

Tyne & Wear Archives & Museums

Business Plan 2023-26

Who we are

TWAM manages 9 museums and galleries across Tyneside and the Archive service for Tyne and Wear.

Our venues are:

- Arbeia Roman Fort
- Discovery Museum
- Great North Museum:Hancock
- Hatton Gallery
- Laing Art Gallery
- Segedunum
- Shipley Art Gallery
- Stephenson Steam Railway
- South Shields Museum and Art Gallery

Our Archives study centre is located at Discovery Museum and our community programmes work across Tyneside in care settings, community facilities and local neighbourhoods.

What Impact we have

Our mission... is to welcome and connect people to the past, present and future of the North East through stories, shared spaces and experiences.

We help people understand and act on local and global challenges:

- **Equality** – we provide a warm welcome to everyone, break down barriers caused by inequality and discrimination and share diverse stories.
- **Wellbeing** – we use our spaces and services to support people's physical and mental health.
- **Social mobility** – we deliver learning experiences, volunteering opportunities and pathways for personal development for people of all ages and backgrounds.
- **Climate** – we raise awareness about the environment and encourage people to act for a sustainable future.
- **Place** – we celebrate North East England, inspire local pride and use our resources to support research, innovation and economic regeneration.

How we will work

Over the coming 3 years we are delivering around our ten key activity areas:

Improving Our Museums - Operating and improving our 9 venues as hubs within Tyneside communities as trusted centres for local people and visitors to explore creativity, art, heritage and knowledge, improving the economy, cohesion and sense of place. Over the next year this will include progressing plans for an ambitious redevelopment of Segedunum, creating a new woodland trail and community space at Stephenson Steam Railway, delivering improvements to heating and air conditioning at South Shields Museum and continuing to address the issues associated with the future of Discovery Museum.

Engaging Exhibitions - A high quality, popular programme of temporary exhibitions and digital programming in our venues or elsewhere to inspire, delight and educate including To the Roar of the Crowd at Segedunum, Myth Quest at GNM:Hancock, Scran! At South Shields Museum and Matt Rugg at Hatton Gallery, Steam to Green at Discovery and Turner in Newcastle at The Laing.

Family Learning - A programme of events from toddler play sessions, to young person-led projects, to family fun activities and drop in sessions designed to support intergenerational, informal, learning delivered under the banner of Ways to Play.

Formal Learning - Workshops for schools, early years, SEND settings etc. delivered across all venues and curriculum areas across the full academic year. Designed to stimulate enquiry and creativity.

Connecting with Communities – A targeted engagement programme focussing on communities not readily able to use venues and collections themselves and working with partners. We will also continue our highly successful refugee and asylum seeker volunteering programme, Multaka.

Tackling Inequality - Ensuring that everyone can see themselves in our activities we will remove barriers and challenge inequality. Including our work on decolonisation, anti-racism, poverty proofing and youth voice all covered under our successful 'Warm Welcome' campaign.

Opportunities in Culture – A programme of volunteer opportunities, work experience and development of career pathways including continuing to deliver the DCMS funded Volunteer Here project and an enhanced Work Experience programme.

Galvanising Collections - Working to democratise our collecting and increase access for the general public to our collections and the rich stories they hold, working with people and communities to ensure they are truly representative. We will continue plans to address long terms collections issues both for TWAM and our regional museum and archive partners.

Creative Economy - Partnerships with artists, universities and other bodies to create new and innovative ways of working. Finding opportunities to showcase and develop creative talent and support the economy of Tyneside and the wider North East.

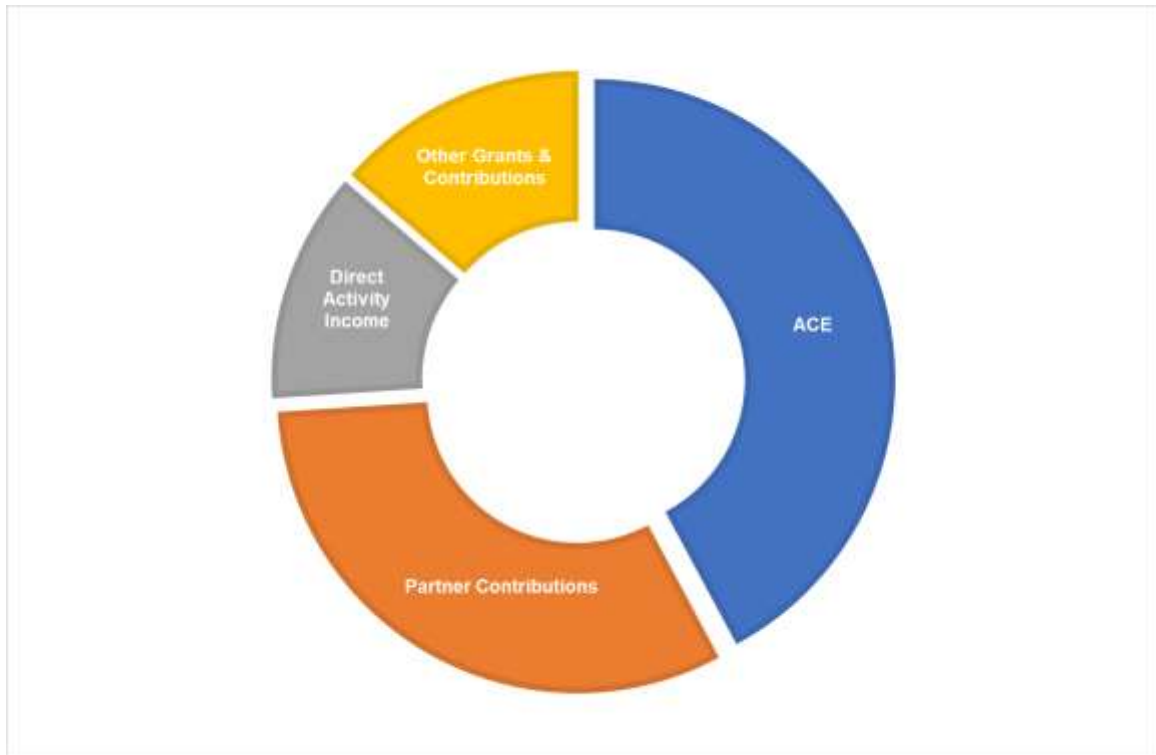
Creative Collaboration - TWAM will continue to lead or facilitate a programme of strategic, impactful partnership activity to ensure culture sits at the heart of Tyneside and the wider North East. This will include support for all NE LCEPS, another edition of the hugely popular The Late Shows and acting as the managing body for the ERIC project, Portable Antiquities Scheme for Newcastle and Northumberland and Family Explorers.

What we will change about our organisation

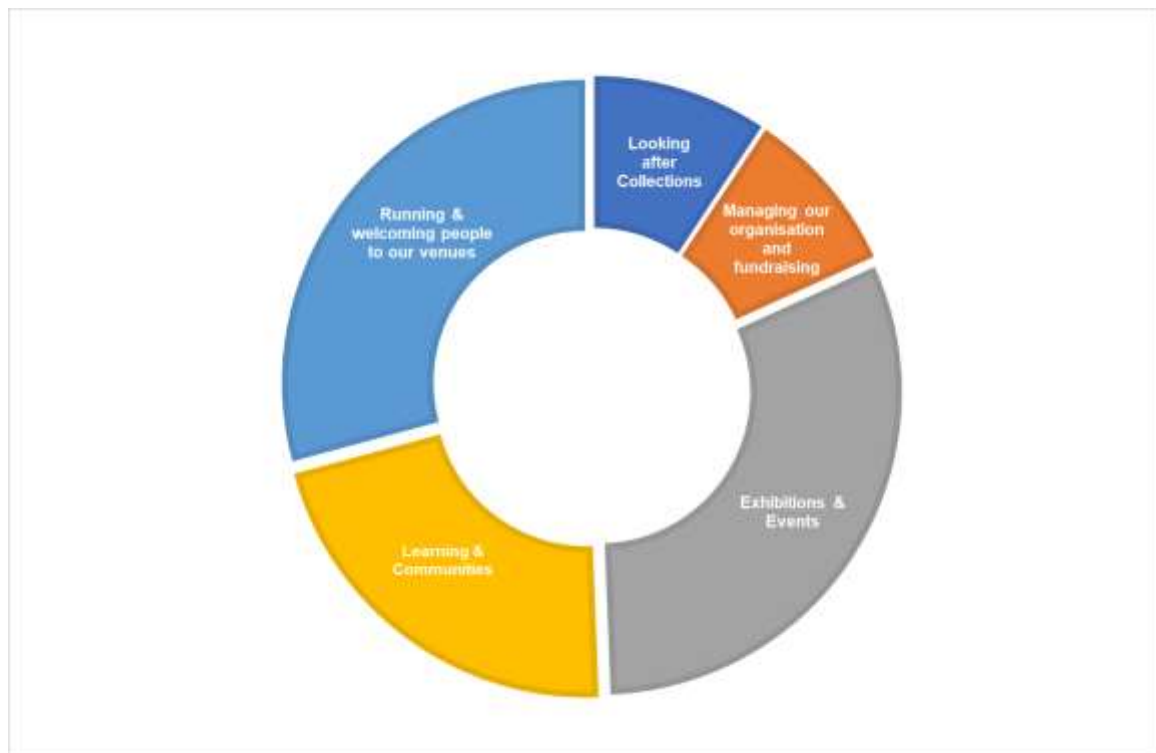
During the period we will be continue to improve the way we work to reduce cost and increase effectiveness. This will include:

- Improving communications around entirety of TWAM
- Streamlining operations by working through collaborative processes as a single organisation
- Earning more of our income from trading and events
- Developing, investing in and diversifying our staff team
- Doing the right job right, cutting out unnecessary or unhelpful processes
- Revisiting our Governance to simplify and increase diversity.

Where our money comes from



What our money is spent on



Appendix 1 - Budget 2023/24

Approved Budget	Updated for Transform
Income	
£3,357,650 ACE NPO Funding	£3,357,650
£319,860 Other ACE Funding	£474,910
£3,531,400 Client Core Funding	£3,452,600
£423,690 TWAM Generated Income	£441,600
£415,000 Contributed income	£415,000
£50,400 Other Income	£50,400
£232,190 Contribution from TWAMe	£232,190
£208,070 MGETR + Exhibitions by TWAM Contribution	£208,070
£46,000 Contribution from Reserves	£13,850
£8,584,260	£8,646,270
Expenditure	
£5,911,510 Salaries, NI & Pensions	£5,911,510
£1,286,730 Building Costs	£1,286,730
£1,104,600 Transport, Supplies and Services	£1,155,550
£238,160 SLA's with Newcastle City Council	£248,310
£44,170 Financing Costs	£44,170
£8,585,170	£8,646,270
(£910) Operating Surplus/(Deficit)	£0

A balanced budget for TWAM for 2023/24 was approved in March 2023.

The budget included known factors:

- Confirmation of the Arts Council NPO funding and contributions from partners.
- Confirmation of the initial VOA 2023 rateable values for TWAM's properties.
- Confirmation of a grant of up to £443,000 via ACE Transform Funding to accelerate work on automating some of our admin and back office processes and improve the effectiveness of the organisation. The funding will be paid over three years, with the year 1 grant being £155,050.

However, there remain several unknown factors including:

- the outcome of the 2017 National Non Domestic Rates appeals;
- the pay award for 2023/24. The National Employers for Local Government Services have made a pay offer which is a flat rate increase on all spinal column points of £1,925 to be implemented from 1 April 2023 (pro rata'd for part-time staff). The unions are balloting for industrial action. The estimated cost is £204k;

- the application process for accessing the higher energy support announced for museums opened on 26 April. The latest energy prices are indicating that electricity is likely to be 87% higher than in 2021/22 and gas 149%. These percentages have been reducing steadily for the last few updates;
- whether visitors and income will have returned to the levels of pre-pandemic estimates during 2023/24, especially in light of the cost-of-living crisis; and
- continued inflationary pressures

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

ACE NPO Activity Outcomes

OUTCOME	ELEMENTS
<p>Creative People Everyone can develop and express creativity throughout their life</p>	<p>A - Supporting people at all stages of their lives to design, develop and increase their participation in high quality creative activities B - Promoting creative opportunities in the local community to people at all stages of their lives C - Providing high quality early years activities that reaches families from a wider range of backgrounds D - Widening and improving opportunities for children and young people to take part in creative activities inside schools E - Widening and improving opportunities for children and young people to take part in creative activities outside schools F - Improving teaching for creativity in schools G - Supporting children and young people to develop their creative skills and potential H - Developing and improving pathways towards careers in the creative industries</p>
<p>Cultural Communities Villages, towns and cities thrive through a collaborative approach to culture</p>	<p>I - Improving access to a full range of cultural opportunities wherever people live J - 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. K - Working collaboratively through place-based partnerships to 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 L - Connecting people and places, including diaspora communities and nationally and internationally</p>
<p>A Creative and Cultural Country England's cultural sector is innovative, collaborative and international</p>	<p>M - Supporting new types of creative practice, new forms of cultural content and new ways of reaching new and existing audiences and participants N - 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 O - Strengthening the international connections of cultural organisations and creative practitioners, including co-production and touring P - Bringing world-class culture to audiences in England Q - Giving more opportunities to people to start a professional career in the creative industries, especially those who are currently under-represented R - Ensuring people have opportunities to sustain their careers and fulfil their potential in the creative industries, especially those who are currently under-represented</p>

Primary Outcome - Creative People: Everyone can develop and express creativity throughout their life		
Activity	Outputs	Targets and success measures
<p>Creativity in formal learning: workshops for schools, early years, SEND settings etc. delivered across all venues and curriculum areas across the full academic year. Designed to stimulate enquiry and creativity. Including CPD for teachers.</p>	<p>2,210 formal education sessions onsite across 9 venues, 212 formal education sessions offsite (predominantly in schools) 34 teacher CPD sessions. Support for all 4 Tyneside LCEPs. 260 Boxes of Delight (loans boxes) sent out - across the whole of the North East.</p>	<p>75% of schools across Tyneside engaged. 68,000 pupils attending on site learning sessions (Q1: 27%, Q2: 21%, Q3: 24%, Q4: 28%). 15,300 pupils attending in person formal education session offsite (Q1: 27%, Q2: 21%, Q3: 24%, Q4: 28%). 325 teachers attending CPD sessions. 12,750 children and young people engaged with Boxes of Delight.</p>
<p>Informal/family learning programme: a programme of relevant events from toddler play sessions, to young person-led projects, to family fun activities and drop in sessions designed to support intergenerational, informal, learning.</p>	<p>1,360 informal activity sessions, of which 150 are early years. Will include: family fun sessions; 'Lates' events aimed at young adults; Ways to Play (free school holiday programme); early years sessions - including in dedicated provision to be found at several of our galleries e.g., Mouse House at GNM; and, mother and baby sessions at Shipley. L-Ink - Laing young peoples group will deliver one exhibition during the year (Q2).</p>	<p>51,000 participants, of which 8,500 are early years (Q1 30%, Q2 36%, Q3 31%, Q4 33%). L-Ink exhibition delivered (Q2)</p>
<p>Opportunities in culture: programme of volunteer opportunities, and development of career pathways to broaden the base of people directly engaged in the delivery of culture - both paid and unpaid. Delivery of final year of Volunteering Futures.</p>	<p>100 volunteer roles advertised and filled across all 9 venues. 9 work experience and placement opportunities offered at below degree level. Delivery of Volunteering Futures programme with NGCV partners (Q1 commence yr 2 - partnership event, Q4 celebration event for programme) . Placement delivered with New Museum School to support postgraduate placement for an individual from a minoritised ethnic group Q1. Employment place for neurodivergent filmmaker with Beacon Films (Q3). Multaka project providing volunteering opportunities for refugee and asylum seekers to increase their skills and confidence around employability and living in North East England.</p>	<p>595 volunteers registered with TWAM, 25,500 volunteer hours delivered, high satisfaction rate among volunteers. L-Ink exhibition receives positive feedback. Positive outcome report from Volunteering Futures (650 vols. across NGCV. Evaluation of first year of New Museum School placement programme. Evaluation of Multaka project - including with third sector partners.</p>

Primary Outcome - Cultural Communities: Villages, towns and cities thrive through a collaborative approach		
Activity	Outputs	Targets and success measures
Cultural Centres: Operating our 9 venues as hubs (Physical & Virtual) within Tyneside communities as trusted centres for local people and visitors to explore creativity, art, heritage and knowledge, improving the economy, cohesion and sense of place.	Nine venues open, 2,555 open days per year (Q1 536, Q2 664, Q3 554, Q4 544) delivering facilitated access to high quality permanent exhibitions, collections, learning resources and knowledge. Website and other digital channels function as a place of engagement as well as information	1,020,000 physical visits made, 1,190,000 website visits, 722,500 social media reach. Spread on all targets = Q1 22% Q2 37%, Q3 20%, Q4 21%.
Engaging Exhibitions: a high quality, popular programme of temporary exhibitions and digital programming across TWAM to inspire, delight and educate. A diversity of exhibitions (in both subject and scale) will attract and engage diverse audiences.	At least 18 exhibitions across our venues (5 open in Q1 3 open in Q2, 6 open in Q3, 4 open in Q4.) , at least 8 exhibitions will be co-curated with communities, At least 10 online programmes (e.g., in Must-see Stories). Q2 = 3 Q3 = 4 Q4 =3. Confirmed exhibitions include - Myths and Monsters at GNM, Food at SSMAG, Gladiators at Segedunum, Visions of Egypt (From Sainsbury Centre) at Laing, Pre-Raphaelites to British Impressionism at Laing, Madame Yevonde (from NPG) at Laing, Modern Pictures: Hatton Collection at the Hatton, Wilhelmina Barns-Graham: Paths to Abstraction at Hatton, Matt Rugg retrospective at Hatton, Congruence Engine (with Science Museum, TWAM is the Energy Hub for the project) at Discovery.	1841 days of open exhibitions, 95%+ audience satisfaction in visitor surveys, 70+ average score in Impact & Insight reviews, 510 subscribers to Must-See Stories You Tube Channel, 51,000 views of digital product.
Galvanising Collections: working to democratise our collecting, and increase access for the general public to our collections and the rich stories they hold, working with people and communities to ensure they are truly representative.	Development of equalities-based tagging programme for collections records across all community engagement activities. Improvements to our acquisitions processes and collections management systems to engage communities with what we have, what we should collect, and the stories they represent. Collections management review conducted. Q1: tagging programme signed off. Q2-3: Sessions to embed process across curatorial and communities teams. Q3:formal review of TWAM wide acquisitions processes complete. Q4: review of first year. Q4 completion of storage issues review.	Tagging process to represent protected characteristics in our collections database formally established. Acquisition process updated to focus more on equalities. All new acquisitions to have an equalities tag (850 items). Collections Review completed - with focus on ensuring easier access to collections.

<p>Connecting with Communities: comprehensive, targeted engagement programme focussing on protected characteristics/communities not readily able to use venues and collections themselves, working with partners and based around 5 Ways to Wellbeing</p>	<p>Programme delivered in partnership with relevant organisations - 425+ sessions delivered . Includes: Wellbeing programme promoting positive mental health recovery and general wellbeing; Platinum programme for over 55s - including those at risk of isolation e.g., from carer responsibilities; Recovery programme for people in addiction or justice recovery; Network programme for community development; Programme for Health and Social Care practitioners in utilising Museums and the wider cultural sector to support development of creativity in their approaches with clients (Q3 Health and Social care symposium at Discovery, Q4 launch of professional development resources for working with older people).</p>	<p>6,000 engagements, 25 collaborative partnerships developed with health and social sector and other partners. 4 professional development sessions for early career and established health and social care practitioners reaching 85 participants.</p>
<p>Democratising Delivery/Tackling Inequality: Ensuring that everyone can see themselves in our activities we remove barriers and challenge inequality. Including decolonisation, anti-racism, poverty proofing, youth voice, placed-based partnerships.</p>	<p>Decolonisation strategy implementation commenced (Q1 EDI policy reviewed and training plan developed, Q3 draft of strategy across collections, communities, workforce). Anti-racism activity plan for year delivered. Staff trained on community consultation. Poverty proofing work commenced through Warm Welcome programme. Partnership with NHS team for NE and North Cumbria developed. HR processes revised to improve opportunities for people with protected characteristics to successfully apply for work at TWAM (both as staff and in a freelance capacity)</p>	<p>Action plan for Decolonisation created and implemented across all TWAM venues and programmes (e.g., communications, collections). 6 community conversations with diaspora communities to explore decolonisation. Increase in applications from minoritised ethnicities and other protected characteristics for employment, commissions and voluntary work. Warm Welcome programme established across all venues Q3 and Q4.</p>

Primary Outcome - A Creative and Cultural Country: England's cultural sector is innovative, collaborative and international		
Activity	Outputs	Targets and success measures
Creative Collaboration: a programme of strategic, impactful partnership activity to ensure culture sits at the heart of Tyneside and the wider North East, including co-ordinating organisations to deliver in Levelling Up for Culture Places.	LCEP support framework delivered across the whole North East. PI Project with youth sector established (Q1), Review of first year of youth sector partnership (Q4) including feeding back in to LCEPs, Q3 review of first year of NHS partnership in Tees Valley- including feeding back to LCEPs. CBNE PI monitoring/support continues. Support for regional frameworks such as NECP, Hadrian's Wall partnership. NGCV. The Late Shows delivered across Newcastle/Gateshead (Q1). TWAM staff support wider region and nationally via membership of Boards, school governor roles etc.. Wall to Wall project supported. Support for 'Straits: Bridging the North Sea' project with Netherlands and Newcastle University. Provision of Museum Services to Sunderland. Q1 TWAM regional co-ordination web presence designed. Launched Q2. first year evaluation/lessons learned Q4.	Minimum 34 cultural venues (exc TWAM) profiled as part of The Late Shows across Newcastle/Gateshead (q1). 8 LCEPs successfully deliver their plan for the year (Q4). TWAM staff take role in minimum of 9 Board/advisory/steering group settings. Evaluation of first year of NPO coordination and ongoing PI co-ordination across the region. Sunderland Museums better able to utilise collections to engage communities.
Strengthening the creative economy: partnerships with universities and other bodies to create new, innovative ways of working and find opportunities to showcase and develop the creative talent and economy of Tyneside and the wider North East.	TWAM venues profile local creative talent. The Late Shows profiles individual creatives and smaller cultural organisations. Local artists receive commissions in TWAM's digital and physical spaces. Formal partnerships with Newcastle and Northumbria University lead to active research and impact across areas including environment, collections stewardship, digital storytelling, health and wellbeing, learning and cultural sector resilience.	Minimum 10 North East based artists/makers/creatives profiled in shops (Q1 2, Q2 2, Q3 4, Q4 2). Minimum 5 North East creatives commissioned ((Q3 3, Q4 2). 2 collaborative doctorates at Laing 'Exploring Gendered Histories and Practice', and 'the archive and collection of artist Curator Nerys Johnson (whose practice was influenced by her disability)'.