughout their life

Supporting people at all stages of their lives to design, develop and increase their participation in high quality creative activities

We design all our programmes to be accessible and engaging to a wide variety of audiences and participants. In addition, we are working to increase the voice of community in our work, building on our PHF 'Valuing Voices' programme. Examples include:

- The Culture Health and Communities team, work with people through the organisations that support and represent them. The work in this strand brings together professional partnerships and relationships with communities to produce creative and reflective programmes that support, older people, People with mental health challenges, those in addiction recovery and criminal justice system and local communities of interest.
- The focus on community participation and engagement at the Shipley Art Gallery
- Our volunteering programme designed to create bespoke roles that will allow volunteers to contribute and develop.
- The Pea Green Boat project works with local organisations who support refugees and asylum seekers to introduce people to TWAM's volunteering

programme and to develop public tours in Arabic and Farsi focusing on relevant points of interest within the collections.

- L-INK young people's group will mount an exhibition at the Laing

Promoting creative opportunities in the local community to people at all stages of their lives.

Examples of our approach include:

- Advocacy and promotion of our volunteer and communities programme will be addressed through our communications strategy ensuring that our website presence and offer are clear and accessible.
- In 22-23 we will establish a new volunteer coordinator post which will develop targeted volunteer programmes that will support underrepresented audiences and minoritised communities to get involved in volunteering in our organisation.
- We will establish our network of partners which will build on our current relationships to ensure that information about our opportunities and how to get involved will be shared widely to all parts of our communities.
- Hadrian's Wall 1900 festival will see us support communities to explore the relevance of the World Heritage Site to them and their lives today
- As part of the Lindisfarne Gospels exhibition we are commissioning artists to work with different communities to produce responses to the gospels.

Providing high quality early years activities that reaches families from a wider range of backgrounds

We recognise the importance of engaging children from the earliest ages, to help them explore the world around them, to support their families with their development and more. We have dedicated gallery provision and specialist programmes to support this. Examples include:

- Play Tyne at Discovery – under 7s water play area
- The Mouse House at the GNM
- Make and Play baby creative social at the Shipley
- Under 5s area, Laing Art Gallery
- Hosting Newcastle Action for Parent and Toddler Groups Initiative (NAPI) collaborative event at the GNM

Widening and improving opportunities for children and young people to take part in creative activities inside schools

We are working with all the Local Cultural Education Partnerships across Tyneside (including as Chair of the Gateshead LCEP) to support schools to develop creative activities.

We continue to act as Artsmark champions, and support schools to deliver on Arts Award.

We will build on the success of projects such as the partnership with South Tyneside College to encourage in-school activities stimulated by the Museums

Widening and improving opportunities for children and young people to take part in creative activities outside schools

All our nine venues have comprehensive on site learning activities delivered as part of school visits during term time and family events during the holidays.

We connect with our Local Authority partners to ensure we play our part in the holiday activity fund programme that are designed to combat holiday hunger and support children from more disadvantaged areas.

TWAM chairs and supports the family learning initiative 'Family Explorers' for the North East.

Improving teaching for creativity in schools

As Artsmark champions we support teaching staff to embed creativity in their school improvement plans.

We run a series of CPD events across our venues – for example PATERN the Primary Art Teachers and Educator network supported by the Laing. Much of our CPD is linked to our collections and current exhibition programmes

We are applying the learning from the 2 year PHF funded research project MAGPIE (Museums and Galleries Partners in Education) (part of their Teacher Development Fund) to ensure teachers can creatively use museums and galleries in teaching more of their curriculum

Supporting children and young people to develop their creative skills and potential

Our nine venue Learning Programmes are all aimed at achieving this. Where relevant we also offer Arts Award. All of our Learning staff are trained as Arts Award advisors, with some at the higher level to support progression of Young People.

Developing and improving pathways towards careers in the creative industries

In 22-23 we will develop targeted volunteer programmes that will support underrepresented audiences and ethnically minoritised communities to get involved in volunteering in our organisation. For younger volunteers in particular we recognise volunteering as one route into the sector.

We also support work placements and dedicated programmes such as our collaboration with Beacon films to provide paid employment for filmmakers with learning disabilities, and hosting a placement for people from minoritised ethnic backgrounds as part of the Culture&/New Museum School programme. The year will also see the completion and evaluation of our Kickstart placement.

Cultural Communities – Villages, towns and cities thrive through a collaborative approach to culture

<p><i>Improving access to a full range of cultural opportunities wherever people live</i></p>
<p>Our nine venues are located across four Local Authorities in North East England, each have community groups and societies associated with them, and we continue to explore ways of strengthening relationships with the communities on our doorsteps (such as the Destination Arbeia event at South Shields Roman Fort). We work closely with our Local Authority stakeholders in particular to understand community need and to mesh with their priorities for their districts.</p> <p>In 22-23 we will continue to develop and accelerate the digital offer, which will enable us to reach new users (carers, cared for people, those who live in rural areas, those with mobility issues, those who have COVID related confidence worries and volunteers). We will continue to grow this offer via online workshops blended with in person opportunities.</p> <p>We will create a forum for community conversations in and outside of the museum where people are most comfortable.</p> <p>The Hadrian’s Wall 1900 anniversary festival is designed to engage communities of all kinds along the length of the World Heritage Site. We will work to co-curate opportunities with these communities.</p>
<p><i>Working with communities to better understand and respond to their needs and interests, resulting in increased cultural engagement and the wide range of social benefits it brings.</i></p>
<p>Our programmes will build on the diverse relationships with community organisations that we hold to develop a network of partnerships that will establish a mutually beneficial relationship which will inform our activity and respond to local need. For example:</p> <ul style="list-style-type: none"> • The Decolonisation work will be developed in dialogue with minoritised ethnic communities. • The Pea Green Boat project will see stronger engagement of refugees and asylum seekers with our museums and their collections • The Shipley will establish a community consultation forum representative of the communities surrounding the gallery.
<p><i>Working collaboratively through place-based partnerships to:</i></p> <ul style="list-style-type: none"> - support and involve communities in high quality culture - improve creative and cultural education for children and young people - improve health and wellbeing through creative and cultural activity - build skills and capacity in the cultural sector and grow its economic impact

We are engaged with each of the four Tyneside Local Cultural Education Partnerships (quite apart from our role as Culture Bridge North East) and chair the Gateshead LCEP.

Our activity plan is closely tied to the health and wellbeing agenda. We have established practice and strong relationships with our partner organisations that enable us to build our work effectively in this area. Our plans include;

- Working collaboratively to map and understand the need and ambitions of the local geographic community around our venues.
- Engaging and re-engaging with community organisations, business, Health and Care providers, centres for faith in order to understand how the museum can better serve the local community for mutual benefit of shared and aligned aims.
- Working collaboratively with Chopwell Regeneration Group and associated partners to understand the role that TWAM can play in rural and under resourced Gateshead. Gaining a better understanding of the cultural ecology in an area which is within our jurisdiction but geographically difficult for communities to engage physically with TWAM venues due to distance and transport links.
- Continue to support the plans for a 'Newcastle Heritage Strategy' and work with communities and stakeholders to ensure that under represented communities are included in this process.
- We will continue to work collaboratively with our Thriving Communities partners in North Tyneside in order to ensure 'Better Connect' moves into a model of sustainability after its first year of funding.

We are an active member of the Hadrian's Wall partnership and lead on the 1900 festivals designed to ensure communities along the Wall engage with and celebrate its relevance in their lives.

Connecting people and places, including diaspora communities and nationally and internationally

Our programme will continue to develop work with current and new international partners exploring health, social care and wellbeing work using TWAM collections.

Our Pea Green Boat programme working with refugee and asylum seekers will connect new arrivals to our region to the culture and collections which they find most relevant.

We will connect our work with mental health through partnerships with HAREF: Health Equality for ethnically minoritised communities and the Angelou centre, specifically to address health inequalities of ethnically minoritised communities.

A Creative and Cultural Country – England's cultural sector is innovative, collaborative and international

Supporting new types of creative practice, new forms of cultural content and new ways of reaching new and existing audiences and participants.

TWAM continues to strive to develop innovative practice, not for its own sake but in order to better reach and engage people. Examples include:

- Our digital work e.g. commissioning artists to develop work for our Must See stories platform, such as our Re-imagining Pride programme.
- The onward development of our Museum Health and Social Care resource, including the hosting a major conference/webinar on the work.
- The delivery of focus days for subject specialists at the GNM.
- The further development of our Ways to Play programme, building on the success achieved in 2021.

Collaborating with other cultural organisations and/or with the commercial creative industries and/or with further and higher education that focuses on innovation, research and development and training, especially in relation to the use of new technologies.

Through our Communities work in Health and Wellbeing we will collaborate with Northumbria University and other stakeholders to identify and diversify funding opportunities for TWAM specifically around themes of health, wellbeing, health and care professional training and academic publications and research. Academic research funding is currently being applied for with a focus on Museum programmes impact on Health inequalities and also in evaluation of healthcare professionals practice in using museum, health and social care resources for the benefit of patients and clients.

Our professional relationships with organisations that train workers in health and social care will ensure that the training opportunities that we offer will establish our museums as an effective and valued tool for future healthcare professionals to engage with in their own practice.

We will continue to work with colleagues at Newcastle University in particular – for example exploring new scientific analysis techniques to explore facets of our archaeological collections.

Strengthening the international connections of cultural organisations and creative practitioners, including co-production and touring

We have supported the British Museum's International Training Programme for over 15 years, and are awaiting confirmation of dates for the next cohort of curators to visit us.

We are an active partner in the Wall 2 Wall project that links Hadrian's Wall WHS with the Great Wall of China, and are actively exploring the potential for exhibitions.

We are exploring potential links (as part of NECP) with the Vastra Gothaland region of Sweden as part of our exhibition of the Lindisfarne Gospels in 2022.

Bringing world-class culture to audiences in England

Our own collections in art, history and science are designated as having national and international significance, while our archaeological collections predominantly relate to the World Heritage Site of Hadrian's Wall.

We have excellent relationships with many national institutions in the UK and regularly bring must see items to the North East for our communities to enjoy, the Lindisfarne Gospels being a case in point in 2022.

We are actively exploring the possibility of a significant loan of objects from China as part of the Wall 2 Wall project linking Hadrian's Wall with the Great Wall.

Giving more opportunities to people to start a professional career in the creative industries, especially those who are currently under-represented

In 22-23 we will focus on developing our volunteer programme to specifically target underrepresented parts of the community particularly ethnically minoritised communities and young people. The Communities team will work in tandem with the volunteer programme and in partnership with addiction support services to create supported volunteer programmes onsite at our venues offering skill based experiences to help aid recovery and encourage people to take their next steps.

We also support work placements and dedicated programmes such as our collaboration with Beacon films to provide paid employment for filmmakers with learning disabilities, and hosting a placement for people from minoritised ethnic backgrounds as part of the Culture&/New Museum School programme. The year will also see the completion and evaluation of our Kickstart placement.

Ensuring people have opportunities to sustain their careers and fulfil their potential in the creative industries, especially those who are currently under-represented

As part of our drive to become an Anti-racism organisation we are reviewing our HR processes to ensure no systemic racism hinders people's opportunities to advance. This will include reviewing how we hire freelancers, and monitoring their backgrounds to ensure we are not discriminating against any protected characteristic.

We are also developing more mentoring and training opportunities across TWAM to support people to continue to develop throughout their career.

Equality, Diversity and the Creative Case

TWAM's mission is rooted in our commitment to equality and diversity, and TWAM 3.0 is focused on drawing strength from the diversity of our venues, collections, staff, audiences and producers.

We have been on an equalities journey for well over two decades, and have our Museum and Galleries Disabled Access group (MAGDAG) and consultation forums and engagement programmes focussed on various of the protected characteristics. We are rated strong for our Creative Case for Diversity work which is discussed at each Board meeting, and all exhibitions are reviewed in terms of their potential contribution to our Creative Case work.

Our equality aspirations are:

- Embracing, embedding and disseminating the principles of the Creative Case for Diversity.
- Increasing the diversity of our staff, Boards, volunteers, freelancers and service users.
- Promoting our services to diverse networks so people feel inspired, included and are able to engage independently with TWAM venues and services where possible and/or or appropriate.
- Improving the access to existing TWAM universal services and opportunities, thus reducing the need for additional provision, whilst ensuring that high quality alternative services are available where this best meets service user needs.
- Monitoring and updating the equality and diversity training programme for staff to support an inclusive working environment and ensure a high level of customer care is delivered across all TWAM venues where the public expectations are met and exceeded.

TWAM had just embarked on its review of its Diversity, Equality and Access policy when lockdown began. The Black Lives Matter movement (TWAM is signed up to the North East Culture Sector anti-racism statement) has given this process added importance. TWAM has signed up to IncArts Unlocked Anti-Racism toolkit for the arts which will support us to look at our recruitment and HR practices and allow us to follow a step-by-step process to understand what anti-racist action we can take in the workplace in order to make inclusive change. TWAM staff have also been taking part in the series of workshops delivered by IncArts to support the development of their Arts Against racism programme which will launch in April 2022.

A survey of staff has been carried out to get their views on equalities across the topics of workforce, collections, audiences and systems. The survey saw responses from 21% of the workforce, with people taking on average 58 minutes to complete the survey. Without exception the responses were incredibly thoughtful and detailed with clear messaging about how the organisation might change in order to help address some of the issues we know we face when responding to and challenging inequalities.

Next steps include (but see next section for workforce diversification):

- Develop a research methodology to understand who we aren't reaching, to inform and develop strategies for each venue to target underrepresented audiences in their community. This methodology would have two stages:
 - Conduct desk research to understand population demographics and local authority priorities for serving communities living in deprivation or with the greatest need.
 - Conduct qualitative research to understand the community's awareness of the venue, barriers to visiting and interests. Use this to inform future audience development strategies.
- Develop and communicate principles for working with community partners that set out what can be expected of us and what we aim to achieve
- Develop methodologies for monitoring our work across these areas to ensure we are taking all relevant opportunities to represent and engage with communities and individuals with protected characteristics
- Undertake a communications audit regarding our reach to diverse audiences (language used/channels/TWAM voice)
- Review of collecting policies and processes including implementation of protected characteristics tagging on our EMU system to ensure our collections and the information we hold become ever more representative of and relevant to the diversity of communities in our region..

It cannot be stated enough that we see our diversity, equality and anti racism work as absolutely core to our activity as an organisation. The details of the work we are planning to undertake are set out in the relevant sections of the activity plan (see appendix 6) we are determined to build on our work to date, and do ever better.

Workforce Diversity

90.62 % of our workforce are non BAME (5.35% prefer not to say and 4% are BAME. The North East has the highest percentage of white British people 93.6% (2011 census).

However, this situation is rapidly changing. For example 34.1% of children in primary schools in Newcastle upon Tyne are from minoritised ethnic groups. We believe that we have a duty to be relevant to and engage with all the communities we serve, and to do this we need an inclusive workforce which reflects those communities. Clearly we also need to take steps to meet this generational change now.

There is a continuing need to reach out and ensure people from all walks of life (but particularly those with protected characteristics including lower socio economic status) are aware of the range of potential careers in our sector, be that as employees or self-

employed artists/freelancers (a category we need to further support, develop and diversify as the nature of the workplace changes).

We have strengthened our commitment to workforce diversification (both paid and voluntary) as part of our pledge to become an anti racist organisation as part of the North East Culture Against Racism movement.

The details of our approaches for Diversifying our workforce this are set out in section D2 of the activity plan at appendix 6 below and will include us:

- regularly reviewing demographic data including socio-economic background and setting targets for future recruitment
- continuing to review and improve our recruitment, HR and other systems to root out any systemic racism and improve accessibility
- supporting initiatives designed to diversify the sector's workforce at entry level such as the Culture&New Museum School postgraduate placement programme and HM Government's Kickstart Scheme .
- Review appointment processes for freelancers to ensure we are reaching as diverse a range of practitioners as possible, and that that diversity is reflected across appointments.
- Working with partners such as Beacon Films to develop bespoke recruitment processes that take account of people's different needs, and ensure a more inclusive workforce

Audience development

We will build upon work before and during the pandemic to embed a culture of audience consultation and agency to enable us to respond to local issues and develop our understanding of the diverse needs of our audiences.

We are committed to being responsive to social, economic and cultural trends and building representation of our communities into our audience development planning and programming and this feels even more important in the current climate. Central to this is ensuring that the Inclusivity and Relevance IP is truly embedded in our work. We will look outwardly to wider society and not just at our existing visitors.

For example In the North East 31% of neighbourhoods are deprived compared to an average of 20% in England and in South Tyneside (where two of TWAM's venues are based) 46% of neighbourhoods are classed as deprived. All 12 of the North Easts Local Authority areas are in the list of the 20 Local Authorities with the highest percentage increase in child poverty.

The region is also becoming more ethnically diverse - in 2001 4% of the North East population were BAMER and this increased to 7% in 2011. In areas such as Newcastle this increase is significantly more rapid.

Through our community health and social care programme we will work with health and social care professionals and academics to research and develop targeted interventions

and resources with proven clinical and care outcomes. We will not only engage people who would not usually visit museums and galleries but we will ensure that by engaging we improve their quality of life.

We will use active research in our programme development allowing for flexibility and feedback. We will use Culture Counts along with our benchmarking research and digital analytics tools to provide a benchmark and framework, for self-reflection and peer and audience feedback to fuel development of our programmes.

In the context of the challenging funding climate we will explore new ways to generate income. This has an impact on audience development as increasingly there is a necessity to charge for services and to target audiences who will pay for those services.

However, TWAM remains committed to offering free access to core collections and venues (excluding adult visitors at Segedunum) and to providing opportunities for all. Audiences/communities will always be at the centre of our work and being financially resilient means we can continue to deliver a world class museum and archive service for everyone.

In order to achieve this we will develop the following work packages:

Programming: ensuring our programme (exhibitions, events and activities) is layered to target a range of audiences and provides opportunities for meeting the needs of specific audiences (for example roll out of the 'Slow Museums' programme, relaxed sessions for SEND children etc). Key to achieving this will be embracing of the principles of the Creative Case for Diversity.

Digital: as a result of the pandemic the importance of digital engagement has been accelerated. We will develop compelling digital stories from our collections and communities using formats and platforms that are familiar to audiences. Building on the work we have begun with Must-see Stories: <https://stories.twmuseums.org.uk/>.

Communications: ensuring we are reaching as wide, yet appropriately targeted, an audience as possible, taking into account different communication needs and formats as well as messages. We will develop integrated marketing activity promoting the individual venue brands, using traditional platforms (above and below the line) but with a strong emphasis on digital communications (including Facebook, Twitter, Instagram and our own Must-see museums membership scheme). We will also ensure that our communications are accessible and available in varied formats as appropriate.

Community engagement: targeting specific non-traditional audiences (often therefore non-engagers) to work with them to enable them to see museums and archives as having a positive contribution to make to their lives. This work is conducted with community partners, healthcare professionals and academics to embed development of programmes and practice in research.

Equalities: engaging with audiences with protected characteristics (specifically minoritised ethnic audiences, Disabled audiences and lower socio economic status (C2DE) audiences) to ensure that the work we produce is meaningful and relevant and that our provision does not in any way discriminate against their attendance.

Learning: working with Children and Young people (C&YP) – both via informal and formal learning (schools) to ensure that our work is appropriate to the learning and developmental needs of C&YP (including programmes aimed at children and families and activities for young people as independent learners, engaged collaborators, enthusiastic volunteers and visitors to our venues).

Partnerships and Leadership

TWAM is itself a partnership organisation and is constituted as a joint service between the four Tyneside local authorities with a very important relationship with Newcastle University in terms of managing the Great North Museum: Hancock and the Hatton Gallery. This partnership approach lies at the heart of everything we do. We work to the following definition of a partnership:

“A relationship between two or more independent organisations which is based on trust, openness and honesty and where the parties are working together in a mutually agreed way to achieve agreed outcomes based on their key objectives, which they believe they cannot reasonably achieve alone.”

In addition to our funding relationships with key stakeholders: local authorities, Newcastle University, Arts Council, which are addressed elsewhere in this Business Plan, we will continue to build on established partnerships across a number of different sectors to support our work, support the sector, and enhance services for our users and stakeholders whilst also seeking to develop new relationships.

These sectors include:

NELEP and Combined Authorities: we will work to support the Strategic Economic Plan, in particular through the skills agenda and the Industrial Strategy. We will support the work of the North of Tyne Combined Authority and the North East Combined Authority. We are actively engaged with the development of Culture and Creative Zones on Newcastle and North Tyneside. The North of Tyne Authority has made major investment both in the Lindisfarne Gospels programme and Hadrian’s Wall 1900.

Business: we will seek to increase business engagement with TWAM, through our active engagement of established business networks including the North East Chamber of Commerce, Newcastle Gateshead Initiative, Durham Business Group and NE1 Bid to name a few. This activity will be supported through capitalising on the networks of our Board Members and through building on the existing formal partnerships with our Business Partnership scheme. This scheme provides a range of benefits to businesses ranging from bespoke arrangements which include venue hire, access to spaces, expertise & profile-raising opportunities. This is in return for both in-kind and cash contributions from the business. We also partner businesses on initiatives such as sponsorship of events, exhibitions and activities and will be building on our refreshed business engagement events pre Covid 2018 -2020 to establish our business networking events back at venues.

Local/regional cultural partners: As an organisation, we work alongside nine other partners to promote Tyneside's cultural visitor attractions, known collectively as NewcastleGateshead Cultural Venues (NGCV). NGCV is a collaboration between 10

building-based cultural producers operating 20 venues across visual arts, performing arts, music, dance, film, writing and literature, heritage, archives and museums and science communication in North East England. TWAM operates ERIC (Environmental Records Information Centre) on behalf of a consortium of environmental partners across the region. TWAM chairs the Hadrian's Wall 1900th anniversary festival which will take place in 2022. Assuming Covid restrictions are over, TWAM will continue to lead The Late Shows in May 2022, one of the country's most popular and most successful 'Museums at Night' events. We Chair the North East Family Arts Network and Family Explorers Steering group – connecting families with cultural venues and activities across the region and sharing best practice in engaging with a diverse family audience. Each of our venues has a partner school to ensure our Learning programmes for Children and Young People truly support their educational development. We play an active role in the Newcastle Cultural Compact, North East Culture Partnership and Northern Culture Network.

National partnerships: TWAM has a number of strong relationships with national museums and analogue bodies, particularly: British Library (reinforced in 2022 in particular by the loan of the Lindisfarne Gospels to the Laing Art Gallery), British Museum, Natural History Museum, National Portrait Gallery, Science Museum and Tate. These relationships deliver partner galleries, loans, shared exhibitions, learning and development programmes and skills exchange. TWAM also has a benchmarking relationship with Bristol and Birmingham Museums. We will be building on these existing relationships to support learning and loans whilst also seeking new relationships. TWAM is a member of NMDC and the English Civic Museums Network. TWAM is also sharing data with a network of civic museums and with a small group of independent museums to improve service. TWAM is also a member of the national Bridge and Museum Development networks, the latter including representatives of all four nations.

Friends and Associates. TWAM has 10 'friends and affiliate groups, all third sector organisations, whose primary purpose is to support individual venues or collections (in some cases these bodies actually own buildings/collections). They provide an invaluable support network for TWAM which includes financial support and practical contributions ranging from guided tours to exhibit maintenance and production of publications to the operation of a passenger steam railway. These groups provide increasingly important practical and financial support and we will be working closely with them to support them to return to strength following Covid.

Appendix 5 lists current regional and national leadership roles undertaken by TWAM.

International Working

The Covid crisis has of course severely curtailed international working. TWAM had significantly expanded its international working in the run up to 2020 and we intend to continue to expand in this area as the world emerges from the pandemic

We identify four key areas in our international activity:

1. *Workforce development.* Our international projects create excellent opportunities to allow our staff to gain a wider experience of the museum sector and to develop skills in projects that lie outside the regular TWAM footprint. E.g. 2021 saw the culmination of our Erasmus funded partnership exploring the interface between museums and vocational training at the FE level which has engaged many of our learning team
2. *Sector support:* a key focus for our international activity is on the training of international colleagues and partnership working to develop museological practices (e.g. supporting the British Museum's International Training Programme – the 2021 cohort has now been postponed to Spring 2022).
3. *Revenue Generation:* Our international training programmes support the generation of income which contributes to TWAMs core costs (e.g. delivery of courses in audience development, partnerships and museum enterprise for the British Council in the Balkans, Brazil, China and Greece) We aim to develop these further as opportunities arise.
4. *Increased Quality:* the quality of our research, exhibition and engagement programmes is enhanced by collaboration with international colleagues (e.g. via our partnership with PUCRS University Museum in Brazil).

For 2022-23 Key activity will include:

- Continued support for the British Museum International Training Programme
- Support for the Hadrian's Wall/Great Wall of China 'Wall to Wall' programme with the aim of producing exhibitions and associated engagement programmes that will operating in both China and the UK (this project includes the University of Newcastle, Historic England and Tullie House Museum and as UK project partners). This year will see presentation at online conferences and seminars, with face to face meetings in planning for future years.
- Exploration of further partnership with PUCRS.
- Continued offering of longer term placements to colleagues from abroad within TWAM.
- Exploration of links to Sweden (and potentially other countries) arising from the Lindisfarne gospels exhibition at the Laing.
- Continued commitment to strengthen links with the wider Frontiers of the Roman Empire World Heritage Site (which has just been expanded with the addition of the Dutch and Western Danube sections to the inscription), not least as part of the Hadrian's Wall 1900 festival.
- Exploration of the potential for our digital programming to engage targeted international audiences (eg Rothschild lectures at the Shipley).

Economic Impact

Impacts

The total (direct, indirect and induced) Gross economic contribution of Tyne & Wear Archives & Museums to the North East region was estimated at £10.5m of GVA during 2017-18, supporting 235 FTE jobs. This figure was calculated from the following analysis:

Direct Impact:

- A total of 124 FTE positions were occupied by North East residents at the venue with direct GVA equal to £4.7m

Indirect Impacts:

- Tyne and Wear Museums had a procurement spend of £4.5m within the North East Region.
- This procurement spend supported 34 FTE jobs within the region with a GVA impact of £2.7m

Induced Impacts:

- The direct and indirect impacts above induced a further 28 FTE positions within the region through additional spending in the economy. These induced impacts were worth £1.5m in regional GVA.

Visitor Impacts:

- Tyne and Wear Museums' total gross impact on the regional visitor economy equalled 164 FTE job and £5.6m GVA.

Wider Impacts:

- 798 volunteers contributed 43,983 hours of support to the organisation
- 192,452 learning and participation engagements were facilitated with 137,244 children and young people and 55,208 adults

(Economic Impact is based on work carried out by ERS – ers.org.uk).

Principal Risks, Management and Mitigation

Going concern

The 2020/21 financial statements were prepared on a going concern basis.

TWAM's forecasts and projections for the next twelve months show that TWAM should be able to continue in operational existence for that period, taking into account reasonable possible changes in trading performance and the potential impact on the business of possible future scenarios arising from the impact of COVID-19. This also considers the effectiveness of available measures to assist in mitigating the impact.

TWAM Strategic Board's assessment of possible changes they have considered a fall in demand and potential cost savings which are reflective of their business continuity plan.

The business plans for both 2021/22 and 2022/23 build in this flexible approach & includes the risk of consumers being slower to return to cultural venues/activities within

the risk analysis. Risks are identified by a ‘risk radar’ approach undertaken by the Leadership Team and monitored and challenged by TWAM Enterprises Board, Audit Committee and Strategic Board.

Although the forecast prepared takes account of the matters above to support the ability of TWAM to remain a going concern and to be able to trade and meet its debts as they fall due, the full impact of COVID-19, the continued level of government support and the underlying assumptions used in forecasting are judgemental and difficult to predict and could be subject to variation.

Based on the factors set out above, TWAM Strategic Board believe that it remains appropriate to prepare the financial statements on a going concern basis.

Internal control

The Strategic Board are responsible for ensuring that there are effective and adequate risk management and internal control systems in place to manage the strategic and operational risks TWAM has and could be exposed to.

Processes in place regarding risk management and internal controls include the following:

- A Risk Management Framework;
- A Strategic Risk Register;
- An Internal Audit function provided by our lead authority Newcastle City Council;
- The Audit Committee review how and whether TWAM management have followed up on internal audit recommendations. Audit Committee also reviews more detailed reports from senior management on key areas of risk;
- A Risk Radar; and
- Specific risk management procedures are put in place for all major projects and significant partnerships.

Strategic Risk Register

There are currently 17 risks on the Strategic Risk Register, of which 14 are scored as Medium (Amber) and 3 as Low (Green).

Overall risk scores remain static as controls have been assessed as operating to the extent that either the likelihood of the risk occurring, or its impact on the organisation is low, and therefore the risks are being managed within accepted tolerances.

The table below summarises the Strategic Risk Register as of February 2022.

Risk reference	Risk Description	Risk score	Status
SR0001	Major Incident at a TWAM venue	Low / High 8 AMBER	static
SR0022	Failure to maintain the Health Safety and Wellbeing of public/ workforce / customers/ clients.	Low / High 8 AMBER	static

SR0032	Failure to sustain a robust 5 year financial strategy due to Covid-19, CSR, Brexit, ACE 10 year strategy	Med / Med 9 AMBER	static
SR0034	TWAM is unable to deliver the current agreed budget due to ongoing impact of Covid-19 leading to failure to achieve income targets or requirement to increase expenditure	Med / Med 9 AMBER	static
SR0035	Fraud, financial impropriety or improper business practices increase as internal controls are weakened as resources become severely stretched	Low / Med 6 GREEN	static
SR0038	Failure to deliver successful 'Bridge' programme and museum Development Programme for North East 2018-2023	Low / Med 6 GREEN	static
SR0043	Impact on staff resilience (availability, capacity, stress and motivation) as a result of Covid-19, major projects and increased workload.	Med / Med 9 AMBER	static
SR0046	Data Protection failure	Low / Med 6 GREEN	static
SR0047	Fundraising strategy fails to deliver significant increase in contributed income included in Business Plan 2018 - 2023	Med / Med 9 AMBER	static
SR0048	TWAM Enterprises fails to deliver generated income included in Business Plan 2018 - 2023	Med / Med 9 AMBER	static
SR0051	Reducing R and M budgets lead to catastrophic building failure.	Med / Med 9 AMBER	static
SR0052	Blandford House project fails to deliver successful plan	Med / Med 9 AMBER	static
SR0054	Failure to deliver a successful Lindisfarne Gospels programme	Med / Med 9 AMBER	static
SR0055	Failure to build the diversity of TWAM (workforce, board, audiences, stakeholders, practitioners, researchers, and cultural partners)	Med / Med 9 AMBER	static
SR0056	Failure to submit a successful ACE NPO Application 23-26	Med / Med 9 AMBER	static
SR0057	TWAM does not adapt to changes required as a result of Covid-19 Pandemic	Med / Med 9 AMBER	static
SR0058	Failure to deliver successful Segedunum Redevelopment project	Med / Med 9 AMBER	static

Quality and evaluation

In order to ensure quality across our diverse venues and programmes we utilise a range of evaluation methods to ensure we have up to date reliable performance information.

Evidence suggests that we have better, and more rigorous data, more readily available than comparable organisations and this is used effectively to monitor progress and to respond. Our benchmarking relationship with Bristol and Birmingham museums provide a useful comparison and challenge process.

We understand the importance of monitoring and evaluating the service that we provide to our audiences, listening to critical comment and working collaboratively with communities to shape our offer. We achieve this through a number of different approaches:

- As a legacy of the Paul Hamlyn funded Our Museum programme we aim to ensure consistent engagement of local people in shaping and delivering our services and an ongoing two-way dialogue between TWAM and our communities and stakeholders.
- Performance data including visitor numbers and learning and outreach engagements.
- We have audience development plans for every venue which set out the audiences we will engage and the strategies to deliver this including programming (in venue and digital) and targeted interventions (outreach and offers tailored for specific audience needs e.g. SEND children). These plans also set out how we will measure quality and success.
- Our Must-see Museums membership scheme (24,000+ members) provides rich data about our audiences and the opportunity to influence their visiting behaviour.
- We will use Culture Counts along with our benchmarking research and digital analytics tools to provide a benchmark and framework, for self-reflection and peer and audience feedback to fuel development of our programmes.
- We use Audience Finder to conduct quarterly audience benchmarking surveys at our nine venues to gauge trends in audience demographics, assess satisfaction and benchmark against other cultural venues.
- We have social media channels for our venues on Facebook, twitter and instagram. We are active on these channels engaging with audiences, monitoring feedback and responding to positive and negative comments.
- Our community engagement programme has established a user group including mental health service users, people in addiction and justice recovery and older people, who will feed back on our programmes to ensure they are relevant.

Our approach is based on best use of both qualitative and quantitative measures, recognising the reductive nature of some of the quantitative indicators. The Quality Metrics framework looks at 6 qualitative measures and TWAM will work to use these as pointers to quality measurement across our programme.

- quality of product
- quality of experience
- quality & depth of engagement

- quality of creative process
- quality of cultural leadership
- quality of relationships & partnerships

Ultimately we will use the above techniques and programmes to ensure we understand both what our work is delivering and the needs of our audiences and stakeholders in order to ensure we can increase the quality and relevance of our work going forward.

Appendices

Appendix 1 - Stakeholders' priorities

ACE	Lets Create	<p>Guided by four investment principles:</p> <ul style="list-style-type: none"> Dynamism Environmental Responsibility Inclusivity & Relevance Cultural Communities <p>The Strategy sets out how investment in cultural organisations will achieve the following outcomes:</p> <ul style="list-style-type: none"> Creative People Cultural Communities A Creative & Cultural Country
Local Authorities:		
Newcastle	<ul style="list-style-type: none"> • Employment: supporting recovery through more and better jobs • Education and skills: the best learning opportunities for all • Environment: a learn, green and safe Newcastle • Health and social care: a heathy, caring city • Housing: building more and better homes • Transforming public services <p>Build Forward Better - our medium-term plan for 2021-22 and 2022-23 0.pdf (newcastle.gov.uk)</p>	
Gateshead	<ul style="list-style-type: none"> • Putting people and families at the heart of everything we do • Tackling inequalities, so people have a fair chance • Supporting our communities to support themselves and each other • Investing in our economy to provide sustainable opportunities for employment, innovation and growth • Working together and fighting for a better future for Gateshead <p>https://www.gateshead.gov.uk/article/11956/Thrive-our-strategic-approach</p>	
North Tyneside	<ul style="list-style-type: none"> • Our People • Our Places • Our Economy <p>Our North Tyneside Plan North Tyneside Council</p>	

South Tyneside	Better Education and Skills	A Regenerated South Tyneside with Increased Business and Jobs
	Increasing Prosperity	Better Transport
	Protect Children and Vulnerable Adults	Better Housing and Neighbourhoods
	Strong and Independent Families	A Clean and Green Environment
	Healthier People	Less Crime and Safer Communities
	https://www.southtyneside.gov.uk/article/38522/The-South-Tyneside-Vision	
Newcastle University	https://www.ncl.ac.uk/who-we-are/strengths/ Strengths: Ageing and Health Cities and Place Culture and Creative Arts One Planet Data Additional centres of excellence include Heritage https://www.ncl.ac.uk/who-we-are/research-strategy/nucores/	

Appendix 2 Museum Development North East themes

The Museum Development North East Programme is planning to address the following themes for the sector over 2022-3

Ambition and Quality

- the focussed future development of North East museums via best practice collections management, data recording and analysis, and continuous evaluation processes
- cooperative working between museums to address capacity, skills and resource issues;
- museums to develop improved approaches to volunteer recruitment and development challenges and building improved links to wider communities as part of this.

Dynamism

- museums explore how they can enhance their value as cultural hubs for communities, and further evolve their activity to support placemaking and community identity agendas;
- development of partnerships within and beyond the museum sector, including with universities and community-based agencies;
- museums develop their digital capacity, in part following on from changes accelerated by the pandemic;
- museums to develop and diversify their income and commercial activity.

Inclusivity and Relevance

- museums develop and reconsider their approaches to EDI and to commence EDI review and planning processes linking all aspects of their activity and organisational practice;
- museums to strengthen and diversify their governance (partly in the light of the Covid experience);
- connect with museums which have been less active in accessing MDNE support in the 2018/2021 period.

Environmental Responsibility

- museums to further engage with the climate change/environmental agenda in ways which are meaningful, achievable and practical

See also Museum Development North East Programme Plan 2022-23

Appendix 3 Bridge Objectives – by Programme area

Three priority areas have been identified for the 2022/23 activity plan:

1. Place-based work
2. Cultural sector support
3. Education sector support

The work packages for 2021-2 are set out against the three outcomes of the Lets Create strategy.

Objective 1 Creative People - Deliverables

- Support Artsmark delivery in area
- Support schools, cultural organisations, and individual artists/practitioners to access information, advice, learning, tools, approaches, and activity, enabling equitable opportunity for all children and young people

Objective 2 Cultural Communities - Deliverables

Support the ongoing development of a vibrant, cohesive, and responsive cultural education infrastructure in order to support equitable opportunities for children and young people. This objective fits with Priority 1 Place Based and links to wider work identified in the plan.

Objective 3 Cultural and Creative Country - The Bridge network is a significant resource that CBNE both draws on and contributes to. Our working together has been accelerated by the need to respond to the Covid-19 situation, and will be significant in our ability to deliver on the Cultural and Creative Country objective of Lets Create.

See also Culture Bridge North East Activity plan 2022-23 .

Appendix 4 TWAM Venues

TWAM venues are:

Venue	Funder & Owner
Shibley Art Gallery (founded 1915)	Gateshead Council
Discovery Museum (founded 1934) Laing Art Gallery (founded 1901)	Newcastle City Council
Segedunum Roman Fort, Baths & Museum (founded 2000) Stephenson Railway Museum (founded 1986)	North Tyneside Council
South Shields Museum & Art Gallery (founded 1876) Arbeia Roman Fort & Museum (founded 1953)	South Tyneside Council
Great North Museum: Hancock (founded 1829) Hatton Gallery (founded 1926)	Newcastle University
Tyne and Wear Archives (based at Discovery Museum, est. 1974)	Five councils in Tyne & Wear

Appendix 5 TWAM and sector leadership

TWAM has a specific Aim in this area:

D: Lead by example and work as a catalyst through partnerships, regionally nationally and internationally.

We aspire to take a key role in supporting the wider sector to come together to achieve excellence through partnership. This can be seen in our delivery of two sector support organisations for the region (Culture Bridge North East and Museum Development North East). We see sharing of expertise, wherever it originates, as vital for the long term health of culture in the North East and enjoy facilitating this. As we are non-art form specific we are often able to be a more neutral facilitator of the sharing of best practice across the sector to ensure quality is driven up for audiences.

The following is a list of regional, supra regional, and national forums/programmes on which our staff have positions (this list is distinct from partnership projects):

Sub regional/Regional

North East Historic Environment Forum

Creative Fuse Steering Group

North East Cultural Partnership – Board member also engaged with International sub-group, Cultural co-ordinators sub group, Children and Young People sub-group (TWAM provides secretariat here)

The Late Shows – programme Chair and secretariat

North East Family Arts Network / Family Explorers – Chair

Newcastle Gateshead Cultural Venues (NGCV)

NGCV Communications Group - Chair

ERIC (Environmental Records Information Centre) – operated by TWAM on behalf of a consortium of Environmental Partners across the region.

Newcastle Cultural Compact group members ‘place and meaning’ and ‘cultural democracy’ working groups

Arts advisory board for Newcastle Cathedral – member

Gateshead Local Cultural Education partnership - chair

Supra Regional

Creative Case North Consortium – TWAM provides secretariat

Wall to Wall project group (group to strengthen relations between Hadrian’s Wall and Great Wall of China World Heritage Sites)

Hadrian’s Wall World Heritage Site Management Plan Committee (and Chair of the Learning and Interpretation sub-group, and 1900 festival working group)

National

Culture Health and Wellbeing Alliance (NE Rep)

English Civic Museums Network Steering Group

National Museum Directors Council

Migration Museum Network Member

In addition our staff are Museum Mentors for a number of smaller Museums including the Bowes Railway Museum, and sit on various community and Museum boards including:

Senhouse Museum Trust (Cumbria)

Outer West Schools Trust
 Ouseburn Learning Trust
 Road to Recovery Trust
 National Museum of the Royal Navy: Hartlepool

Subject Specialist Networks

TWAM is committed to working with SSNs as necessary. We recognise that individual SSNs will ebb and flow in their work according to needs, personal and budgets. Wherever possible we will endeavour to support their work, e.g. by providing staff capacity, collections information, rooms for meetings etc.

We currently have a number of staff on committee of SSNs. We actively encourage our staff to take on such roles as part of our responsibility to both their personal development and to supporting the museum sector more generally.

Subject Specialist Network	TWAM staff member specific role
GEM NE	TWAM Assistant Learning Officer is regional convenor
British Art Network	TWAM Art staff member of steering panel
Social History Curators Group	TWAM history staff member on committee
Understanding British Portraits	TWAM Art staff member of steering panel

Sector Support Organisations

TWAM manages two sector support organisations (SSOs) for the Bridge and Museum Development programmes in the North East. Specifically as TWAM we work with a number of sector relevant SSOs to ensure that our audiences gain from their expertise, and that we are supporting them to disseminate their programmes and experience in the region.

SSO	TWAM specific involvement
Arts Marketing Association	TWAM is a group member
Culture 24	Digital and Communications staff are part of the Let's Get Real research project
Kids in Museums	Support for case studies and takeover days
University Museums Group	TWAM Staff member is committee member

In addition we are working with the Bridge and Museum Development networks over 2021-22 to develop and test a sharing protocol to ensure each network can learn from, and as appropriate dovetail with, the other.

Appendix 6

Tyne & Wear Archives & Museums- Activity Plan 2022-23

Introduction

Recognising the volatile nature of the last two 'Covid' years (2020-21 – 2021-22), and the potential for 'bumps in the road' in the year ahead, this plan, drawn from the venue and team plans for the organisation, is a summary of key activity across public programming, with our other work set out according to our current understanding of their relationship to ACE's Investment Principles (see the relevant section of the Business Plan above for context for this). Where we can already assign work to specific quarters this is set out in the relevant tables.

The activity plan is based on the assumption that the worst of Covid will have passed, but that there are likely to still be impacts on the behaviours of audiences.

Public Programming

The core of TWAM's public offer is in our programming, in particular, our exhibitions, events, and school workshops, whether in person or online.

Our programme work speaks across all the Investment Principles (IP), in particular Ambition and Quality as it is the ongoing development of our offer that demonstrates our desire to continue to innovate and ensure a fresh, engaging, programme. With our commitment to the communities we serve, our programming also speaks strongly to inclusivity and relevance, and we will use our programming to engage people with the pressing environmental issues. Finally our programming, and its flexibility and responsiveness, sits at the heart of our overall business model, ensuring we demonstrate our relevance across society in order to attract the support we will need from stakeholders, funders and the public for our work to continue.

The tables below set out some of our key programming for 2022-3. At the present time we are assuming we will be able to open venues to the public.

Exhibitions

A set piece in much of our schedule is the temporary exhibitions programme. The exhibitions are listed below (their position in the calendar refers to their proposed opening date) Individual exhibitions respond to various of the IPs – and will be discussed there as appropriate.

In addition, as we develop our responsiveness to communities, we envisage some smaller scale more responsive exhibitions developed around specific need/Inclusivity and Relevance and the Creative Case. These cannot be listed yet and would be in addition to the schedule set out below:

Key elements for the year include the exhibition around the Lindisfarne Gospels at the Laing in Autumn 2022, and the year round Hadrian's Wall 1900th anniversary festival celebrating the World Heritage Site.

2022-3	<i>Exhibition openings timetable</i>
Apr-Jun 22	<ul style="list-style-type: none"> • The Lost Fort Arbeia (for HW1900) • Shipbuilding in South Tyneside, SS MAG. • Building The Wall, Segedunum (for HW1900) • The Ignorant Art School, Hatton • Dry Run, Shipley – Sunderland glass and ceramics student show • IWM Temporary Installation, Discovery (name tbc)
Jul-Sept 22	<ul style="list-style-type: none"> • Obscurum Lux, Segedunum (HW1900) • A potted History, Discovery • The Lindisfarne Gospels, Laing • Modern Pictures: The Hatton Collection, Hatton
Oct-Dec 22	<ul style="list-style-type: none"> • Activism, Discovery
Jan-Mar 23	<ul style="list-style-type: none"> • Myths and Monsters, GNM • Wilhelmina Barns-Graham, Hatton • Visions of Ancient Egypt, Laing

School/ Children and Young People engagement

Facilitated School visits are traditionally a key element of our term time offer. At the time of writing, we are still assessing the impact of Covid on schools and their delivery systems. We hope that this year will see a full return of schools as they, and society in general, regain confidence to make visits. However, we do not underestimate the task ahead, with schools facing pressure to focus on achievement, and issues around the mental wellbeing of children and young people. We will be taking a flexible and thoughtful approach to our engagement with, and offer to, schools, working to ensure that what we offer is what they need. To achieve this we will work with our partner schools and draw on our work with the Tyneside Local Cultural Education Partnerships.

We do not just engage children via schools. One of the successes of the *Ways to Play* programme developed over 2021 is in the strengthening of the connection between families and museums. It was an opportunity for families to reminisce about previous visits and to plan new ones, and was shortlisted in the *Best Family Arts Activity* in the *Fantastic for Families* awards. By providing families with the *Ways to Play* booklet, TWAM created a sense of the museums being part of a support network of organisations caring about children and families. As the museums and galleries reopen, there is a real opportunity to build upon this relationship and make a significant contribution to children's wellbeing. By encouraging 'playful' engagement, museums may be perceived as more welcoming and accessible to children and families. Playful museums have the potential to encourage new audiences and increase engagement of children and families with arts and culture.

Through our work on play through the *Ways to Play* programme we will;

- Build on the success of *Ways to Play* by continuing to develop the play offer in the museums, online and in the community
- Communicate TWAM's commitment to play internally and externally
- Develop a Play strategy for the museums

- Provide play training for staff at TWAM so that they understand the benefits of the play process and how to support and enable it.

We will continue to deliver Arts Award across all our settings, not least in a collaboration between the Laing and Hatton Art Galleries, using them as a sustainable informal progression route through to and including gold. In addition, we will continue to support schools on their Artsmark journey.

We will continue to offer CPD for teachers and support networks, such as PATERN (Primary Art Teachers and Education Network) at the Laing, and to link schools together through the funded Linking Schools programme.

Much of our learning activity will be linked to the specifics of our exhibition programmes, for example there will be a significant school engagement programme around the Lindisfarne Gospels. At the Hatton Gallery the Learning Programme for *The Ignorant Art School* exhibition will see a blended learning offer to primary and secondary schools and engagement with Art Departments across the region delivering Art and Design in F.E and H.E e.g, Northumbria University, Sunderland University, Northern School of Art, University of Cumbria. In addition, TWAM chairs the Learning forum for Hadrian's Wall, and a significant school engagement programme is under development for the World Heritage Site through that forum.

In 2022-23 we will work with youth sector organisations such as Youth Focus North East to explore and establish new collaborative partnerships. This work will support TWAM to create more sustainable and productive relationships with the sector in similar ways to our work with teachers and healthcare professionals. Partnerships with Youth Sector professionals will in turn help us to create realistic and authentic ways to involve young people in their museums to shape and create ways that museums can be relevant to their lives. This will include exploring the potential for careers in the cultural sector.

We will continue with our early years provision, delivered through a mix of dedicate gallery spaces, and dedicated programmes such as the *Make and Play* creative baby socials at the Shipley Art Gallery.

2022-3	
Apr-Jun 22	<ul style="list-style-type: none"> • Launch of <i>Art Bites</i>, collections resources exploring diversity of TWAM art collections
Jul-Sept 22	<ul style="list-style-type: none"> • <i>Hatton Gallery Learning programme based on the International Print Biennale</i> A blended programme of learning, both in –person and digital based on the prints in the exhibition and prints from the Hatton's own collection. Basic printmaking techniques for school pupils delivered in the gallery, in school and digitally.
Oct-Dec 22	<ul style="list-style-type: none"> • Launch of ARTiculate: 100 years of collecting: Curating careers at the Laing. Secondary students will be invited to produce work inspired by the permanent collection displays. The programme is

	<p>aimed at developing students skills and language and communication.</p> <ul style="list-style-type: none"> • Delivery of Lindisfarne Gospels Learning Programme
Jan-Mar 23	

Events

In recent years we have developed a strong events programme and are intent on growing this back with a focus on key events that will attract audiences and allow us to develop the quality of our offer. We are still in discussion with partners about potential events, which will depend on estimated audiences – which in turn depends on the Covid situation. Some key potential events for 2022-3 include:

2022-23	Key events
Apr-Jun 22	<ul style="list-style-type: none"> • Deliver the Late Shows across Newcastle/Gateshead • Launch physical escape rooms programme at Arbeia and Segedunum • Launch volunteer guided tours at Arbeia and Segedunum • Easter Eggspress and Victor and Vulcan days, SSR • Turbinia 125 anniversary event, Discovery
Jul-Sept 22	<ul style="list-style-type: none"> • Diesel Gala SSR
Oct-Dec 22	<ul style="list-style-type: none"> • Arbeia by Candlelight experience • Halloween and Santa Specials SSR
Jan-Mar 23	<ul style="list-style-type: none"> • Prepare for the The Late Shows 2023

Online Programming

TWAM maintains a strong commitment to online programming, something the past two years has reinforced. Much of this will be focussed on support for key elements of our physical programming, such as Lindisfarne Gospels.

Key elements in the plan for 2022-3 include:

- Must see stories – see section A2 below:
- Second World War and Holocaust Project (with Imperial War Museum) – creative digital output
- digital programming referencing annual events/anniversaries eg Black History Month, LGBTQ+ history month.

The rest of the activity for TWAM is set out below according to ACE's Investment principles (IPs)

A: Ambition and Quality

B Dynamism

C Environmental Responsibility

D Inclusivity and Relevance

We have chosen to set out the activity in this way to help with the process of embedding understand of the IPs across TWAM. We are considering structuring the work programme by the outcomes of Lets Create for future activity plans.

A: Ambition and Quality

TWAM is an ambitious organisation, we constantly strive to improve our offer, and know that for audiences and communities to engage with us we must maintain a high quality across our diverse offer. We believe in making time to reflect on work that has gone before and strive to ensure we share experience across, and indeed beyond, TWAM in order to raise the levels of quality across all our work.

In this IP it is important to consider our capital development work which is also reflective of our ambition and desire to maintain and extend a high quality offer. Discussions around the future development of Discovery Museum are advancing with Newcastle City Council (and this year will see the completion of identified works such as the link to the District Heating scheme), and major capital programmes are also in discussion for South Shields Roman Fort (Arbeia) and Wallsend Roman Fort (Segedunum), as well as the proposed extension of the Hadrian’s Wall National Trail from Wallsend to South Shields

A key element in ensuring success in this IP will be a quarterly meeting including representation from Board, Leadership and staff involved in programming and audience development across the organisation, exploring the objectives outlined under the 'Ambition and Quality' IP. See also the Ambition and Quality section in the TWAM Business Plan) These meetings will include discussion and debate, agreeing strategy and policy and evaluating and monitoring progress. Ambition and Quality objectives will also be monitored via the venue audience development and programming plans which will be reviewed regularly at a venue level and used to guide exhibition project planning meetings.

A1 – Understanding perceptions of audiences / stakeholders

We will Conduct and compile research to understand perceptions of audiences, communities and stakeholders in order to shape our programme and offer (including new research as well as utilising existing tools e.g. Audience Finder)

Area of Activity	<i>Conduct and compile research to understand perceptions of audiences</i>
Q1 Apr-Jun Activity:	<ul style="list-style-type: none"> • Following work to identify each venue’s ‘community’ in 2021 - co-ordinate research to understand the community's awareness of the venue, barriers to visiting and interests. • Share 2021-22 audience finder research and discuss at quarter 1 programming meeting. • <i>First Saturdays at the Shipley</i>; every first Saturday of the month Shipley will invite local Gateshead creative people to attend a networking event in the gallery to hear about creative activities and opportunities taking place in Gateshead. It will be an opportunity for people to talk about and present their creative practice; hear about other people’s work; and develop future collaborations supported by the Shipley. This project will be led by the participants and aim to

	inform future practice at the Shipley. It is an ongoing programme throughout the year.
Q2 Jul-Sep Activity:	<ul style="list-style-type: none"> • Use Must-see museums membership scheme (26k+ members) to gain insight about audiences and test emerging programme ideas (ongoing). • Share community research findings and discuss at quarterly audience development and programming meeting. • Utilise the findings of the 2021 community consultation and wider Hadrian's Wall/Museum sector and broad visitor research to inform detail of Segedunum capital development, including the interpretation strategy, programme and provision of services.
Q3 Oct-Dec Activity:	<ul style="list-style-type: none"> • Co-ordinate focus groups with each venue's targeted community to shape future audience development plans and programming for those audiences.
Q4 Jan-Mar Activity:	<ul style="list-style-type: none"> • Share focus group community research and discuss at quarterly audience development and programming meeting • Develop audience development and programming plans for 2023-24

NB see also D3 for reference to community research and consultation

A2 – Making Progress

Much of the exhibition, events and schools engagement programme referenced above could equally be referenced here as it is through its delivery that we will make progress in the eyes of audiences and stakeholders. The activity listed below sets out our work to deliver high-quality digital content through the Must-see Stories editorial programme.

Area of Activity:	<i>Deliver high-quality digital content through the Must-see Stories editorial programme</i>
Q1 Apr-Jun Activity:	<ul style="list-style-type: none"> • Deliver venue digital programme plans
Q2 Jul-Sep Activity:	<ul style="list-style-type: none"> • Deliver venue digital programme plans
Q3 Oct-Dec Activity:	<ul style="list-style-type: none"> • Deliver venue digital programme plans • Deliver Lindisfarne Gospels Must-see Stories programme • Deliver Black History Month Must-see Stories programme • Deliver Halloween Must-see Stories programme
Q4 Jan-Mar Activity:	<ul style="list-style-type: none"> • Develop digital programme plans for 2023 - 24 • Deliver LGBTQIA+ History Month Must-see Stories programme

In addition we will continue to work towards enabling ever greater access to the collections. and the improving the information we hold about them.

Area of Activity:	<i>Work towards 100% of collections (excluding collections that are unavailable due to legal restrictions) being digitised to a high standard and made publicly and freely available</i>
Q1 Apr-Jun Activity:	<ul style="list-style-type: none"> • Develop a collections digitisation plan for Must-see Stories working with volunteers • Continue Collections Working Group • Launch of project to improve online collections search
Q2 Jul-Sep Activity:	<ul style="list-style-type: none"> • Implement collections digitisation plan for Must-see Stories working with volunteers • Continue Collections Working Group
Q3 Oct-Dec Activity:	<ul style="list-style-type: none"> • Continue Collections Working Group • New rationalisation process in place for TWAM
Q4 Jan-Mar Activity:	<ul style="list-style-type: none"> • Continue Collections Working Group

A3 - Measuring Performance

We will integrate programme strategies into audience development plans for each venue covering both physical and digital activity and featuring bespoke objectives and indicators to measure and track achievements ensuring we learn from and build on what has gone before.

Area of Activity:	<i>Refine programming strategy and audience development planning process for both physical and digital activity and review the objectives and indicators used to measure and track achievements.</i>
Q1 Apr-Jun Activity:	<ul style="list-style-type: none"> • Continue quarterly meetings of the cross-organisation programming group with representation at Board Level, Leadership and officers involved in programming. • Explore a new process for pitching and approving exhibitions and major events to ensure they are aligned to audience development priorities and TWAM's business priorities. • Review objectives and quality principles for programmes and use the Arts Council Impact & insight tool to measure success – root this in audience development plans.
Q2 Jul-Sep Activity:	<ul style="list-style-type: none"> • Work with each venue to align all programming plans with audience development objectives and embed with the whole venue team.
Q3 Oct-Dec Activity:	<ul style="list-style-type: none"> • Review audience development / programme plans every quarter – monitoring metrics and insights against objectives and quality principles. Share this across TWAM.
Q4 Jan-Mar Activity:	

Of course it is not just in programming that we will continue to measure our performance in with regards to learning from it and improving for the future. This is particularly pertinent in our work taking on direct responsibility for catering provision and venue hire at three TWAM venues (Discovery, GNM, Laing). Increased performance here will of course improve the visitor experience and support greater sustainability for our business plan.

Area of Activity:	<i>Improve the standard of catering and venue hire service delivery</i>
Q1 Apr-Jun Activity:	<ul style="list-style-type: none"> • Undertake a quality audit on all venue hire spaces • Carry out a range review at all three in-house cafes. • Introduce key performance indicators for café service delivery
Q2 Jul-Sep Activity:	<ul style="list-style-type: none"> • Deliver venue space refurbishments, where required.
Q3 Oct-Dec Activity:	<ul style="list-style-type: none"> • Carry out competition analysis of other venue hire organisations; 'what does good look like?'
Q4 Jan-Mar Activity:	<ul style="list-style-type: none"> • Review initial performance of cafes against key performance indicators

B: Dynamism

The coming year will see further shifts in our thinking both as we pull away from Covid, while accepting it casts a long shadow, and move towards fully embracing Lets Create. As noted in the section of the Business plan setting out our approaches to the IPs, we will be taking forward the organisational changes recommended by the working groups supporting our equalities drive, and will be embedding the Investment Principles across the organisation.

We recognise this IP as the engine room for TWAM, without this we cannot properly deliver on our ambition for ever increasing quality, and we will not be able to deliver our mission to make a positive difference to the lives of the individuals and communities we serve, nor will we be able to be truly engaging and representative across the protected characteristics, or play our full part in tackling climate change.

The activities set out here generally are aimed at improving TWAM as an organisation.

B1 – Future facing business models

2021-2 is a period of significant review for TWAM, not least with the advent of a new Director and the need to ensure we fully understand and embrace Lets Create, and the shifting priorities of our stakeholders as we, hopefully, emerge from the Covid pandemic. Much of the action around strengthening our business model will follow on from actions in 2021-2. Key areas for activity include:

Area of Activity:	<i>Manage the evolution of TWAM Enterprises income streams to a post-COVID19 world</i>
Q1 Apr-Jun Activity:	<ul style="list-style-type: none"> • Research the structure and performance of trading companies at other museum services.

	<ul style="list-style-type: none"> • Review the first six months 'establishment period' for in-house catering. • Produce a catering and venue hire development plan for 2022-23 • Establish a list of 'preferred catering suppliers' for the delivery of large events. • Develop and launch a programme of charged events for 2022
Q2 Jul-Sep Activity:	<ul style="list-style-type: none"> • Evaluate initial success of working with preferred suppliers for event catering. • Produce a comprehensive marketing plan for the development of TWAME income streams, with a particular focus on venue hire, catering and events.
Q3 Oct-Dec Activity:	<ul style="list-style-type: none"> • Develop a 5-year trading company growth plan, inclusive of financial and HR planning • Investigate, develop and launch a range of new vended services (rides, lockers, retro gaming etc.) • Review income streams across TWAM and TWAME, ensuring that there are no inconsistencies and that delivery is optimised.
Q4 Jan-Mar Activity:	<ul style="list-style-type: none"> • Review the initial results from implementation of the 'catering and venue hire development plan'.

Area of Activity:	<i>Ensure the development function of TWAM delivers strong initiatives that will drive up engagement with and support for the organisation</i>
Q1 Apr-Jun Activity:	<ul style="list-style-type: none"> • Continue to recruit mailing list members into new membership programme. • Launch public membership scheme • Launch Spring Appeal • Further develop blended fundraising mix, to further establish new income streams. • Review performance against objectives with TWAM Development Board. • Implement return on investment ratios in strategy work and reporting. • Further test and implement new fundraising matrix and income models. • Look to further implement and integrate NXT our new database.

	<ul style="list-style-type: none"> • Work to integrate fundraising into new website/digital platforms. • Support the design and development of a new TWAM website.
Q2 Jul-Sep Activity:	<ul style="list-style-type: none"> • Recruit and build on third Boxes of Delight Winter Appeal • Steward existing sponsors, members, supporters and donors through exhibition programme, Lindisfarne Gospels. • Test return on investment ratios in strategy work and reporting.
Q3 Oct-Dec Activity:	<ul style="list-style-type: none"> • Recruit and build on third Boxes of Delight Winter Appeal • Steward existing sponsors, members, supporters and donors through exhibition programme, Lindisfarne Gospels. • Deliver Cultivation opportunities around exhibition and activity programme – especially Lindisfarne Gospels •
Q4 Jan-Mar Activity:	<ul style="list-style-type: none"> • Steward existing sponsors, members, supporters and donors through exhibition programme, Lindisfarne Gospels. • Renew and recruit members after 12 months

Area of Activity:	<i>Develop and implement communications strategies for income generation (TWAM Enterprises) and contributed income (fundraising) informed by audience insights.</i>
Q1 Apr-Jun Activity:	<ul style="list-style-type: none"> • Communications activity to promote fundraising in 2022-23. • Following February launch, promote Must-see Museums donor membership scheme. • Implement communications activity to promote income generation (shops / cafes / events / admissions / venue hire).
Q2 Jul-Sep Activity:	<ul style="list-style-type: none"> • Plan next stage of the CRM strategy to improve efficiency and effectiveness of communication and fundraising and to maximise sharing of audience insight. • Support sponsorship and fundraising benefits for the Lindisfarne Gospels exhibition •
Q3 Oct-Dec Activity:	<ul style="list-style-type: none"> • Support sponsors re Lindisfarne Gospels
Q4 Jan-Mar Activity:	<ul style="list-style-type: none"> • Assess [programme over the year to plan future year's work

Key other areas of activity will include:

- Continue to develop an accompanying charged events programme around the Must-see Stories editorial programme (1 event per quarter). This will include exploring Patreon in order to generate income.
- At SSR we will continue to work with external agencies, including National Skills Solutions and Newcastle College Rail Academy, to provide opportunities for permanent way maintenance training, while also helping maintain the railway infrastructure.

At the heart of our ability to be a dynamic organisation lies our stewardship of our collections, ensuring they are maintained as assets for the communities we serve now and into the future. Good stewardship, combined with preventive conservation measures both reduces the costs of collection management and ensures objects can be better deployed to support community engagement. Examples of work we plan to undertake in this area over 2022-3 include:

- Continue to explore options and funding sources for installing covered storage for the coaching stock at SSR. This will safeguard the stock against significant deterioration for 15-20 years, and enable volunteers time and skills, together with restoration programme funding to be deployed elsewhere.
- Arbeia: seek funding to continue to work on excavation report backlog project.
- Improvement of store facilities at SSMAG develop plan and application for funding
- Daysh store GNM: improvement to storage conditions, improvement to documentation locations and anticipated associated benefits for research and teaching access.

B2 - People and Skills, Governance, Leadership

Our workforce (be it paid or voluntary) is the key to the success, or otherwise, of the organisation. We remain committed to their development.

A key element from the consultation work and working groups with staff over the past year is the need to develop and implement a new internal communications strategy. The strategy will be embedded via briefings and training for managers and its effectiveness will be reviewed part way through the year via the annual staff survey.

Other key elements of work will be

- Review of volunteering to ensure we are able to provide a focussed high quality offer to our volunteers. This will include creating a series of training/awareness programmes with partner organisations that will enable our staff to support

volunteers, regardless of experience or background, effectively, and the development of a matrix of training requirements for the volunteer roles we offer.

- Developing partnerships to support young people, ethnically minoritised communities and refugee and asylum seekers to take up volunteering opportunities (eg via our Pea Green project – see section D3).
- Ongoing development of an appropriate recognition and reward system
- Reviewing our recruitment practices and staff support systems to ensure they take into account the needs of all staff, particularly those with protected characteristics. (see also section D2 for work to diversify our workforce, both paid and voluntary).
- Ongoing commitment to reinvigoration of staff working groups to ensure all colleagues have a voice within the organisation.

Specific initiatives include:

- Work with the North Tyneside Steam Railway Association to expand the volunteer base, including improving the volunteer facilities on site and establishing a young volunteers’ group, to help sustain and develop the volunteer workforce.
- Completion of Health and Safety training matrix to ensure all staff are fully up to date with relevant requirements for their work areas.
- Putting c 8-10 staff through Management Apprenticeships either L3 team leader/supervisor or L5 operations/departmental manager.
- Increase take up of on-line conferences for CPD, including purchasing group tickets for online sector conference and webinar sessions, and inviting staff to attend
- Mental health first aid training for time to change champions
- Training on managing hybrid team working
- Participation in the National Portrait Gallery’s national skills sharing partnership
- Lead volunteering futures programme on behalf of NGCV (funding dependant)

Area of Activity:	<i>Manage TWAM Enterprises staffing structure, so that it is suitable for a post-COVID19 world</i>
Q1 Apr-Jun Activity:	<ul style="list-style-type: none"> • Review the current structure of TWAM Enterprises, establishing its fitness for purpose • Research the structure of other museum trading companies • Establish a new trading company staffing structure
Q2 Jul-Sep Activity:	<ul style="list-style-type: none"> • Produce and implement a personal development plan for individual team members. • Re-establish the ‘Commercial Lead’ roles in each of the venues.

	<ul style="list-style-type: none"> • Develop and launch a new cost-effective staffing model for evening events
Q3 Oct-Dec Activity:	<ul style="list-style-type: none"> • Produce and deliver a Situational Leadership training session through the Workforce Development Group
Q4 Jan-Mar Activity:	<ul style="list-style-type: none"> • Review initial performance of the cost-effective staffing model introduced for evening events • Offer follow up Situational Leadership training session

B3 – Digital data driven culture

TWAM strives to be a data driven organisation. Improvements in this area include:

- revisions to our collections information processes to ensure the collections information we hold is better quality and more fully accessible/utilisable
- an increased focus on understanding our audiences through the development of our relationship with our Must See stories members
- The development of our CRM
- Implementation of a digital strategy and skills training programme to increase digital confidence across the organisation.

Area of Activity:	<i>Implement a digital literacy and skills training programme to increase digital confidence across the organisation.</i>
Q1 Apr-Jun Activity:	<ul style="list-style-type: none"> • Yearly audit of digital literacies and confidence across the organisation through digital capacity gauge and conversations with staff • Provide monthly digital updates through TWAM communications channels such as TWAM News and Knowledge Exchange • Participate in ‘Designing the Digital Museum’ an AHRC funded project led by Northumbria University in partnership with TWAM, Derby Museums, Culture24, Kids in Museums and MIT
Q2 Jul-Sep Activity:	<ul style="list-style-type: none"> • Develop future CRM strategy (with the Development team). • Continue to develop, deliver and review staff digital literacy programme • Provide monthly digital updates through TWAM communications channels such as TWAM News and Knowledge Exchange

	<ul style="list-style-type: none"> • Participate in ‘Designing the Digital Museum’ an AHRC funded project led by Northumbria University in partnership with TWAM, Derby Museums, Culture24, Kids in Museums and MIT
Q3 Oct-Dec Activity:	<ul style="list-style-type: none"> • Continue to develop, deliver and review staff digital literacy programme • Provide monthly digital updates through TWAM communications channels such as TWAM News and Knowledge Exchange • Participate in ‘Designing the Digital Museum’ an AHRC funded project led by Northumbria University in partnership with TWAM, Derby Museums, Culture24, Kids in Museums and MIT
Q4 Jan-Mar Activity:	<ul style="list-style-type: none"> • Continue to develop, deliver and review staff digital literacy programme • Provide monthly digital updates through TWAM communications channels such as TWAM News and Knowledge Exchange • Participate in ‘Designing the Digital Museum’ an AHRC funded project led by Northumbria University in partnership with TWAM, Derby Museums, Culture24, Kids in Museums and MIT

Area of Activity:	<i>Ensure TWAM Enterprises is employing up-to-date software solutions</i>
Q1 Apr-Jun Activity:	<ul style="list-style-type: none"> • Investigate the merger of wholesale and ecommerce functions through the use of Vend software. • Review the suitability of Vend software in delivering the first six months’ catering sales.
Q2 Jul-Sep Activity:	<ul style="list-style-type: none"> • Research software and database options for the management of venue hire sales. • Investigate launching a customer loyalty scheme at the Laing Art Gallery
Q3 Oct-Dec Activity:	<ul style="list-style-type: none"> • Partner with Development to capture venue hire customer data using the NXT system. • Implement a new venue hire sales and booking platform
Q4 Jan-Mar Activity:	<ul style="list-style-type: none"> • Review the performance of all software implementations • Undertake a review of retail margins

C: Environment

TWAM will continue to build on its commitment to become more environmentally conscious across all areas of its activity. All 9 TWAM venues hold Creative Green Certification. Six of TWAM's venues have been awarded a 4-star Creative Green rating with a further three achieving 3-stars. We have maintained a group of green champions across the organisation since 2017 who collectively form a diagonal slice TWAM wide working group for environmental sustainability. This will be enhanced by Board representation in line with the other IP working groups.

Nevertheless, we recognise the need to do more, both in terms of our own approaches, and in terms of engaging the wider public with the issues at hand. The year ahead will see the working group explore what this IP will mean in terms of shifting TWAMs practice. Our initial proposed activity for the year is set out below – as the year progresses and we broaden and deepen our conversations around the environment, we would envisage the work listed becoming richer and with the potential for additional work to take place.

Our aim is to ensure, by being proactive, anticipating challenges, and planning ahead, we will be able to respond to the challenges of the next decade in this area.

This will include

- embedding environmentally responsible practices throughout our operations
- championing environmentally responsible behaviours from our workforce, (paid and voluntary), contractors and visitors.
- ensuring our approaches to environmental issues are communicated internally to ensure all staff, volunteers and visitors are fully engaged and aware of the work taking place and their opportunities to enhance it still further.

The impact of climate change on our working practices is already becoming visible. In the North East of England, we have now seen noticeably hotter periods in our summers and higher humidity for longer periods within our museum and gallery spaces. As part of managing and safeguarding our collections we will begin flagging high risk collection areas that need to be prioritised for protection from damaging effects of our changing climate and start planning for managing higher temperatures and humidity within our stores and unconditioned gallery spaces.

We will endeavour to do so in an environmentally responsible way, and have identified a range of potential actions to be further explored, including: moving collection stores to cooler areas of buildings; collaboration and discussions with museums already operating successfully in warmer climates; and improved localised controls within stores.

C1 Understand the Data

At the core of this is an understanding of the impacts we are having. Not all apparent green changes deliver on the benefits envisaged and it is incumbent on us to interrogate the data we have in order the plan improvements and to assess their effectiveness and learn from them. Key activity across the year will include:

- holding quarterly Environmental Working Group meetings

- attending external Environmental webinars, conference, workshops etc and share best practice back to organisation.
- reviewing utilities data across venues to minimize energy expenditure, including working closely with Local Authority asset management teams as relevant
- closely monitoring environmental conditions in our stores

Area of Activity:	<i>Capital redevelopment schemes (we will ensure all our capital schemes are designed to reduce our environmental impact as an organisation)</i>
Q1 Apr-Jun Activity:	<ul style="list-style-type: none"> • Segedunum: Review options for using renewable energy to power reconstructed bath house and other museum buildings • Discovery: continue identified works (for example connections to District Heating, secondary glazing, replacement lighting, installation of photo voltaics etc to reduce building's CO2 emissions
Q2 Jul-Sep Activity:	<ul style="list-style-type: none"> • Segedunum: review data for creating a community and visitor park-style natural environment across the external areas at the venue, and review options for electric car charging points.
Q3 Oct-Dec Activity:	<ul style="list-style-type: none"> • Complete monitoring report on effect of increased summer temperatures on stores across TWAM and develop recommendation for remedial steps.
Q4 Jan-Mar Activity:	

Area of Activity:	<i>Understanding the environmental impact of delivering the trading function within TWAM.</i>
Q1 Apr-Jun Activity:	<ul style="list-style-type: none"> • Evaluate the environmental impact of delivering the TWAME trading function.
Q2 Jul-Sep Activity:	<ul style="list-style-type: none"> • Carry out a review of catering suppliers and purchasing options, with the aim of reducing food miles
Q3 Oct-Dec Activity:	<ul style="list-style-type: none"> • Carry out a range review to understand the environmental impact of current buying policy • Develop and launch an Environmental Plan for TWAME
Q4 Jan-Mar Activity:	<ul style="list-style-type: none"> • Review initial performance against the TWAME Environmental Plan

Area of Activity:	<i>Fully understand TWAM's energy use data and use to help reduce consumption</i>
Q1 Apr-Jun Activity:	<ul style="list-style-type: none"> • Carry out an initial review of data availability across venues
Q2 Jul-Sep Activity:	<ul style="list-style-type: none"> • Deliver an analysis of consumption across venues and discuss with Building Managers
Q3 Oct-Dec Activity:	<ul style="list-style-type: none"> • Develop and implement a plan for energy reduction during Autumn/Winter 22/23
Q4 Jan-Mar Activity:	<ul style="list-style-type: none"> • Review Autumn winter energy consumption performance

C2 - Plan, Action and Change

Linked to the activity listed at C1 we are planning the following activity across our venues and teams to reduce our environmental impact. This will of course be linked to an increased understanding of the data we hold. As part of our general commitment, we will:

- use high efficiency, low energy, long life and LED lighting wherever possible in our exhibitions.
- ensure where possible materials will be sourced from sustainable sources
- encourage and continue virtual couriering for loans in/out – reducing travel requirements around exhibition installs and deinstall.
- Develop and implement green plans for our outdoor sites at Arbeia and Segedunum. This will include developing an environmentally friendly grounds management plan.

Area of Activity:	<i>Environmental improvements and management of open spaces at Arbeia Stephenson Steam Railway and Segedunum</i>
Q1 Apr-Jun Activity:	<ul style="list-style-type: none"> • Arbeia: Support volunteer garden group. Seek funding to enhance planting and establish new offer. • SSR: complete and launch new woodland walk/wildlife area and trail with associated event space on current waste ground. work with primary school partners to develop relevant activities.
Q2 Jul-Sep Activity:	<ul style="list-style-type: none"> • Arbeia: Launch new gardens offer as a community space for relaxation and reflection. • Arbeia: Review and work with volunteers to develop new interpretation relating to garden areas and hay meadow. • Segedunum: develop and finalise Green Action Plan for the site to include renewable energy, significant improvements to the natural environment and wildlife habitats and a managed, attractive, Roman influenced landscape setting for the World Heritage Site and the Museum
Q3 Oct-Dec Activity:	<ul style="list-style-type: none"> • SSR: Build the woodland walk into the seasonal programme e.g., Halloween and Santa Specials
Q4 Jan-Mar Activity:	<ul style="list-style-type: none"> • Carry out a review of the years environmental developments at Arbeia, Segedunum and Stephenson

Area of Activity:	<i>Reducing the environmental impact of delivering the trading function within TWAM</i>
Q1 Apr-Jun Activity:	<ul style="list-style-type: none"> • Research work carried out by other Museum trading companies on reducing environmental impacts • Finalise the use of plastic bags, replacing with the most environmentally friendly alternatives
Q2 Jul-Sep Activity:	<ul style="list-style-type: none"> • Implement findings of the catering supplier and purchasing review

	<ul style="list-style-type: none"> Investigate the possibilities of introducing a cost neutral replacement for the sale of bottled water
Q3 Oct-Dec Activity:	<ul style="list-style-type: none"> Implement findings of the retail buying review, with the aim of reducing product miles.
Q4 Jan-Mar Activity:	<ul style="list-style-type: none"> Identify and introduce a portfolio of new local suppliers

Area of Activity:	<i>Reducing carbon emissions at the Great North Museum</i>
Q1 Apr-Jun Activity:	<ul style="list-style-type: none"> Installation and connection of PV panels to Museum's mains power supply
Q2 Jul-Sep Activity:	<ul style="list-style-type: none"> Installation of 75 LED gallery spotlights in Museum's Exhibition Halls replacing discontinued Halogen lighting fixtures
Q3 Oct-Dec Activity:	<ul style="list-style-type: none"> Complete replacement of all current internal lighting with LED alternatives by Newcastle University
Q4 Jan-Mar Activity:	<ul style="list-style-type: none"> Completion internal lighting change

C3 - Influence Education and Advocacy

We recognise that as a public body we need to set an example through our actions, and acknowledge we have a role in influencing society. As such we are planning a series of actions to raise awareness of environmental agendas with our visitors and stakeholders, and encouraging our programme participants to take active responsibility.

Areas of work include:

- The Environmental Records Information Centre (ERIC) North East works closely with wildlife recording groups and individuals to collate as much information as possible on important species, habitats, and sites in the region. This data is used to inform those working in wildlife conservation, planning and the voluntary recording community when they make decisions about the environment. It also aims to encourage more people to get involved with wildlife recording by raising awareness of local and regional voluntary recording groups.

Develop approach to encourage use of public transport where possible, partner with Elders council and Nexus on culture bus project and with Sustrans to explore walking and cycling routes between venues. This will include championing the extension of the Hadrian's Cycleway and Hadrian's Wall footpath from Wallsend to South Shields via the Tyne Pedestrian Tunnel.

Support the Environmentally Responsible Tourism conference currently under development as part of the Hadrian's Wall 1900 festival.

Development of a communications plan to communicate TWAM's environmental activity to staff, stakeholders and visitors, to raise awareness of the issues, and to galvanise support for solutions.

Area of Activity:	<i>Making sustainability and climate change central to everything that TWAM does</i>
Q1 Apr-Jun Activity:	<ul style="list-style-type: none"> • Research the sector for good practice when communicating environmental issues • Develop a communication plan with The Environmental Responsibility group and Comms.
Q2 Jul-Sep Activity:	<ul style="list-style-type: none"> • Launch the environmental responsibility communication plan • Encourage regular participation of key stakeholders in development of environmental policy
Q3 Oct-Dec Activity:	<ul style="list-style-type: none"> • Deliver individual meetings with Building Managers and Heads of Department to review progress to date.
Q4 Jan-Mar Activity:	<ul style="list-style-type: none"> • Review the success of the Environmental Responsibility communication plan

Area of Activity:	<i>Programming</i>
Q1 Apr-Jun Activity:	<ul style="list-style-type: none"> • L-INK Young people group to undertake workshops in preparation for install of their exhibition where they will work with gallery staff to consider impact of exhibition from an environmental perspective • Creature corner at South Shields to deliver climate emergency message in context of animal kingdom/rescued animals etc. to include install of interpretation and possible screen display – possible partnership opportunity e.g., with wildlife trust)
Q2 Jul-Sep Activity:	<ul style="list-style-type: none"> • <i>Rothschild Bursary 2021 -2023 at the Shipley</i>– Ceramic artist Mella Shaw has been awarded £5000 over two years to develop her ceramic practice and research. Mella’s project titled “Rare Earth” will highlight the rapid global depletion of mineral reserves. In particular she will focus on the enormous amount of electrical waste that is produced in our culture of in-built obsolescence.
Q3 Oct-Dec Activity:	<ul style="list-style-type: none"> • Support Environmentally Responsible Tourism conference as part of HW1900
Q4 Jan-Mar Activity:	

Area of Activity:	<i>Explore formally extending the HW National Trail to Arbeia. Expand promotion of the site and offer in relation to the cycle route, fort to fort walk and North Marine Park / Littlehaven Promenade offers, particularly in relation to health and wellbeing.</i>
Q1 Apr-Jun Activity:	<ul style="list-style-type: none"> • Launch promotion of cycling offer / link to North Marine Park. Recruit garden volunteers. • Continue to explore with key partners extending the HW National Trail to Arbeia.

Q2 Jul-Sep Activity:	<ul style="list-style-type: none"> • Work with partners on planning issues, funding, and infrastructure requirements.
Q3 Oct-Dec Activity:	
Q4 Jan-Mar Activity:	<ul style="list-style-type: none"> • Prepare to launch extension of Hadrian's Wall National Trail when the season reopens in May. Potentially a soft launch if full infrastructure not in place.

D Inclusivity and Relevance

TWAM has had a people focussed mission for over 20 years. We constantly strive to reach out to people and ensure we have meaning and relevance to them. As referenced elsewhere, the past year has seen a renewed focus on ensuring we deliver strongly on the equalities agenda, including both our work to become an anti racist organisation and our drive to ensure the voice of communities sits ever more at the heart of our organisation.

D1 The Creative Case for Diversity

TWAM has been developing its Creative Case work for several years, with strong programming and clear reporting to and engagement from our Strategic Board. Much of our programming and collecting considers representation of the protected characteristics and socio-economic status working with relevant communities and practitioners to explore the themes.

Programming

Key areas of work include:

- 100 years of collecting at the Laing – an exhibition designed to make visible artists not recognized by the canon of British art and those artists from diverse cultural backgrounds and those with protected characteristics. It will be a reflection on the evolving nature of the Laing's collection.
- Creation of Destination Arbeia event – a multicultural community celebration drawing on the multicultural history of the site in the Roman period and today; to include partnerships with Gem Arts, local community associations such as Apna Ghar, local schools and Bangladeshi and Yemeni communities
- Support for Newcastle Pride 2022, which will see Newcastle be the UK City of pride. We are in discussion about links across several of our programmes including Must see Stories, Discovery Museum programme, The Late Shows and Hadrian's Wall 1900.
- L-INK programme for Young People (16-24). Inspired by wider themes surrounding the Lindisfarne Gospels, the group will continue to work on their co-curated display of works from the Laing and Hatton collections that challenges traditional narratives and offers new perspectives.

- Lindisfarne gospels – artists commissions to work with different communities to produce responses exploring themes of identity and spirituality.

Collections: In addition to this more public facing work we will be undertaking research to ensure our collections and processes reflect more of the diversity of historical and contemporary society. This will include:

- The IWM project at Discovery Museum, revealing the role of women and the BAMER community on Tyneside during WW2. The resulting collections development work will ensure we collect relevant objects and stories, and ensuring the information we hold can be better searched for with regards representation of protected characteristics.
- The decolonisation of the Great North Museum will continue to be developed – and expanded to support wider decolonisation of collections information, interpretation and systemic practice across TWAM
- Collaborative PhD candidate Ella Nixon will continue her placement with the Laing to develop research around representation of women in the Collection. Ella’s thesis for her PhD is titled, *Exploring Gendered Histories and Practice: Women and Art in the UK Gallery, 1906-2024*. Her work will inform the development of exhibitions and display going forward.
- Hatton Ethnographic Collection Seeking external support to determine parameters vis a vis repatriation of artefacts from west Africa
- GNM will complete outstanding documentation and photography of all Australian and Torres Island material (partially completed before delays due to Covid19) and share with the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS). This will enable AIATSIS to work with indigenous communities and consider the potential for repatriation claims, potentially within 2022. The GNM will continue to support the process through transparent dialogue and help where required, and will consider any resulting repatriation claims in line with its Repatriation Policy:
- The equalities tagging project aims to improve the functionality of EMu for tagging objects in a way that will increase representation of marginalised groups through greater visibility of groups with protected characteristics. This will be done primarily from the ‘Protected Characteristics’ tab of the catalogue module added to EMu in 2020. Alongside this work it will examine the ways in which terms have been used historically and to find a way to both record historical uses of offensive terminology and to acknowledge improper uses. It will develop a community led, ongoing method of setting terms to be used in tagging.

Area of Activity:	<i>Tell diverse stories where audiences can see themselves in our work and create opportunities for underrepresented audiences to share their stories.</i>
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Q1 Apr-Jun Activity:	<ul style="list-style-type: none"> • Develop ongoing project with TWAM's 'Network programme' for adult Health & Wellbeing. • Create commission opportunities for a diverse range of practitioners to produce work for Must-see Stories. • Record community collaborators' stories in EMu to enhance collections data
Q2 Jul-Sep Activity:	<ul style="list-style-type: none"> • Create commission opportunities for a diverse range of practitioners to produce work for Must-see Stories. • Record community collaborators' stories in EMu to enhance collections data
Q3 Oct-Dec Activity:	<ul style="list-style-type: none"> • Work with communities to deliver Black History Month programme. • Create commission opportunities for a diverse range of practitioners to produce work for Must-see Stories. • Record community collaborators' stories in EMu to enhance collections data
Q4 Jan-Mar Activity:	<ul style="list-style-type: none"> • Work with LGBTQIA+ community to deliver LGBTQIA+ History Month programme. • Create commission opportunities for a diverse range of practitioners to produce work for Must-see Stories. • Record community collaborators' stories in EMu to enhance collections data

Area of Activity:	<i>Deliver local activity as regional partner in Imperial War Museum's NLHF project, 'The Second World War and Holocaust Partnership Programme' (SWWHP) focusing on the role of women and the BAMER community on Tyneside.</i>
Q1 Apr-Jun Activity:	<ul style="list-style-type: none"> • Work with community groups to identify stories about the role of women and the BAMER community on Tyneside • Begin digitising relevant TWAM collections for use in the project
Q2 Jul-Sep Activity:	<ul style="list-style-type: none"> • Continue to work with community groups to identify stories about the role of women and the BAMER community on Tyneside • Begin digitising relevant TWAM collections for use in the project
Q3 Oct-Dec Activity:	<ul style="list-style-type: none"> • Recruit a creative practitioner to work with community groups to develop creative output
Q4 Jan-Mar Activity:	<ul style="list-style-type: none"> • Deliver 3 family history sessions to community groups across the region • Launch creative output

D2 Workforce leadership and governance

We recognise the demographic makeup of our region is changing and we will continue to strive to ensure our workforce (paid and voluntary) is truly representative of the communities it serves (see Workforce Diversity section of the TWAM Business Plan for a discussion of demographics). This year will see us:

- review demographic data and set targets for future recruitment
- utilise the internal communications strategy to engage staff in this process
- refine our systems to root out any systemic racism as outlined in the Anti-Racism action plan for the organisation
- actively seek out and support initiatives designed to diversify the sector's workforce such as the Culture&/New Museum School postgraduate placement programme.
- Successful completion of Kickstart placements that support future in-sector employability
- Review appointment processes for freelancers to ensure we are reaching as diverse a range of practitioners as possible, and that that diversity is reflected across appointments
- Work with organisations such as Smartworks and Suitability to reduce barriers to employment for people. This will include a reinvigoration of our own Museums and Galleries Disabled Access Group (MAGDAG)

A key area of work will be the establishment of a Community Board (see Dynamism section in the main TWAM Business Plan) This will be linked to the Strategic Board and form an important part of both the Dynamism and Inclusivity and relevance strands.

Area of Activity	<i>Workforce diversification Initiatives</i>
Q1 Apr-Jun Activity:	<ul style="list-style-type: none">• Complete Employment placement with Beacon films at GNM• YP intern working at Laing to support L-INK programme with digital and virtual engagement as part of NPG National Skills sharing programme
Q2 Jul-Sep Activity:	<ul style="list-style-type: none">• Review impact of and embed learning from Kickstart placements
Q3 Oct-Dec Activity:	
Q4 Jan-Mar Activity:	<ul style="list-style-type: none">• GNM hosts culture& New Museum postgraduate student placement

D3 Communities

AT TWAM we have a strong record of community engagement and co-curation. However, as we move towards Lets Create we see this as an area for further growth. A key element is to co-ordinate research (with stakeholders and communities of our venues) to establish the needs of under-represented communities to inform audience

development plans and programming. This will include developing and communicating principles for working with community partners that set out what we can expect from each other in our collaborations.

Area of Activity:	<i>Co-ordinate research (with stakeholders and communities of our venues) to establish the needs of under-represented communities to inform audience development plans and programming.</i>
Q1 Apr-Jun Activity:	<ul style="list-style-type: none"> Following work to identify each venue’s ‘community’ in 2021 - co-ordinate research to understand the community’s awareness of the venue, barriers to visiting and interests.
Q2 Jul-Sep Activity:	<ul style="list-style-type: none"> Share community research findings and discuss at quarterly audience development and programming meeting. Refresh communications strategy for Learning and Engagement programmes to ensure we are effectively targeting learning and community audiences.
Q3 Oct-Dec Activity:	<ul style="list-style-type: none"> Co-ordinate focus groups with each venue’s targeted community to shape future audience development plans and programming for those audiences.
Q4 Jan-Mar Activity:	<ul style="list-style-type: none"> Share focus group community research and discuss at quarterly audience development and programming meeting Develop audience development and programming plans for 2023-24

We will continue to broaden and deepen our engagement with communities across all areas of our activities.

Health and Wellbeing: A key element in our programme is the co-creation of adult health, social care and wellbeing programmes that are relevant to people living in the North East by responding to the key social issues they face. This will include the continued delivery of the three strands of our adult health social care and wellbeing programmes:

- RICH (Recovering Identified through Cultural Heritage) programme aimed at those in justice and addiction recovery
- Platinum programme – aimed at older peoples
- Wellbeing programme aimed at Mental Health service users

Examples of foci for 2022-3 include:

- Establish pathways into the Wellbeing Programme specifically aimed Ethnically Minoritised communities experiencing mental health issues, working with community partners such as HAREF and the Angelou Centre and our own Peagreen Boat project.
- Continue and develop our longstanding ‘Time Travellers’ Programme for people with Dementia and their carer’s in partnership with Age UK North Tyneside.
- Relaunch ‘Slow Museums’ Offer
- Relaunch Community Socials Offer

- Framework of regular activity (Slow Museums, Socials, Cafes as well as wider TWAM Adult Learning) will be in place and accessible via Social Prescribing and take referrals from Link Workers. This framework will also support participants leaving the focused Communities work and help to establish a pathway into the wider service.
- Shipley will continue consultation with Gateshead community groups and the health sector to develop a community network group in Gateshead linked to the thrive agenda
- Continue to work with South Tyneside Council on supporting lonely and isolated peoples in the community promoting museums there as part of a dynamic toolkit for living.
- explore options for developing a Culture Health and wellbeing group in South Tyneside, building on existing relationships with clinical commissioning groups etc
- Learning together programme: led by National Academy for Social Prescribing. A learning package of online workshops and virtual peer-to-peer learning sessions organised regionally . Staff will participate in peer-to-peer sessions and networking opportunities to develop knowledge of NHS and social prescribing in the North East - with the aim of making connections with public sector.

Museums Health and Social Care: 2020-21 saw TWAM publish the MHSC (Museums Health and Social Care), a new resource that supports health and social care professionals to use museums as part of a care practice when working with older people. 2022-3 will see us embark on the next phase of rolling out the resources working with our steering group of health and care professionals. We will bring together networks of healthcare professionals and creative professionals to develop programmes that acknowledge the links between health inequality and inequality to access cultural provision in order to target communities impacted by it. This will focus around a TWAM led conference/webinar to promote value of museums in health and care settings. Highlighting TWAM initiatives: healthcare and artist residency programme, MHSC resource, creative intervention training student nurses and other healthcare professionals, healthcare student placements. Also coordinate speakers from other organisations working in complimentary ways. Conference aimed at both cultural professionals and healthcare professionals, policy makers and funders.

We will set up exchange opportunities with our partner organisations across sectors in order to share skills and perspective with the aim of accelerating this area of work into residencies for professionals from other sectors e.g., nurses, occupational therapists, probation officers etc.

Q1 Apr-Jun Activity:	<ul style="list-style-type: none"> • Plan and begin to develop a package of activities, training opportunities, digital engagement and resources for loan which will be used by our colleagues in the Health and Care Sector. • Roll out our downloadable Unlocking Our Sound Heritage resource designed for and by Health and Care staff from Northumbria Health Care Trust. Support a network of cultural
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	<p>and Health and Care staff based on sharing best practice in this area.</p> <ul style="list-style-type: none"> • Working in partnership with Northumbria University we will use funding from the National Institute of Health Research to evaluate the use of our Museum, Health and Social Care Resource amongst Health and Care Professionals in order to understand the impact it has had on creative practice within care settings (funding dependant). • Host student placements Northumbria University, Faculty of Health and Life Sciences. Students will dedicate some placement time to creating tangible interventions which use their clinical skill to making improvements within the wider service (e.g. signage, social media, environment, group services etc).
Q2 Jul-Sep Activity:	<ul style="list-style-type: none"> • Develop healthcare and artist residency programme to create activities for MHSCS resource.
Q3 Oct-Dec Activity:	<ul style="list-style-type: none"> • Work collaboratively with our Thriving Communities partners in North Tyneside in order to ensure 'Better Connect' moves into a model of sustainability after its first year of funding.
Q4 Jan-Mar Activity:	<ul style="list-style-type: none"> • We will finalise our method of evaluation going forward. This will be based on the 'Five Ways to Wellbeing' and inform our data collection.

Volunteering: We will be reviewing our volunteer offer this year to ensure that we are able to offer relevant opportunities to volunteers from a diverse range of backgrounds. This will include the development of remote digital opportunities that will help us to extend our reach .In addition should the funding bid be successful we will lead the volunteering futures programme on behalf of NGCV significantly improving the ability of the cultural sector to deliver high quality meaningful volunteering opportunities.

Pea Green project/Museum of sanctuary: Inspired by the Multaka initiative, a successful cultural volunteering project for refugees in Berlin, the Pea Green Boat, was initially an 18-month project funded by invitation but anonymously through the Community Foundation, Tyne and Wear and Northumberland in 2019. TWAM Learning and Engagement team worked with local organisations who support refugees and asylum seekers to introduce people to culturally diverse and exciting museum collections. Collaboratively, TWAM worked closely with refugees and asylum seekers to introduce people to TWAM's volunteering programme and to develop public tours in Arabic and Farsi focusing on relevant points of interest within the collections. Support from Esmee Fairbairn Foundation will help us continue working with participants, our venues and collections and provide opportunities for sharing stories, particularly through digital formats and developing collection tours in a range of languages. It is hoped that participants will become involved in other museum initiatives in particular the

Decolonisation and Restitution of collections at GNM:H, where we believe the knowledge, skills and viewpoints of people from other countries will be invaluable.

To date the Museum of Sanctuary award has only been achieved by Manchester Museums, and we are keen to follow their lead and gain Museum of Sanctuary status for all 9 TWAM venues. The Museums of Sanctuary initiative celebrates the good practice of those institutions that welcome asylum seekers and refugees into their communities and promote a culture of inclusion for all.

Other community focused initiatives occurring across the year include

- Creation of a methodology for recording community collaborators' stories in EMu and enhancing collections data.
- continuation of work delivering collections led sessions in the Great North Children's Hospital
- Artist led community workshops for isolated older peoples at Shipley Art gallery supporting groups to use the Shipley as a hub for meetings
- explore potential of stairwell space at SSMAG for community exhibitions with groups in South Tyneside
- working with partners to install outstation displays across South Tyneside eg at Jarrow Focus, Jarrow Town Hall, Hebburn Central etc.
- support delivery of NLHF funded community project exploring the heritage of Rugby League in the North East
- Practical digital & face-to-face workshops with Hatton communities including SEARCH Newcastle, Creative Age, Equal Arts, NVS, Dementia Matters, West End Women & Girls & Refugee & Asylum Seeker groups Barnardos groups, Roma children and North Tyneside Art Studio through development of art materials packs and supporting digital / virtual / online resources as well as face-to-face talks & workshops when it is safe to do so.
- Artist-led community workshops for isolated older people at the Shipley Art Gallery - The Shipley supports groups to use the Shipley as a hub for meetings Main users are: Equal Arts (Creative Friends), Equal Arts (Cultural Adventurers), Shipley Weavers, Gateshead Art Society, and textile group Fingers n' Thumbs.

2022-3 and beyond

As 2021-2 marks a transition towards the embedding of the Investment principles and Lets Create, so we anticipate 2022-3 will focus more on the priorities of Lets Create. Much of the activity for the year will focus on building from the work carried out over 2021-2 including:

- Continue to build new relationship with audiences, stakeholders and participants as we move beyond Covid.
- Building from the firm foundation of Equalities work including around becoming an anti racist organisation and the development of stronger relationships with the communities we serve.

- Building on the stronger relationship developed with our staff and volunteers

In terms of activity there are two highlights for the year

- The Lindisfarne Gospels exhibition at the Laing
- Participation in the Hadrian's Wall 1900 festival.

Both will see additional wrap around activity from across TWAM.

We are planning major capital redevelopments across much of our organisation. This reinvigoration of our offer naturally speaks to the Ambition and Quality IP, but also to dynamism as we ensure redevelopments enhance our ability to develop a responsive business. Additionally, we will work to ensure all our capital redevelopments have a positive rather than negative impact on the environment.

We will ensure the voice of our communities is a key influencer on our capital developments, for instance at the time of writing we are part way through a significant consultation with communities in Wallsend as to the shape of the capital redevelopment for Segedunum

In terms of capital redevelopments we anticipate progress for

- Blandford House (Discovery Museum and Tyne & Wear Archives)
- Laing Art Gallery
- Segedunum Roman Fort
- Arbeia, South Shields Roman Fort

Concordance of previous NPO Activity plan objectives (2018-21) to Investment Principles

The previous iteration of the TWAM activity plan was structured according to the five Goals of ACE's previous 10 year strategy. This current iteration is set out predominantly against the investment principles. This concordance shows which of the objectives from the 2018-21 TWAM activity plan contribute to which of the Investment Principles. The read across is not always straightforward (eg there is no dedicated IP around the engagement of children and young people). So previous objectives are listed both against IPs to which they make a primary contribution, and where their contribution can be regarded as secondary (that is to say the sub characteristic of an IP does not encompass the majority of the work of a given objective)

Investment Principles	Primary IP contribution	Secondary IP contribution
Ambition and Quality		
Understanding perceptions	2.1 audience analysis 5.2 schools	
Making progress	1.1 Exhibitions 2.2 audience experience 4.4 partnership/leadership 5.1 CYP nationally leading learning	5.2 schools 1.4 digital

Measuring performance	5.5 Arts award	
Dynamic		
Future facing business models	3.1 Governance 3.2/3.3 income	4.4 partnership/leadership
People and skills	1.3 creative practice 4.1 skills	4.2 workforce diversity
Digital/data driven culture	1.2 research on collections 1.4 digital 5.6 CYP digital	
Environment		
Understand the data	3.4 Environmental	
Plan action and Change	3.4 Environmental	
Influence Education and Advocacy		1.1 Exhibitions
Inclusivity and relevance		
Creative Case for Diversity	1.5 Creative Case for Diversity	1.1 exhibitions, 1.3 creative practice, 4.2 workforce diversity 1.2 research on collections, 1.4 digital
Workforce leadership and governance	4.2 workforce diversity, 4.3 volunteers	
Relevance to communities	2.3 outreach 2.4 co-curation 5.3 CYP families 5.4 Young People	4.3 Volunteers, 1.2 research on collections