



County Buildings, Stafford  
DDI (01785) 276142  
Please ask for Jonathan Lindop  
Email:  
[jonathan.lindop@staffordshire.gov.uk](mailto:jonathan.lindop@staffordshire.gov.uk)

---

## **Staffordshire and Stoke-on-Trent Joint Archives Committee**

### **PLEASE NOTE TIME AND VENUE OF MEETING**

Thursday, 13 June 2019

**2.30 pm**

St Mary's Centre, Lichfield

John Tradewell  
Director of Corporate Services  
5 June 2019

### **A G E N D A**

#### **1. Appointment of Chairman and Vice-Chairman**

The Standing Orders of the Joint Committee state:-

"At its Annual Meeting, the Joint Committee shall elect until the date fixed for the next following annual meeting a Chairman and Vice-Chairman from amongst its voting Members (on a rotating basis alternately between the two Councils) but so that the Chairman and Vice-Chairman shall not be representatives of the same Council".

At the Joint Committee meeting on 28 June 2018, Mr. Anthony Munday was appointed Chairman and Mrs. Gill Heath appointed Vice-Chairman up to the Annual Meeting of the Joint Committee in June 2019.

#### **2. Apologies**

#### **3. Declarations of Interest in accordance with Standing Order 16**

#### **4. Minutes of the meeting held on 7 February 2019 (Pages 1 - 8)**

#### **5. Joint Archives Services: Annual Report 2018/19 (Pages 9 - 62)**

Joint report of the Deputy Chief Executive and Director of Families and Communities (Staffordshire County Council) and Director of Housing and Community Services (Stoke-on-Trent City Council).

#### **6. Joint Archives Service: Revenue Outturn 2018/19 (Pages 63 - 72)**

Joint report of the Director of Corporate Services (Staffordshire County Council) and Director of Housing and Community Services (Stoke-on-Trent City Council)

#### **7. Staffordshire History Centre Project - Update (Pages 73 - 90)**

Joint report of the Deputy Chief Executive and Director of Families and Communities (Staffordshire County Council) and Director of Housing and Community Services (Stoke-on-Trent City Council).

**8. Date of next meeting - Thursday 14 November 2019 at 10.30 am, City Central Library, Hanley**

**9. Exclusion of the public**

The Chairman to move:-

"That the public be excluded from the meeting for the following items of business which involve the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A (as amended) of the Local Government Act 1972 indicated below".

---

**PART TWO**

(All reports in this section are on pink paper)

**10. Exempt minutes of the meeting held on 7 February 2019 (Pages 91 - 92)**

(exemption paragraph 3)

Membership	
Gill Heath	Lorraine Beardmore
Gill Burnett	

**Note for Members of the Press and Public**

**Filming of Meetings**

The Open (public) section of this meeting may be filmed for live or later broadcasting or other use, and, if you are at the meeting, you may be filmed, and are deemed to have agreed to being filmed and to the use of the recording for broadcast and/or other purposes.

**Recording by Press and Public**

Recording (including by the use of social media) by the Press and Public is permitted from the public seating area provided it does not, in the opinion of the chairman, disrupt the meeting.

**Minutes of the Staffordshire and Stoke-on-Trent Joint Archives Committee  
meeting held on 7 February 2019**

Present: Mike Davies (Invitee/Observer), Gill Heath, Anthony Munday and Gill Burnett

**PART ONE**

**65. Declarations of Interest in accordance with Standing Order 16**

There were no declarations of interest made at the meeting.

**66. Minutes of the meeting held on 3 December 2018**

**RESOLVED** – That the minutes of the meeting held on 3 December 2018 be confirmed and signed by the Chairman.

**67. Order of Business**

**RESOLVED** – That the order of business on the Agenda be varied and that Item No. 5, “Predicted Performance Outturn 2018/19” be now considered.

**68. Predicted Performance Outturn 2018/19**

The Committee considered a joint report of the Deputy Chief Executive and Director of Families and Communities (Staffordshire County Council) and Director of Housing and Community Services (Stoke-on-Trent City Council) detailing the predicted performance outturn for 2018/19 (Schedule 1 to the signed minutes).

The Service Plan set out annual targets for the Joint Archive Service and Museum Service for the County Council. Performance against these targets contributed towards achievement of the overall objectives contained in the Services’ ten year Forward Plan 2015-2025, which had been reviewed and updated in 2018.

With regard to Objective 1 - “Developing an Active Partnership Approach”, the joint working which had been established between the Archive and Heritage Service and William Salt Library was continuing with the assessment of alternative proposals for the Staffordshire History Centre (SHC). However, stakeholder meetings had been paused pending a decision on an appropriate way forward for the Project.

Preparatory work to establish a Development Trust to continue fundraising for the SHC project after funding from the Heritage Lottery Fund had ceased, had been completed. Whilst a SHC Charitable Trust had not been established pending a decision on the Stage Two bid, the development of new partnerships and special interest groups had been very successful in delivering three elements of the Project.

Volunteers had continued to be recruited in support of the delivery of two externally funded projects and new Lichfield History Access point. Volunteer hours to the end of March 2019 were estimated to amount to approximately 5,200.

In addition, the service had also participated in a national survey of visitors to British archive services.

With regard to Objective 2 – “Resilience and Sustainability”, the service had raised £832,000 match funding for the SHC Project which represented the full amount required for its delivery. As a result, three elements of the Project were being implemented and the Project Team were considering alternative proposals to ensure the remaining funding could be retained.

From May 2018 various collections formerly held at Lichfield record Office were now available from the Staffordshire Record Office which had generated an increase in requests for documents from the new Stafford Archive Outstore. Also, the Staffordshire County Museum had completed their move from the Shugborough Estate to new stores in the Stafford area. A decision regarding an exhibition space for the museum would be taken when the future of the Staffordshire History Centre (SHC) Project was known. The collections are in their long-term location the issue is around an exhibition space.

The Service had continued with their annual work programme which focussed on conservation, cataloguing and improving descriptions of collections. The ‘Doulton Described’ project which involved cataloguing records from the Minton Archive was continuing with support from the National Archives Cataloguing Grant.

A new model for exhibitions at the Staffordshire Record Office had been trialled during January 2019 with Museum objects being placed on display in the Reading Room. It was intended to extend this model by providing a larger exhibition area so that archive material could be included from in March 2019.

With regard to objective 3 – “Reaching and Engaging New Audiences”, work in this area had focused on completing the Activity Plan for the SHC project. Suitable initiatives included within the Plan were now being identified as smaller funding bid proposals. In addition branding, which had been developed for the SHC project, was to be used by the Service to support new events and offers which aligned with its vision.

Following a successful pilot in 2017, the Service continued to attend community events, fetes and history fairs etc. During the period approximately 700 people had visited stalls at 14 separate events and 44 talks had been given by staff. In addition, various learning activities had been provided in support of Staffordshire History Day together with two Partnership Study Days.

With regard to objective 4 – “Online Presence and Remote Access”, work to develop a Digital Plan which identified digitisation priorities had been completed together with the development of a website to make access easier for users. Online content had increased with the addition of new name indexes to the Staffordshire Name Indexes site and 2,787 new images had been added to the Staffordshire Past Track website. The final phase of the Peculiar Wills and Marriage Bonds project had been published by the Find My Past website and visits to online content remained high at 1,241,003.

In addition, work on digital preservation had progressed significantly owing to participation in the Archives Sustainability Fund. The service were reviewing their Digital Preservation Policy and investigating the possibility of joining a consortium to procure an

alternative system at lower cost than the existing. Also, digital access to Lichfield collections was now available following the launch of the History Access Point in December 2018.

Members noted that it had been a difficult year for the service owing to the unsuccessful SHC Project Stage Two bid. However, notwithstanding this disappointment, considerable success had been achieved in raising all the required match funding, completing Plans on-time and hosting a visit by representatives of the Heritage Lottery Fund. In addition, work produced in the development phase of the project was being reviewed with a view to developing alternative proposals.

A major achievement for the service during the year had been the launch of the new History Access Point in Lichfield Library.

During the year ahead, the focus was to be on agreeing a way forward for the SHC Project and delivering various elements using alternative methods. In addition, the service was to move forward on remodelling its staffing structure with a view to achieving its vision and delivering the savings identified on Partners' Medium Term Financial Strategies.

During the discussion which ensued the Chairman again expressed his disappointment regarding the outcome of the SHC Project Stage Two funding bid. However, he was confident that various elements of the Project could be completed and paid tribute to the work of all the staff involved. He also commented on the importance of the service retaining their Archive accreditation during 2019/20.

**RESOLVED** – That the report be received and noted.

#### **69. Review of Joint Agreement**

The Committee considered a joint report of the Deputy Chief Executive and Director of Families and Communities (Staffordshire County Council) and Director of Housing and Community Services (Stoke-on-Trent City Council) regarding changes which had been made to the Joint Agreement for Archive Services following their decision at the previous meeting of the Committee.

A copy of the updated Agreement was appended to the report for Members' information.

**RESOLVED** – (a) That the report be received and noted.

(b) That the changes made to the Joint Agreement for Archive Services following the decision of the Committee at their previous meeting, be noted.

## **70. Predicted Outturn 2018/19 and 2019/20 Revenue Budget**

The Committee considered a joint report of the Deputy Chief Executive and Director for Families and Communities (Staffordshire County Council) and Director of Housing and Community Services (Stoke-on-Trent City Council) giving details of the predicted outturn for the Joint Archive Service for 2018/19 (Schedule 1 to the signed minutes).

Members noted that a spend of £847,417 was predicted against an approved budget of £864,070 which resulted in an overall estimated underspend of £16,653. This underspend was to be transferred to the General Reserve at the end of the financial year. Net spend forecasts indicated that managed vacancy savings on staff and training totalling £30,815 were offsetting small overspends on transport and supplies and services totalling £8,057 together with an anticipated under-recovery of income amounting to £6,105.

With regard to the General Reserve, the current balance was £259,018 (which included £153,078 New Burdens Grant funding for investment in new archive storage capacity). However, the Directors highlighted that the City Council were seeking authorisation to spend up to £30,000 from the General Reserve to enable suitable environmental controls to be installed in a new storage area at the City Central Library. This was to ensure the facility met Archive Accreditation standards.

They also noted that the balance in the Archive Acquisition reserve was £57,542.

With regard to the net Revenue Budget, following the change to the budget setting methodology, the proposed net Revenue Budget for 2019/20 was £632,660 (made up of £438,660 from the County Council and £194,000 from the City Council) which represented a reduction of £231,410 over the previous year's total.

**RESOLVED** – (a) That the report be received and noted.

(b) That Stoke-on-Trent City Council be authorised to spend £30,000 from the General Reserve for the purpose set our above.

(c) That the 2019/20 net revenue budget as set out in the report be approved.

## **71. Review of Digital Preservation Policy**

The Committee considered a joint report of the Deputy Chief Executive and Director of Families and Communities (Staffordshire County Council) and Director of Housing and Community Services (Stoke-on-Trent City Council) regarding the outcome of a review of the Digital Preservation Policy which had recently been undertaken.

The Archive Service had developed their first Digital Preservation Policy in 2007 and a review had been undertaken in 2013 in preparation for the Archive Service's Accreditation assessment. Feedback from the assessment had included comments regarding the size of 'born digital' holdings, which were said to be 'very small'. In addition, whilst relations between Council officers and the Records Management and Information Governance Teams were good, the transfer of born digital content from Councils to archives remained 'underdeveloped'. The new policy therefore aimed to address this feedback and ensure digital preservation continued to develop within the Service.

The Archives Service were a member of Archives West Midlands (AWM), a regional strategic partnership, which sought to maximise the benefits of joint working in this area. AWM had recently delivered two projects aimed at supporting Members to develop digital preservation. One of these projects had involved the development of a Digital Preservation Policy and Guidance templates which would be used to inform the Service's policy.

The 2018 review of the Archive Service Accreditation standard had included more ambitious requirements for the preservation of digital archives and the need to self assess against the National Stewardship Digital Alliance (NSDA) levels of digital preservation. AWM had also pledged to support their Members achieve Level One of this standard.

Self-assessment against the NSDA Level One elements had revealed that the Service had passed five; failed one and a further three were incomplete. This meant that the Service were not currently compliant. Therefore, the following key actions had been identified to enable the Service achieve the required standard:-

- An immediate full audit of all media and digital holdings across the whole service;
- A review of the Terms of Deposit;
- Train staff in the use of tools to generate checksums to detect errors in deposited material;
- Trial archiving signed Authority minutes in digital format;
- Continue the good progress made between 2009 and 2011 in implementing digital archiving;
- Procure a stand-alone digital preservation system to enable consistent secure access to digital collections.

With regard to procurement of the required Digital Preservation System, AWM had tested the Archivematica open source and Preservica commercially available systems, both of which had the ability to process and store digital archives securely. Consultation with Staffordshire ICT had suggested that the Preservica system was preferable owing to an absence of staffing resources necessary to customise the Archivematica system.

An opportunity had arisen for the Service to join a Local Authority consortium, headed by Dorset County Council, to acquire the Preservica system at a cost of £4,769 per annum per authority. West Sussex County Council, Wilshire County Council and Swindon Borough Council were also members and a further three Authorities were due to join in April 2019.

During the discussion which ensued Members expressed their support for the proposed revisions to the Digital Preservation Policy and development of the Service's digital storage capacity as a means of achieving additional financial savings.

**RESOLVED** – (a) That the report be received and noted.

(b) That the revised Digital Preservation Policy be approved.

(c) That a business case to identify funding for the procurement of a Digital Preservation System be developed.

(d) That the Joint Archive Service join the Dorset led Local Authority Digital Preservation Consortium for the procurement of the Perservica Digital Preservation System.

## **72. Date of next meeting - Thursday 13 June 2019 at 2.30 pm, St Mary's Centre, Lichfield**

The Chairman informed them that he had decided not to stand in the elections to Stoke-on-Trent City Council in May 2019 and therefore this was to be his last meeting as the Authority's representative. The Committee then thanked him for his contribution to the work of the Archive service and wished him well for the future.

**RESOLVED** – That a further meeting of the Committee be held on Thursday 13 June 2019 at 2.30 pm, St Mary's Centre, Lichfield.

## **73. Exclusion of the public**

**RESOLVED** – That the public be excluded from the meeting for the following items of business which involve the likely disclosure of exempt information as defined the paragraphs of Part 1 of Schedule 12A (as amended) of the Local Government Act 1972, indicated below.”

---

## **PART TWO**

### **74. Exempt minutes of the meeting held on 3 December 2018**

The exempt minutes were confirmed by the Committee and signed by the Chairman.

### **75. Staffordshire History Centre Project**

The Committee noted an exempt joint oral report of the Deputy Chief Executive and Director for Families and Communities (Staffordshire County Council) and Director of Housing and Community Services (Stoke-on-Trent City Council updating them on the future of the Staffordshire History Centre Project.

**Chairman**



Members Interest
N/A

## Staffordshire and Stoke on Trent Joint Archive Committee 13 June 2019

---

### Staffordshire and Stoke on Trent Archive Service: Annual Report

#### Recommendation(s)

1. That this report informing the Committee about the annual report on the work of the Staffordshire and Stoke-on-Trent (Joint) Archive Service for the period April 2018 to March 2019 is received and approved.
2. The Risk Register for the Staffordshire and Stoke-on-Trent (Joint) Archive Service is reviewed and agreed.
3. The revisions to the Service Charter are approved.

#### Report of Deputy Chief Executive and Director for Families and Communities (Staffordshire County Council) and Director of Housing and Community Services (Stoke on Trent City Council)

#### Reasons for Recommendations

3. The accompanying Annual Report provides an account and review of the work and performance of the Staffordshire and Stoke-on-Trent Archive Service for the financial year, April 2018 to March 2019. The internal audit carried out on the Joint Archive Committee in 2018 recommended that the Committee review the Risk Register for the service annually. The Service has also reviewed the charter for its service standards.

#### Background

4. The terms of the Joint Agreement for Archive Services between Staffordshire County Council and Stoke-on-Trent City Council requires an annual report on the work of the Joint Archive Service to be brought to the Annual Meeting in June. The Annual Report also provides the means by which the Committee can be presented with a full overview of the range of activities, progress and performance of the Service.

5. The year 2018-2019 was the first in the current three-year planning cycle for the Joint Archive Service. This year's Annual Report shows some significant achievements towards meeting the overall strategic objectives of the Archive Service within the current Forward Plan, 2018-2021. These objectives are:

- Developing an active partnership approach.
- Delivering resilience and sustainability.
- Reaching and engaging with a wide range of people and building new audiences.

- Sharing knowledge across the UK.
- Increasing our online presence and remote access.

6. The year was a mixture of successes but also disappointment. The key highlights were:

- Opening the new Lichfield History Access point in December 2018 which has welcomed lots of new visitors.
- Completing the Doulton Described project opening up access to this important collection.
- The conclusion the WW1 centennial commemorations with a very successful project to digitize the Jake Whitehouse collection.
- Achieving a step change in digital preservation through participation in the Archives West Midlands regional project and acquiring the Preservica system.
- Securing funding for the County Asylums project from the Wellcome Trust
- Securing funding for the Bawdy Courts project from the Archives Revealed grant.
- Maintaining high levels of customer satisfaction and numbers of compliments.
- Sustaining attendance levels to events, talks and group visits.

7. The major disappointment was the rejection of the round 2 Heritage Lottery Application for the Staffordshire History Centre project in September 2018. However the team successfully regrouped to present new plans and gain support from the Joint Committee and Staffordshire County Council's Cabinet to try again for funding in 2019.

8. The Archive and Heritage Service collects detailed statistics about all areas of its work shown at Appendix 1 to the report. This covers personal use, distance use and online use of the service. There are five local performance indicators which the service measures against:

1. Use of the service
2. Attendances at events, talks, education and community visits
3. Volunteer hours
4. Customer satisfaction
5. Collecting activity

9. During 2018/2019 the service has seen falls in the use of the service (both personal and online). The decline in personal visits is by 15% continuing a national trend across archive services. The service encourages users to access material which has been digitized and online through Find My Past or Ancestry.com. Online use has also seen a dip although this is partly explained by a change in the collection of data for the online catalogue which resulted in a drop of 68%. Together this meant a 6% drop in overall use of the service.

10 By contrast attendances at events rose by 3% as the service continued its policy of ensuring a presence at community and village events across the county. This was piloted during the Staffordshire History Centre project development phase.

11. Volunteer hours were also significantly down by 26% from a very high level in 2017/2018. This was due to an increased amount of volunteer hours during the Staffordshire History Centre project development phase. As the bid was unsuccessful in September some volunteer projects were unable to progress. New projects such as the Asylum and Bawdy Courts should see an increase in hours in the current financial year.

12. Customer satisfaction was back up to 100% having remained consistently high. The highest scores are always for the quality of staff advice and helpfulness and friendliness.

13. Collecting activity was slightly down by 2.5% but remained in line with the previous year and does fluctuate.

14. Overall the service had a good year despite the disappointment of the Staffordshire History Centre funding application. Other externally funded projects were able to make a good start with promising outcomes for the future. The opening of the History Access Point was the culmination of two years of planning and has so far exceeded expectations.

## **Risk Register**

15. Staffordshire County Council Internal Audit team completed an audit of the Joint Archive Committee in May 2018 and recommended the committee review the risk register. The Risk Register sets out the main risks to the service covering:

- Physical risks to collections
- Risks to digital collections
- Risks to staff, members of the public and volunteers within the service
- Risks to operation of the public service
- Risks to forward planning for the service

The register at Appendix 3 sets out the impacts and mitigating actions giving a total risk rating out of 25. Last year the highest risk item was digital preservation of collections. Since then by working with Archives West Midlands and acquiring the Preservica digital preservation system the risk has been partly mitigated and reduced from 20 to 15.

## **Service Charter**

16. The Archive Service first introduce a service charter in 1998 as part of its work to meet the Chartermark customer service standard. The charter has not been reviewed for a number of years nor has it been updated to include the Heritage Service.

17. The Archive and Heritage management team have reviewed the charter and have updated it to include the Heritage Service. Since the closure of Lichfield Record Office and the move of collections in 2018 the service has seen a significant rise in advance production of documents as items are retrieved from the out store. The

service also encourages advance production for Saturday mornings at Staffordshire Record Office. This means the proportion of same day production is less and monitoring the 20 minute production time does not reflect the use of the service. The 20 minute target has been removed and it is recommended that staff time is not spent on monitoring the smaller quantity of same day requests.

18. It is recommended that the changes in the charter at Appendix 4 are approved by the committee.

## **Appendix 1**

### **Equalities implications:**

This report has been prepared in accordance with the personnel and equal opportunities' policies of the County Council and the City Council.

### **Legal implications:**

The work of the Archive Service is governed by the Joint Agreement and other legislation to allow both authorities to meet their legal obligations.

### **Resource and Value for money implications:**

The Archive Service delivers a range of work which is measured in a number of ways and detailed in the appendices of the Annual Report.

### **Risk implications:**

Risk register for the service has been completed.

### **Climate Change implications:**

None applicable

### **Health Impact Assessment screening:**

None applicable

### **Report author:**

Authors' Names: **Joanna Terry, Head of Archives & Heritage**

Telephone No: (01785) 278370

Room No: Staffordshire Record Office

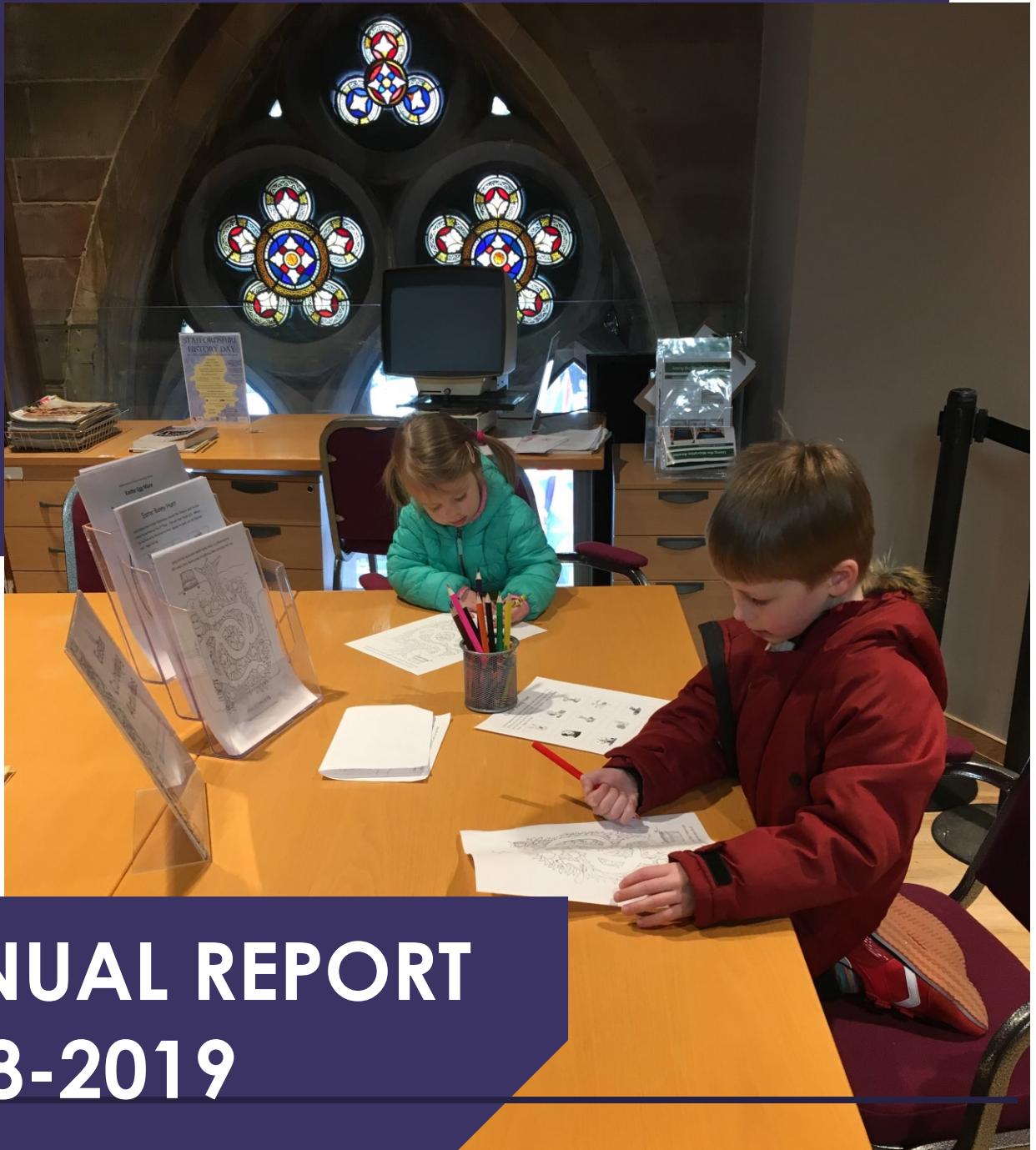
### **List of Background Papers**

Papers	Contact/Directorate/ext number
--------	--------------------------------

Annual Report 2018-2019	Joanna Terry/Families & Communities x278370
-------------------------	--

Archive Service Risk Register 2018	Joanna Terry/Families & Communities x278370
------------------------------------	--

# Staffordshire & Stoke on Trent Archive Service



## ANNUAL REPORT 2018-2019



# TABLE OF CONTENTS

Executive summary	3
Featured projects	4
Lichfield History Access Point	4
Staffordshire History Centre	4
Doulton Described	5
Great War Centennial Commemorations	6
Regional collaboration and support	7
Public Services	8
Onsite services	8
Consulting Users and Partners	8
Online services	9
Complaints, comments and compliments	11
Engagement, Learning and Volunteers	12
Events and Exhibitions	12
Placements	12
Volunteers	12
Collections Management and Development	14
New Accessions	14
Cataloguing Progress	17
Preservation and Conservation	20
Performance	21
Acknowledgements	22
APPENDIX 1	24
Part 1: Public Service Statistics – Financial Year 2018/2019 (2017/2018 in brackets)	24
Part 2 Performance Monitoring against Service Targets– Financial Year 2018/2019 (2017/2018 in brackets)	27
Part 3 Archive Service Local Performance Indicators 2018/2019	28

## EXECUTIVE SUMMARY

Staffordshire and Stoke on Trent Archive Service holds over five miles of historic records dating from the 10<sup>th</sup> to 21<sup>st</sup> centuries. These collections cover virtually every aspect of life within Staffordshire and the city of Stoke on Trent and it is estimated that we have about 11 million items. The Archive Service is jointly funded by Staffordshire County Council and Stoke on Trent City council through a joint agreement since 1997.

The year was a mixture of successes but also disappointment. The key highlights were:

- Opening the new Lichfield History Access point in December 2018 which has welcomed lots of new visitors.
- Completing the Doulton Described project opening up access to this important collection.
- The conclusion the WW1 centennial commemorations with a very successful project to digitize the Jake Whitehouse collection.
- Achieving a step change in digital preservation through participation in the Archives West Midlands regional project and acquiring the Preservica system.
- Securing funding for the County Asylums project from the Wellcome Trust
- Securing funding for the Bawdy Courts project from the Archives Revealed grant.
- Maintaining high levels of customer satisfaction and numbers of compliments.
- Sustaining attendance levels to events, talks and group visits.

The major disappointment was the rejection of the round 2 Heritage Lottery Application for the Staffordshire History Centre project in September 2018. However the team successfully regrouped to present new plans and gain support from the Joint Committee and Staffordshire County Council's Cabinet to try again for funding in 2019.

This report shows how the Archive Service has progressed during the last year and highlights its key achievements. This report also illustrates the power of archives to engage individuals and local communities with archives by attending some of our successful events such as the Staffordshire History Day or volunteering to help preserve archives and open up access.

Most importantly it records the volume, quality and significance of the work of all the staff in the Service as well as volunteers in ensuring the Archive Service continues to meet the demands of its users.

**Joanna Terry**  
**Head of Archives and Heritage**

## FEATURED PROJECTS

### Lichfield History Access Point

On 17 December 2018 the new Lichfield History Access Point (HAP) opened in Lichfield Library at St Mary's. Since the successful opening of the new Library and HAP we have recruited and trained ten new Local Studies Volunteers who now provide a point of contact for users on Mondays, Wednesdays and Thursdays. Staff have delivered many 1-2-1 sessions helping users to start or to overcome obstacles on their family history journeys.

Over the Easter holiday we successfully trialled children's colouring activities in the HAP to compliment the Library's Easter egg hunt. We are going to be building on this with more engagement activities planned for half term and summer holidays



Volunteers and staff have catalogued the over 900 local history books and other publications that have been rehoused in the HAP. These join the wide range of microfiche and microfilm resources which were already catalogued and are also available in the HAP.

### Staffordshire History Centre

During 2018/19 Staffordshire County Council's Archives and Heritage Service and the William Salt Library Trust made a Round Two application for £3.9m to the Heritage Lottery Fund (HLF) supported by £1.8m of fundraising, in kind contributions and matched funding from the partnership. On 26 September 2018 HLF informed us that the project had been unsuccessful at Round Two. The Staffordshire History Centre project was one of five projects which was rejected out of a total of twenty national second round applications.

The project was reviewed by the project board and Staffordshire County Council's Cabinet and a renewed round 1 application was submitted on 28 May 2019. The new application refocuses the project on placing heritage and the heart of the community. The outcome of the latest bid will be known in September 2019. In the meantime, stakeholders continue to engage with and support the project.

## Doulton Described

March 2019 saw the completion of the Doulton Described Project, funded by the National Cataloguing Grant Scheme (now Archives Revealed). In 2015 the Art Fund gave the Minton Archive to the City of Stoke on Trent. The archive of Minton's itself already had a catalogue which we worked to get online and have since enhanced with the Minton Archive website.



There were over 600 boxes of archival material from Royal Doulton, the company which had bought Minton in 1965 and which had bought or merged with many other companies on its way to becoming one of the largest pottery manufacturers in the country.

## Great War Centennial Commemorations



### The Jake Whitehouse Collection

During 2018 we were able to digitise an important collection, held privately of postcards and photographs collected by 'Jake' Whitehouse over a lifetime's research. This collection of postcards illustrates his wider interest in local history and the Staffordshire landscape. The project was supported by a grant from the Heritage Lottery Fund of £7,400.

Many of these postcards provide context for the Great War Camps on Cannock Chase. They show the places the troops would have frequented during World War 1. Thanks to the support of our key partners, Berkswich Local History Society, Friends of Cannock Chase, Landor Society, Museum of Cannock Chase, a team of 21 volunteers researched caption information, dates and locations for all 1,700 images and entered them into the website database. They contributed over 1100 volunteer hours.

Towards the end of the project, the Friends of Cannock Chase gave a guided tour for pupils from **Etching Hill Primary School** of the World War 1 site of Brindley Hospital and the reconstructed Great War Hut at Marquis Drive, both on Cannock Chase.

March 2019 saw our final WW1 Centennial Conference. The conference focused on reflection of the achievements over 5 years of the Centennial. The outcomes and impact of the strategy were:

Outcome	Achievements
Increased awareness and engagement across a range of audiences	 <b>56 community projects</b> <b>315,542 online engagements</b>
Increased number of visitors	 <b>775,623 visitors</b>
Increased awareness among children and young people	 <b>4 projects involving young people</b>
Investment	 <b>£255,000 of external funding</b>

Ten conferences were delivered by the Archive and Heritage Service with 478 attendees in total. Sixteen SCC supported projects with £255,000 of external funding, where over 373,000 people were engaged. Full evaluation of the project will be published later this year.

## Regional collaboration and support

The service benefited from participation in an Archives West Midlands (AWM) project on digital preservation supported by £7,635 of funding from The National Archives. This project has now successfully completed AWM:

- Hosted four workshops on digital preservation
- Developed a template Digital Preservation Policy, Accessioning Guidance, and Guidance for Depositors
- Made a presentation to West Midlands SOCITM (Society for IT practitioners in the public sector)
- Hosted an information-sharing event with Archives First, who also received a grant from the Sustainability Fund

As a result of the project the Archive and Heritage Service reviewed its Digital Preservation Policy and joined a local government consortium to acquire Preservica, a digital preservation system.

The Archive Service provided conservation support for Walsall Archives assisting them with a relocation to the central library. The contract has now ended due to the maternity leave of the Conservator at Staffordshire Record Office. Strategic support continues to be provided for Sandwell Archives Service by members of the Archive and Heritage Management Team. Both contracts brought in additional income for the service.

# PUBLIC SERVICES

## Onsite services

This year we delivered 58 one to one support sessions for Ancestry.com in Stoke on Trent Community Libraries. In addition an experienced volunteer from our Family History Club has continued to offer one to one family history support sessions at Staffordshire Record Office, which are much appreciated by service users.

The Family History Club continued to meet monthly with an active programme of talks. We welcome new members. We also continued our exhibits of interesting documents at Staffordshire Record Offices.

This year we saw an overall reduction of 15% in the numbers of personal visitors to the Archive Service, some of which was accounted for by the closure of Lichfield Record Office. This is a significant continuation of the nationwide trend that has been experienced over the past ten years or so, as users continue to prefer to access material online.

The number of original documents consulted decreased by less than 1%. As users of microfilm and microfiche decline, visitors consulting unique original documents become more significant.

## Consulting Users and Partners

The Survey of Visitors to British Archives took place this year. This resulted in a satisfaction rate of 100% (very good and good) (+1%) for our service overall, based on returns from 147 people surveyed during a period of three weeks across the Archive Service.

For the 15 categories of service provision and delivery surveyed, the scores for ratings of very good and good were as follows:

Category	Rating	% change
Ease of finding Record Office	97%	+4%
Opening hours	84%	-1%
Physical access	95%	+1%
Visitor facilities	89%	+27%
Quality of catalogues, indexes etc.	98%	+4%
Quality of online catalogue	89%	+1%
Usability of online catalogue	89%	+1%
Waiting time for production of original documents	97%	-3%
Microform facilities	95%	-3%
Copying services	93%	-5%
On-site IT facilities	95%	-2%
On-site IT speed	81%	-11%
Availability of staff	100%	=
Attitude of staff	100%	=
Quality of staff advice	100%	=

Across the service overall, as usual, there were minor fluctuations in scores both up and down. The one area where there was a significant increase in satisfaction was regarding visitor

facilities, despite facilities not changing during the course of the year. There was also a significant decrease in satisfaction with the speed of the public computer network, which is an ongoing issue is regularly referred to Staffordshire ICT.

We use the detailed comments in this survey to identify areas for service improvement. They will also inform the planning for public services in any new Staffordshire History Centre, where a larger more comfortable rest area with more seating and facilities is clearly a priority.

One thing which remains at consistently high levels is the appreciation of our public service staff across the service, with friendly, helpful, efficient, professional, knowledgeable and patient among the most frequently used words.

## **Online services**

### ***Digitisation Projects***

We are grateful to the Friends of the Staffordshire and Stoke on Trent Archive Service (FoSSA) for their fundraising efforts, which have enabled the digitisation of the Staffordshire Tithe Maps, and their viewing on computers at libraries and record offices in the county and the city. A contractor has been appointed and digitisation will start in June 2019.

### ***Staffordshire Name Indexes Online***

During the year we have extended two indexes of use to local and family historians alike. In addition, significant progress has been made by our volunteers on new indexes for presentation in 2019/2020. We are grateful to the volunteer groups at all of our service points, without which this helpful website would not be possible.

The index to the Michelin UK staff magazine "Bibendum" has been extended. The magazine provided news about changes within the company, staff personal news, works sports clubs, etc., and the index enables family historians to build up a more rounded picture of their ancestor's working life.

The index to the wills proved in both the Consistory Court of Lichfield and the courts of the various peculiar jurisdictions has been extended again, by ten years at the beginning of the period, so that it now covers 1610-1780.

### ***Gateway to the Past Online Catalogue***

The online catalogue, "Gateway to the Past", continued to expand further during the year, with the cataloguing of newly acquired accessions, back-cataloguing work and editing of legacy catalogues. A considerable amount of time has been spent in work associated with the aftermath of the closure of Lichfield Record Office and the transfer of the collections to Staffordshire Record Office.

Major additions to the online catalogue include the Dyott family of Freeford; the Wychnor estate; the Charles family of Pelsall; additions to the Lichfield Diocesan collections; a large number of smaller collections held at Lichfield Record Office and William Salt Library.

In addition, 303 "name authority records" (mini-biographies), mainly for nationally and locally significant people, and for authors on local history, were added to the catalogue.

All of this work is crucial in opening up information about collections held by the Archive Service, and we are grateful to those volunteers who continue to assist us in these tasks.

### ***Joint Archive Service Website***

For many researchers our website, forming part of the County Council's website, is their first contact with the Archive Service. The site is highly-rated, receiving the highest possible 4-star rating from SOCITM (Society of Information Technology Management) in their annual audit.

During the course of the year, in addition to the general service information, the site has been regularly updated to enable service users to remain up-to-date with the latest information on our projects, in particular the Staffordshire History Centre Project.

Overall visits to the Archive Service website have increased by 18% to 54,802, whilst visits to the online catalogue, Gateway to the Past have declined by 68% to 40,584. The latter is due to an unexplained change in the way that Google Analytics calculates visits. Visits to the rest of our online resources, including websites such as the Staffordshire Name Indexes and online exhibitions, increased again by 1.3% to 50,062.

### **Social media**

During the last year we have continued to use social media to promote our collections to remote users and as well as visitors to the Service. A wide variety of staff contribute to our social media output, covering a range of subjects, including newly-available collections, conservation, events, etc. Use of social media by the Service has grown and as a result there are further increases in Facebook likes, up by 20%, and Twitter followers, up by 8%. Statistics for social media are in Appendix 1 at the end of the report.

## COMPLAINTS, COMMENTS AND COMPLIMENTS

During the year the Service received two complaints and ninety-four compliments. The complaints were both informal stage 1. The first related to a misunderstanding about misplaced documents and it was clear the user had mixed up the record office with another council office, it was not upheld. The second concerned the quality of photographic images supplied of documents which were quite creased. The Senior Conservator advised the images were good quality but offered to carry out additional conservation treatment for additional cost to the customer. The complaint was not upheld, and no further response was received.

The compliments tended to cover excellent and very rapid service for customer orders and staff helpfulness and quality of advice. One user, Bernadette Russell, was particularly grateful to the service for its assistance in tracing information about her grandmother admitted to the Burntwood County Asylum in the 1930s. Following an agreed process with the health authority permission was granted for the family to access the case notes. Additional advice from archivists enabled the family to trace the unmarked grave for their relative. They were able to visit and place flowers and a cross to mark the grave. It clearly made an impact on the family:



L: Alyson Bourne, Bernadette Russell, Gemma Or, Baby Noah Or, Andrew Bourne.

R: Carl and John who maintain the cemetery with Bernadette Russell.

Photographs courtesy of Bernadette Russell.

*On behalf of my family, I would like to thank you, also other members from your wonderful team. I thank you from the bottom of my heart, I mean it most sincerely, for helping us find Alice Hughes' place of rest. Every single person, that I contacted throughout this quest, went above and beyond to help me.*

# ENGAGEMENT, LEARNING AND VOLUNTEERS

## Events and Exhibitions

During the year we held a study day in partnership with the Victoria County History and also an archaeological event with the Historic Environment Team. We also held a study day with Prof. Tomkins of Keele University on Paupers in the 18<sup>th</sup> century. In May 2018 we held our Staffordshire History Day in partnership with Birmingham and Keele Universities. The Anglo-Saxon will of Wulfric Spot went to Tamworth to support their Aethelflaed celebrations. In addition we:

- Went to Codsall Village Hall to support their local history weekend
- Supported two events at St George's hospital
- Went to Sandon village fete
- Held an open day at the William Salt Library
- Took the Staffordshire Appeals exhibition to Burton

## Placements

There were 3 schools placements at Stafford this year, and one university student on placement. In addition we supported teaching events for post graduate students at Keele University, we also supported young learners (16-18) project about the aftermath of WWI.

## Volunteers

**At the Museum** as well as their usual collections care, digitisation and documentation roles the museum service volunteers have been involved in three main projects this year. This included preparation of collections during and after the collections move from Shugborough to Beacon Business Park. Support for curating exhibitions and the Jake Whitehouse website project.

**Our former Lichfield Record Office** volunteers are continuing working on the Copy Wills, card index 1858-1928 working remotely to do this. Approximately 4,700 index cards have been entered onto spreadsheets to date. We have been really pleased to retain Lichfield volunteers after the Record Office with some supporting the History Access Point.

**At Stoke** the groups of former Michelin employees and former members of the 16<sup>th</sup>/5<sup>th</sup> Lancers have continued to assist the service by working on the archives of their organisation. Membership of the Michelin group continues to grow. Individual projects include: the compilation of an index to the Stoke-on-Trent Poor Law Guardians minute books, the compilation of an index to servicemen mentioned in the Sentinel newspaper during World war II, the description and research of photographs from the Bentley slide archive and putting them onto the staffspasttrack website. The Doulton Described Project benefited greatly from volunteer input.

### **At Stafford our Tuesday groups are still going strong:**

Quarter Session rolls listing continues to progress with the Latin indictments listed back to 1627 and prosecution briefs, which are, so far catalogued up to 1915, almost 700 cases. This project shows real dedication. Since June, good progress has been made by the **Parish Rights of Way**

**surveys project.** 37 out of 184 surveys are now available on Gateway to the Past. Magistrates Records and Felony projects were both completed in July. The indexing of the Littleton Letters continues and the indexing of building plans for Leek Rural District has been completed. Work continues on transcribing the Gothard Diaries.

The **digitisation volunteers** have completed the CP65 photograph collection and have now made a start on the first two volumes of motor vehicle registration indexes.

Amongst many other things volunteers have been working on indexing references to parents of illegitimate children found in the poor law collections with nearly 11,000 entries so far and putting catalogues on to CALM such as the Hilton Hall Estate papers the Neville, Jennings and Clifford, solicitors papers and Blagg, Son and Masefield of Cheadle, a large solicitors' collection.

This year the **preservation volunteers** have completed repackaging the Bagnalls Locomotive collection and the Electoral Registers, which they were continuing from last year. They have also repackaged the records of the Philips family and they have recently started working on the Glebe Terriers, which require cleaning, putting into date order, numbering and packaging.

We have a number of projects working in partnership with Universities, not least volunteers working on the **Flood and Drought Project** as part of our Collaborative Ph.Ds with Liverpool University. **Helen (Flood)** has had two volunteers working with her. The spreadsheet created was used to extract the numerical data (prices, volumes sold) and will be made available online.

**Alice's (Drought)** volunteers have worked through diaries, farm reports, and other material. This resulted in over 80 years of daily weather recording, and helpful notes on the contents of all these documents, which will be added to the catalogue.

**On Friday Mornings** we have been working with Prof. Alannah Tomkins, supported by Dr. Pete Collinge on the Pauper vouchers in our parish collections. This pilot led to funding for a larger project across the country whilst here in Staffordshire the project has gone from strength to strength, enhancing our catalogues and providing some really interesting stories coming out on the project blog.

#### **The Place-name project run in conjunction with Nottingham University**

At Stafford the volunteers have collected over 4,000 field and minor names so far this year whilst at Lichfield they have made c. 5440 entries. These names have been entered into our online database ([staffordshireplacenames.esdm.co.uk](http://staffordshireplacenames.esdm.co.uk)). The volunteers are now focusing particularly on collecting names in the hundreds of North and South Totmonslow. Most of the volunteers attended a series of palaeography workshops in the spring provided by the project.

**The Victoria County History Group** has been working with Dr. Andrew Sargent of the VCH and Keele University. The volunteers have been working their way through the volumes of Collections for a History of Staffordshire, pulling out references to the townships and parishes of the Uttoxeter region.

Other volunteers have continued to work on the **Bradford papers** and the **Wills** project. The wills index will soon be increased by a further 20 years.

Having volunteered on cataloguing projects in the past Caroline Hillman has just started a new volunteer project looking at the records of children in care, whilst at the same time carrying out research on volunteering and young people for her master's course in Archives and Records Management. This project is specifically targeting young volunteers in the age range 18-24.

## COLLECTIONS MANAGEMENT AND DEVELOPMENT

As usual many accessions have come in from a wide range of sources, while we continue to look out for under-represented types of collections, aiming to reflect the County and City in all aspects of its life and people.

This year 120 separate accessions were received from private and external official sources, including 4 accessions from the Diocese of Lichfield, and we also received 10 accessions from within the County Council and the two County Coroners. In addition to the number of accessions received, we counted an additional 35 contacts from or to members of the public and local organisations holding records but where no records have as yet been deposited, or where people have been referred to different repositories. Taken together with the number of accessions received, this amounts to a total of 155 approaches or contacts concerning collections for the year, from external sources, roughly in line with previous recent years.

The total volume of all collections was 11.6 cubic metres or about 386 archive boxes. This includes a large quantity of local studies material taken in from Staffordshire Libraries which has affected the percentage of catalogued collections this year. We have continued to put as much resource into cataloguing as possible because, without it, the public cannot access the collections in our care. We fully catalogued 106 out of 130 permanent accessions, although by volume this represents only 24.7% of the physical quantity. This is lower than our target because of the bulk of the library local studies material, whilst project work at Stoke City Archives has also diverted some cataloguing time. Appraisal and weeding has been required for a few collections which contributes to cataloguing time.

All new uncatalogued collections have at least a basic summary available in our online catalogue so that the public can be made aware of them and ask for further information. The overall figures for the proportion of archives with either a full or partial finding aid online also increases each year, due to the inputting of old paper lists and referencing uncatalogued material, for instance for the Diocese of Lichfield collection.

### New Accessions

#### Staffordshire Record Office

We have continued to receive a wide variety of records reflecting all aspects of Staffordshire life. Although it is sad to note that many come from organisations that are closing down, we are always pleased to have such records brought to us.

School log books for the 19<sup>th</sup> and 20<sup>th</sup> centuries from Eccleshall and Croxton (7619), Leek (D7623) and Codsall (D7696).

One man personally brought items all the way from Canada, for both the Museum Service and the Archives, relating to a draper of Brewood (7620), and a couple from the Netherlands brought some items for the Bridgeman family collection (7624). We are always impressed by the effort people make to deliver documents back to their home county, and wish to thank again all our donors and depositors, from this county and far beyond.

Local organisations include papers of a local campaign against HS2 (D7630) and against a school closure (7648), the National Trust group for the Kinver Rock Houses, who also assisted

in producing a catalogue and packaging their documents (D7631). We were pleased also to take a collection of the Stafford and District Military History Society, which not only included some Home Guard records for Baswich, but the society's albums which feature the late Jake Whitehouse, researcher into the Cannock Chase camps.

One of the collections from an organisation that has now closed is that of the Community Council which supported rural communities. As part of a survey in the 1970s of village amenities there is a collection of village hall plans including attractive architects' sketches from the 1940s-1950s (7657).



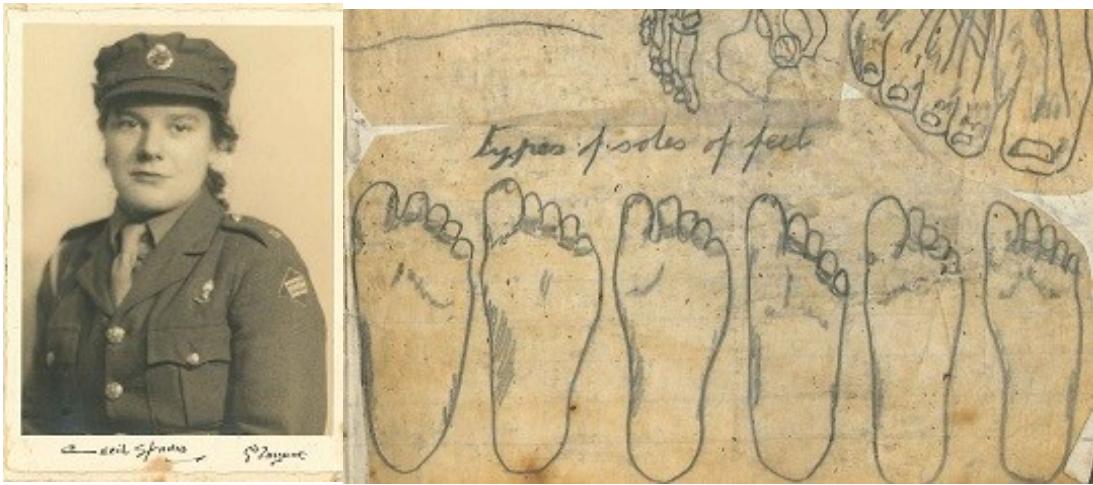
*Codsall Village Hall*

By far the largest collection is the local studies archive from Newcastle-under-Lyme Library which consists of Methodist records including 19<sup>th</sup> century baptism registers, school records, district council records from both Newcastle and Wolstanton including minutes and rating records, electoral registers, records of local societies, and personal and family papers (7660).

Our Friends organisation FoSSA also purchased a labour account book for the Chillington estate for the 1820s, showing work carried out on various estate buildings and lands (7645)

More 19<sup>th</sup>-20<sup>th</sup> century records relating to local hospitals were deposited including St George's Hospital, Standon Hall Orthopaedic Hospital, and the Infirmarys of Stafford and Cannock (D7635).

Miscellaneous items including a contemporaneous report on the Fauld explosion in 1944 (7621), memorabilia of a Staffordshire woman in the ATS in the 1940s (7659), an account book for Bilbrook WVS which includes lists of serving soldiers who were sent Christmas parcels (7703), studies in foot anatomy by a Lotus trainee (7699), and engineering drawings by an English Electric trainee (7695).



*ATS service woman*

*Studies in foot anatomy by Lotus trainee*

We continue to collect from parish churches, including some closed churches. Larger collections came from Leek, Walsall and Barton-under-Needwood. Among several civil Parish Council collections are those which have never before deposited which include their first minutes from 1894, from Brocton (D7661), Fawfieldhead (D7685), and Wrottesley (D7686).

### **Services to Staffordshire County Council**

The County Archive Service is responsible for the day-to-day management of the County Council's deeds of property and associated legal documents, as well as the formal archives of the County Council. This service includes: the accessioning, cataloguing and indexing of deeds of new properties and other legal documents; the identification and retrieval of deeds and other records for officers in the County Council for day-to-day business activity; and provision for the ongoing security of the County Council's legal documents. This year the deeds requests have reverted to their usual levels, and the deeds clerk increasingly locates and scans relevant documents so that fewer deeds leave this site. The deeds clerk supported the legal section as the team vacated Place 2, by checking back in all withdrawn deeds, a large piece of work which was crucial for the security for the Council's deeds.

Figures for the previous year, 2017/2018, are given in brackets.

Number of deed packets retrieved and issued: 583 (1,042)

Number of new deed packets accessioned and indexed: 413 (501)

Deeds work for Fire Service: 30 new deed packets accessioned and 10 deed packets retrieved and issued.

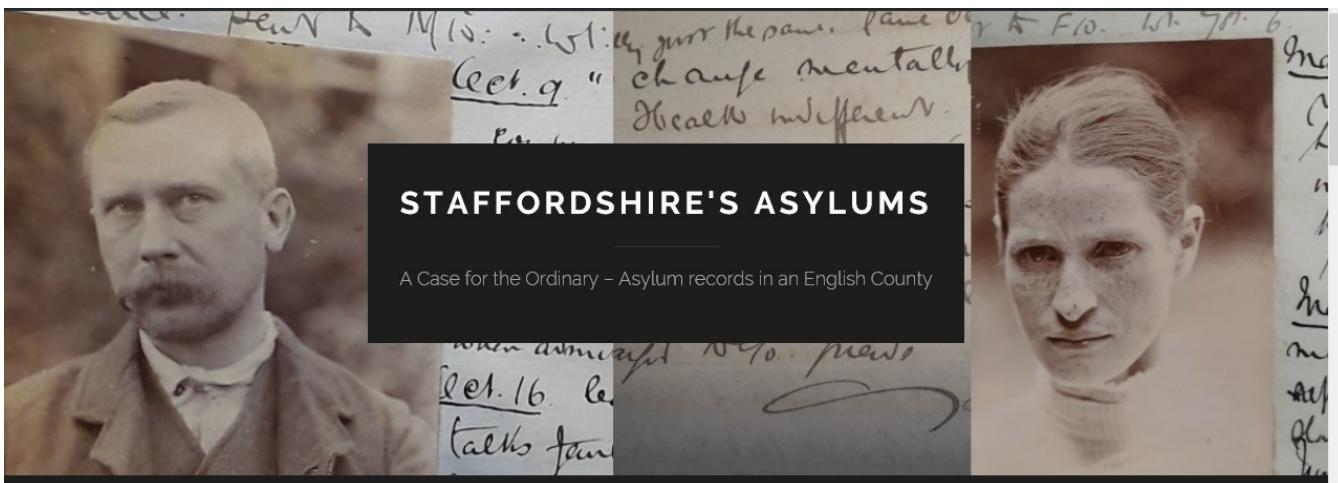
Volumes of SCC committee minutes catalogued: 21 (24)

## Cataloguing Progress

Two major grant-funded cataloguing projects began at the beginning of 2019 at Staffordshire Record Office.

### **Wellcome Trust grant: 'A Case for the Ordinary: The Patient Experience of Mental Health Care in Staffordshire'**

Staffordshire Archives and Heritage's project will uncover the history of Staffordshire's three County Asylums. The project will focus on the patient experience as we catalogue case records from the period 1818-onwards. The major research resource produced by the project will be a database of information extracted from the case notes that can be used for social and medical history research. In addition, we will create an online index to aid family historians. Whilst access is restricted to records which are less than 100 years old, earlier material is available for research. During the 2-year project we will also create a touring exhibition and offer a series of talks at venues across the County about the history of mental health care in Staffordshire.



In 2019 we will call for volunteers to research the personal histories of some of the Victorian patients, so we can have a more rounded picture of the people who spent so much of their lives in these huge and all-powerful institutions. Research and progress will be shared in a blog.

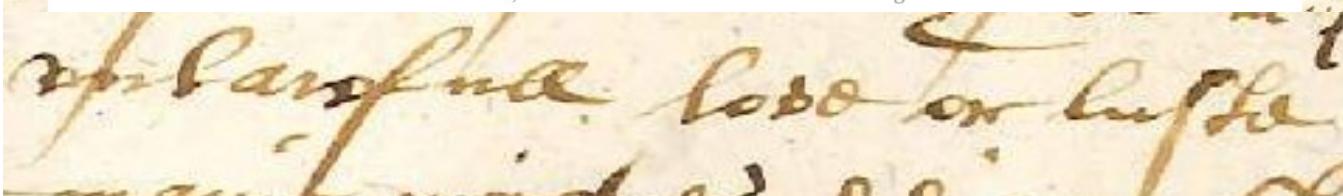
### **Archives Revealed grant for 'The Bawdy Court of Lichfield' project '**

We were delighted to learn in the summer of 2018 that our grant application had been successful. This 2-year project got under way in March 2019, generously funded by a grant from the Archives Revealed Programme. The subtitle, 'scandal laid bare, strife uncovered and beautiful buildings revealed', encapsulates the content of the church court records. The term Bawdy was applied due to the scandalous nature of cases concerning slander, adultery, breach of marriage contracts and marital separation on numerous grounds. Witness statements are detailed and really do lay out for all to see what was going on (or rumoured to be) in communities.



## The Bawdy Courts of Lichfield

- Scandal laid bare, strife uncovered and beautiful buildings revealed -



During the project we will be seeking volunteers to work with us, and progress and research results will be shared through a new blog. Outreach activities are also planned during the two years.

Last year the Archive Service was recognised for best practice in this area and we continue to develop new projects for volunteers while continuing to support long-running activities. Our Archives Revealed application was commended for its excellent public engagement plan and has been used by the grant funders and the UCL archives MA course as a model. This year volunteers began detailed cataloguing of the early Public Rights of Way files, which has been immensely helpful to all involved in rights of way. Andrew Kirkham, senior Spatial Information Office for the Council gave the project team a talk about the history of the County's role in rights of way, which was immensely valuable.

This year a major target was to make the remaining paper catalogue available through Gateway to the Past. Due to the complicated nature of this work professional staff have led the bulk of this work, with remote volunteers with typing skills where possible.

### **Stoke on Trent City Archives**

The Revealing Voices Project, which has been reported on in previous years was an HLF funded project to digitise the tapes of Arthur Wood, broadcaster and producer of educational programmes for Radio Stoke. Over 600 interviews and completed programmes, undertaken in the 1970s and 1980 have been transferred from the original tape, digitised and indexed by volunteers under the supervision of the Potteries Heritage Society and Jane Wood, Arthur's daughter. They are now deposited with the Archive Service (SD1820) to be accessible in the long term the memories captured go back to the turn of the twentieth century.

The Personal and Commercial papers of William Moorcroft, the potter and founder of the firm which bears his name (SD 1837) were collected together by his daughter Beatrice to form the basis of a biography. By providing an insight into the personal element that went into the

development of a successful pottery company they provide a valuable complement to the existing ceramic collections at Stoke.

The papers of Dr Richard Talbot (SD 1815) are the fruit of the many years work by the distinguished local historian and author. Celebrated for his work on Penkhull, Dr. Talbot's collection of both original records, substantial series of records copied from the National Archives and newspapers will prove essential to future historians of Stoke.

Other collections received include additions to the archive of the 16<sup>th</sup>/5<sup>th</sup> Lancers, and small but interesting collections from designers and engravers within the pottery industry revealing the extent to which building a portfolio of work was a necessary part of working life. The work of independent photographers and volunteers is represented in the collections of Audrey Tonge,(SD 1822) who photographed all the bottle ovens in the city in the 1990s, some of them now lost, and the detailed record of the last ever bottle oven firing in the city in 1978, recorded by Brian and Maureen Colclough (SD 1838). An interesting record of Swinnertons the catering company was received in the form of an annotated newscuttings volume. (SD 1824).

### **Lichfield collections**

The continuing work following the relocation of the collections from the former Lichfield Record Office has included a number of new entries in the online catalogue for Diocesan collections, particularly those relating to individual parishes and appointments 1888-1983 and ordinations 1662-1957 (52 boxes in total), also tithe redemption certificates, glebe exchanges and surveys under Queen Anne's Bounty (14 boxes). Further detailed cataloguing work still needs to be carried out but these summary descriptions will enable people to access the material. A large collection of recent faculties deposited the previous year has also been input in summary form (613 files).

## PRESERVATION AND CONSERVATION

Some notable pieces of work this year are:

- **Lichfield Cathedral**  
The Senior Conservator carried out treatment to enable exhibition of a Sacrists roll dated 1342 from Lichfield Cathedral. This was loaned and displayed in the Anglo-Saxon Treasures exhibition in the Chapter House during January and February this year.
- **The Preservation volunteer group**  
The group completed the work of repackaging and housing the Electoral registers for the County. They are currently working on the cleaning and repackaging of the Glebe Terriers.
- **Bradford Exemption project**  
A good start was made with 40 files of material being removed from old poor-quality housing and being cleaned and repackaged into archival quality material.
- **Exhibitions**  
For County Buildings; “St Georges Hospital Stafford – 200<sup>th</sup> anniversary”, Treasures from Lichfield” and “A Year in Review”

Conservation statistics	2018/9
Paper leaves treated	1057
Parchment membranes repaired	12
Maps and Plans repaired and bound	272
Volumes Bound	23
Items mounted for Exhibition	57
Items encapsulated and laminated	
Miscellaneous items treated	76

### Developing skills in the Conservation field

The Senior Conservator gave a tutorial and demonstration on ‘Mounting and framing of archive material’ at the annual conference of the Archives and Records Association.

## PERFORMANCE

The Joint Archive Service works to a three year forward plan and developed a ten-year vision in 2015 which was reviewed in 2018. 2018–19 is the first year of delivery of the revised plan. The key objectives are focused on:

- ❖ Developing an active partnership approach.
- ❖ Delivering resilience and sustainability.
- ❖ Reaching and engaging with a wide range of people and building new audiences.
- ❖ Sharing knowledge across the UK.
- ❖ Increasing our online presence and remote access.

The Archive and Heritage Service collects detailed statistics about all areas of its work shown at Appendix 1 to the report. This covers personal use, distance use and online use of the service. There are five local performance indicators which the service measures against:

1. Use of the service
2. Attendances at events, talks, education and community visits
3. Volunteer hours
4. Customer satisfaction
5. Collecting activity

During 2018/2019 the service has seen falls in the use of the service (both personal and online). The decline in personal visits is by 15% continuing a national trend across archive services. The service encourages users to access material which has been digitized and online through Find My Past or Ancestry.com. Online use has also seen a dip although this is partly explained by a change in the collection of data for the online catalogue which resulted in a drop of 68%. Together this meant a 6% drop in overall use of the service.

By contrast attendances at events rose by 3% as the service continued its policy of ensuring a presence at community and village events across the county. This was piloted during the Staffordshire History Centre project development phase.

Volunteer hours were also significantly down by 26% from a very high level in 2017/2018. This was due to an increased amount of volunteer hours during the Staffordshire History Centre project development phase. As the bid was unsuccessful in September some volunteer projects were unable to progress. New projects such as the Asylum and Bawdy Courts should see an increase in hours in the current financial year.

Customer satisfaction was back up to 100% having remained consistently high. The highest scores are always for the quality of staff advice and helpfulness and friendliness.

Collecting activity was slightly down by 2.5% but remained in line with the previous year and does fluctuate.

Overall the service had a good year despite the disappointment of the Staffordshire History Centre funding application. Other externally funded projects were able to make a good start with promising outcomes for the future. The opening of the History Access Point was the culmination of two years of planning and has so far exceeded expectations.

## ACKNOWLEDGEMENTS

Without the support, dedication and sheer hard work of our staff and volunteers the Archive and Heritage Service could not deliver such a wide range of work all towards the aim of bringing archives to the widest audience possible. The support from members of the Joint Archive Committee is also very much appreciated. I would like to thank everyone for their contribution in 2018-2019.

### **Staff**

Staffordshire Record Office: Matthew Blake, Ben Cunliffe, Howard Dixon, Tim Groom, Cara Hughes, Rebecca Jackson, Beryl Jones, Rachel Lake (left June 2019), Sue Lynch (left February 2019), Catherine Nichols, Richard Nichols, Julie O'Neill, Liz Street, Bev Sutherland, Hazell Thorogood (left June 2019).

Lichfield: Kevin Briggs, Anita Caithness, Jenny Lewis, Henrietta Martinez, Joanne Peck.

Stoke on Trent City Archives: Liz Cooper, Andrew Dawson, Louise Ferriday, Chris Latimer, Moira Lewis, Mandy Pover, Nicola Wood (left November 2018).

William Salt Library: Dominic Farr.

County Museum: Chris Copp, Helen Johnson, Mel Williamson, Howard Dixon, Sarah Bradshaw (left December 2019).

### **Volunteers (155)**

Keith Abbot, Harry Archer, Judith Aston' Rosin Ayres, Ken Baddeley, Peter Baines, Diane Barre, Samantha Barker, Margaret Beard, John Bennett, David Bennion, Katy Best, Ann Blake, Jan Bray, David Brass, Teresa Brown, Patrick Brough, Melvin Bourne, Peter Bryan, Val Bourne, Ann Bugge, Faith Cleverdon, Rosie Cooke, Brian Cooper, Val Cooper, Eleanor Copp, Pat Corfield, Trevor Cotton, Nigel Coulton, Andy Crews, Jennifer Davies, Tony Degg, Ian Denny, Lucy Dover, Heather Edgeley, Ned Edwards, Christopher Evans, Martin Elkes, June Ellis, Colin Evans, Nesta Farrow, Ann Fisher, Vicki Fox, Frank Foy, Jo Foy, Jacqueline Fradley, Valerie Gannon, Karen Gething, Andrew George, Anne George, Joe Gibson, Stephen Gidley, Robert Ginder, Faith Glennon, Barry Gratton, Sue Gregory, Juliet Guest, Peter Gurney, Peter Hambley, Clare Hannon, Peter Harding, Jennifer Harris, Sandra Hassall, Kay Hay, Brian Heathcote, Beverley Henderson, Diana Hill, Caroline Hillman, Maureen Hipkiss, Diane Hitchcock, Val Hollins, Beryl Holt, Carole Holt, Faye Hudson, Barbara Hughes, Bob Jones, Graham Jones, Joyce Jones, Lesley Jones, John King, Margaret King, Janet Kisz, Randle Knight, Roger Knowles, Ashok Kumar, Susan Large, Lindsay Lorenz, Di Lote, Joseph Malcolm, Jenni Maslin, Nigel Maurs, Julia McBride, C McPherson-Jones, Don McLean, Paul Meller, Jean Meredith, Lester Meredith, Bob Metcalfe, Christine Millard, Irene Moir, Norman Moir, Graham

Moodie, Geoffrey Moluneux, Caroline Nash-Smith, Liz Newman, Paul Niblett, Roger Osborn, Gaynor Owen, Joy Pownall, David Prescott, J Preston, David Price, Malcolm Price, Christine Reynolds, Glenys Richards, Bob Robinson, Ceris Roberts, Shelley Robotham, Esme Rowson, Helen Russell, Carl Salmons, Rose Sawyers, Rosemary Sawyers, Audrey Screen' Diane Shenton, Jacqui Simkins, Rosie Simpson , Viv Simpson, Ian Small , Les Smith, Liberty Smith, Daniel Stubbs, Ann Sumner, Jim Sutton, Hilary Tilstone, Mithra Tonking, Richard Totty , Dave Tovey, Penny Twibill , Angela Velu, Eirlys Walker, Sue Walker, Jane Walther, Trevor Warburton, David Watts, Collin Webb, Nicky Webster, Janet Williams, Rebecca Williams, Steve Williams, Ray Wilson, Zsara Wilson, Les Woolley, Pam Woolliscroft, Natasha Yardley

### **Friends of the Archive Service (FoSSA)**

Our thanks to the committee and members for their support throughout the year: Dianne Barre, Faith Cleverdon, Sue Gregory, Val Gannon, Gay Lawrence, Malcolm Price, Glenys Richards, Andrew Sargent, Richard Totty.

The Friends successfully concluded their campaign to digitise the Staffordshire Tithe maps securing over £15,000. Sue Gregory and Richard Totty also represented the Friends at project meetings and workshops to develop the Staffordshire History Centre project.

### **Joint Archive Committee 2018-2019**

Elected members of Staffordshire County Council: Gill Heath (Vice-Chair), Gill Burnett, Mike Davies (Observer), Michael Greatorex (Observer).

Substitute members: Mark Sutton, Mark Winnington

Elected members of Stoke on Trent City Council: Anthony Munday (Chair)

Substitute member: Janine Bridges

## APPENDIX 1

### Part 1: Public Service Statistics – Financial Year 2018/2019 (2017/2018 in brackets)

	STAFFORD	LICHFIELD	STOKE	BURTON	TOTAL
<b>PERSONAL USE OF ARCHIVE SERVICE</b>					
Total number of individual visits	4,236 (3,804)	N/A (1,354)	2,068 (2,331)	190 (143)	6,494 (7,632)
Total number of new registrations and renewed registrations	502 (544)	N/A (108)	86 (102)	N/A	588 (754)
Total number of documents produced	12,725 (10,979)	N/A (2,172)	994 (680)	N/A	13,719 (13,831)
Total number of Ordnance Survey maps produced for consultation	976 (1,075)	N/A	273 (314)	12 (18)	1261 (1,394)
Total number of local studies items produced for consultation	N/A	N/A (353)	1,428 (1,303)	146 (119)	1,574 (1,775)
Total number of microfilms/fiches/CDRoms consulted	1,640 (2,646)	N/A (433)	2,184 (3,156)	272 (299)	4,096 (6,534)
<b>DISTANCE USE OF ARCHIVE SERVICE</b>					
Total number of email/postal enquiries	2,234 (2,003)	N/A (593)	919 (872)	N/A	3,153 (3,289)

Total number of telephone enquiries	1,750 (1,652)	N/A (720)	926 (1,025)	Not recorded	2,676 (3,397)
-------------------------------------	---------------	-----------	-------------	--------------	---------------

#### **REPROGRAPHICS SERVICES**

Total number of photocopies/microprints supplied and total number of orders (including scanning)	1,169 (1,055) 337 (263)	N/A (967) N/A (126)	393 (178) 76 (44)	N/A N/A	1,562 (2,200) 413 (433)
--	----------------------------	------------------------	----------------------	------------	----------------------------

Total number of photographic orders	73 (80)	N/A	N/A	N/A	73 (80)
-------------------------------------	---------	-----	-----	-----	---------

Total number of annual photographic permits issued	9 (10)	N/A (1)	1 (2)	N/A	10 (13)
--	--------	---------	-------	-----	---------

Total number of daily photographic permits issued	327 (236)	N/A (73)	41 (43)	N/A	368 (352)
---	-----------	----------	---------	-----	-----------

Total number of self-service microprints	91 (285)	N/A (36)	933 (1,024)	N/A	1,024 (1,309)
--	----------	----------	-------------	-----	---------------

#### **RESEARCH SERVICES**

Total hours of research for the public and total number of orders	112 (145.75) 189 (209)	N/A (10.25) N/A (9)	22.5 (30.5) 18 (20)	N/A N/A	134.5 (186.5) 207 (238)
---	---------------------------	------------------------	------------------------	------------	----------------------------

#### **ONLINE USE OF ARCHIVE SERVICE**

Total number of website visitor sessions	Not applicable	Not applicable	Not applicable	N/A	54,802 (67,073)
Total number of visitor sessions to online catalogue	Not applicable	Not applicable	Not applicable	N/A	40,584* (128,203)
*Google Analytics system change					
<b>OUTREACH ACTIVITY</b>					
Total number of attendees at Archive Service events	Not applicable	Not applicable	Not applicable	N/A	1,351 (1,563)
Total number of volunteer hours					6,308 (8,715)

## Part 2 Performance Monitoring against Service Targets– Financial Year 2018/2019 (2017/2018 in brackets)

			<b>STAFFORD</b>	<b>LICHFIELD</b>	<b>STOKE</b>	<b>BURTON</b>
Postal / email enquiries	Reply within 5 working days		100% (100%)	N/A (100%)	97% (96%)	N/A
Postal / email enquiries	Reply within 20 working days		100% (100%)	N/A (100%)	100% (100%)	N/A
Photocopy orders	Reply within 8 working days at Stafford, Lichfield	99% (100%)	N/A (88%)	100% (100%)	N/A	
	Reply within 6 working days at Stoke					
Document production	Within 20 minutes	97% (97%)	N/A (96%)	100% (100%)	N/A	
Accession receipts	Sent out within 12 days	100% (78%)	N/A (100%)	94% (100%)	N/A	

## Part 3 Archive Service Local Performance Indicators 2018/2019

Local performance indicator	Outturn 2017/2018	Target 2018/2019	Outturn 2018/2019
<b>Use of Service</b>			
1. Usages of the Archive Service			
- Personal visits	981,931	982,000	927,998
- Online visits			
- Email, postal and telephone enquiries and orders			
<b>Engagement with the Service</b>			
2. Attendances at			
- Events and celebrations	1,563	2,500	1,613
- Talks by our staff			
- Educational and community group visits to our offices			
3. Number of volunteer hours	8,571	8,000	6,308
<b>Customer satisfaction</b>			
4. Percentage of users expressing satisfaction with overall services and facilities (= very good/good survey marks)	99%	98%	100%
<b>Collecting activity</b>			
5. New archival collections and uncompleted negotiations with donors or depositors	159	150	155

**STAFFORDSHIRE AND STOKE ON TRENT ARCHIVE SERVICE**

**IDENTIFIED RISK REGISTER**

**2019**

## Archive Service Identified Risk Details

Risk rating is 1-5 for likelihood multiplied by impact. The risk categories total score is out of 25: 1-8 = low; 9-16 = medium, 17-25 = high. Risk are RAG rated.

1.

<b>Risk Description</b>	<b>Failure of environmental controls / prescribed conditions in Archive Service strongrooms which would result in physical deterioration of collections</b>
<b>Risk Owner</b>	Head of Archives & Heritage (Place) – Joanna Terry
<b>Associated Risk Owners</b>	Archive Senior Management Team; Record Office Manager
<b>Sources of Assurance</b>	Risk Owner and Associated Risk Owners

## Key Controls and Processes

Control	Process	Records
Continuous monitoring of environmental controls	Daily checking process by conservation team against PD5454 parameters	Condition Records
Bi-annual checks of air conditioning equipment	Arranged by through/central contracting process- Property Services	Equipment Manuals and Service Reports
Reporting procedure	Through designated staff	Building Report Records
General Risk Assessments for Staffordshire Record Office	Updated annually by Record Office Manager	Risk records

	<b><u>Vulnerabilities</u></b>	<b><u>Mitigating Actions</u></b>
1	Reduction in PS resource allocation to maintain adequate servicing	Ensure contingency within Archive Service Budget
2	Major failure of equipment	Ensure sufficient contingency in budget reserve

<b>Strategic Risk Category</b>		<b>Risk rating1 (low) - 5 (high)</b>	<b>TOTAL</b>
		<b>Net Score: (L x I)</b>	
		<b>8</b>	
		<b>L(ikelihood):</b>	<b>2</b>
		<b>I(mpact):</b>	<b>4</b>

**2.**

<b>Risk Description</b>	<b>Fire in Record Offices</b>
<b>Risk Owner</b>	Head of Archives & Heritage (Place) – Joanna Terry
<b>Associated Risk Owners</b>	Archive Senior Management Team; Record Office Manager
<b>Sources of Assurance</b>	Risk Owner and Associated Risk Owners

**Key Controls and Processes**

Control	Process	Records
Fire detection systems: incl high sensitivity detection in all strongrooms, linked to central monitoring station	Weekly fire testing	Test Records
Fire suppression system in extension strongrooms	Weekly fire testing	Test records
Quarterly checks of fire detection / suppression systems	Arranged through central contracting process - Property Services	Equipment Manuals and Service Reports
Faults reporting procedure	Through designated staff	Building Report Records
General Risk Assessments for Staffordshire Record Office	Updated annually by Record Office Manager	Risk records

	<b><u>Vulnerabilities</u></b>	<b><u>Mitigating Actions</u></b>
1	Reduction in PS resource allocation to maintain adequate servicing	Ensure contingency within Archive Service Budget
2	Major failure of equipment	Ensure sufficient contingency in budget reserve
3	Accidental discharge of Inergen Gas	Ensure sufficient contingency in budget reserve to replace
4	Failure of all communication systems between Record Offices and central monitoring stations resulting in serious loss	Maintain weekly testing Emergency Plan Insurances for conservation treatment as a result of emergency

<b>Strategic Risk Category</b>		<b>Risk rating<sup>1</sup> (low) - 5 (high)</b>	<b>TOTAL</b>
		<b>Net Score: (L x I)</b>	<b>10</b>
<b>Service Delivery</b>		<b>L(ikelihood):</b>	<b>2</b>
		<b>I(mpact):</b>	<b>5</b>

3.

<b>Risk Description</b>	<b>Flood/water ingress in Record Offices</b>
<b>Risk Owner</b>	Head of Archives & Heritage (Place) – Joanna Terry
<b>Associated Risk Owners</b>	Archive Senior Management Team; Record Office Manager
<b>Sources of Assurance</b>	Risk Owner and Associated Risk Owners

### **Key Controls and Processes**

Control	Process	Records
Secondary packaging of vulnerable material	Through designated staff	Preservation Programme
Physical inspection of buildings	Weekly visual inspection of building	Building maintenance log
Faults reporting procedure	Through designated staff	Building maintenance log
Flood detection systems at outstore and in SRO basement	Regular servicing	Building maintenance log
General Risk Assessment for Staffordshire Record Office	Updated annually by Record Office Manager	Risk records

	<b><u>Vulnerabilities</u></b>	<b><u>Mitigating Actions</u></b>
1	Reduction in PS resource allocation to maintain adequate servicing	Ensure contingency within Archive Service Budget
2	Major failure of equipment	Ensure sufficient contingency in budget reserve
3	Failure of all communication systems between Record Offices and central monitoring stations resulting in serious loss	Emergency Plan Insurances for conservation treatment as a result of emergency

<b>Strategic Risk Category</b>		<b>Risk rating1 (low) - 5 (high)</b>	<b>TOTAL</b>
		<b>Net Score: (L x I)</b>	<b>9</b>
<b>Service Delivery</b>		L(ikelihood):	<b>3</b>
		I(mpact):	<b>3</b>

4.

<b>Risk Description</b>	<b>Vandalism at Record Offices</b>
<b>Risk Owner</b>	Head of Archives & Heritage (Place) – Joanna Terry
<b>Associated Risk Owners</b>	Archive Senior Management Team; Record Office Manager
<b>Sources of Assurance</b>	Risk Owner and Associated Risk Owners

### **Key Controls and Processes**

Control	Process	Records
Security systems: incl intruder alarm systems linked to central monitoring station, CCTV systems where appropriate	Ensure intruder alarms are set	Central monitoring station logs
Physical inspection of buildings	Weekly visual inspection of exterior of building	Building maintenance log
Six-monthly checks of intruder alarm systems	Arranged by through central contracting process - Property Services	Equipment Manuals and Service Reports
Faults reporting procedure	Through designated staff	Building Report Records
General Risk Assessments for Staffordshire Record Office	Updated annually by Record Office Manager	Risk records
Insurance for conservation following emergency	Updated annually	Specialist insurance policies

	<b><u>Vulnerabilities</u></b>	<b><u>Mitigating Actions</u></b>
1	Reduction in PS resource allocation to maintain adequate servicing	Ensure contingency within Archive Service Budget
2	Major failure of equipment	Ensure sufficient contingency in budget reserve
3	Failure of all communication systems between Record Offices and central monitoring stations resulting in serious loss	Emergency Plan Insurances for conservation treatment as a result of emergency caused by vandalism

<b>Strategic Risk Category</b>		<b>Risk rating1 (low) - 5 (high)</b>	<b>TOTAL</b>
		<b>Net Score: (L x I)</b>	
<b>Service Delivery</b>		<b>10</b>	
		L(ikelihood):	<b>2</b>
		I(mpact):	<b>5</b>

5.

<b>Risk Description</b>	<b>Theft of / damage to archives while in public use</b>
<b>Risk Owner</b>	Head of Archives & Heritage (Place) – Joanna Terry
<b>Associated Risk Owners</b>	Archive Senior Management Team; Record Office Manager
<b>Sources of Assurance</b>	Risk Owner and Associated Risk Owners

**Key Controls and Processes**

Control	Process	Records
CCTV in place in all reading rooms	Continuous filming of public areas	CCTV films
Continuous supervision of reading room by staff	Staff are vigilant and walk round regularly	Duty rotas
Controlled issue and return of documents	Weighing and checking of documents on issue and return Discrepancies picked up on the spot.	Production slips
Registration of readers	Production of proof of ID and address at registration	Registration cards maintained for 15 years
Code of Conduct for Readers	Issued at registration of new readers and published on web site	Registration cards
Terms of deposit insurance clause	Owners made aware of insurance position at deposit	Deposit file

	<b><u>Vulnerabilities</u></b>	<b><u>Mitigating Actions</u></b>
1	Staff shortages resulting in failure to ensure adequate supervision	Ensure budgetary provision for minimum reading room staffing levels

<b>Strategic Risk Category</b>		<b>Risk rating1 (low) - 5 (high)</b>	<b>TOTAL</b>
		<b>Net Score: (L x I)</b>	<b>15</b>
<b>Service Delivery</b>		L(ikelihood):	<b>3</b>
		I(mpact):	<b>5</b>

**6.**

<b>Risk Description</b>	<b>Theft of / damage to / loss of archives while in transit between offices</b>
<b>Risk Owner</b>	Head of Archives & Heritage(Place) – Joanna Terry
<b>Associated Risk Owners</b>	Archive Senior Management Team; Record Office Manager
<b>Sources of Assurance</b>	Risk Owner and Associated Risk Owners

**Key Controls and Processes**

Control	Process	Records
Named staff only		Office diaries
Correct manual handling	Instruction of all staff in correct manual handling; use of available equipment (e.g. trolleys)	Training Record
Vehicle security	Instruction to staff to keep transporting vehicle locked or supervised at all times	Staff Memoranda
Provision of mobile phones for staff use	Instruction to staff to carry mobile phone when working offsite	Staff Memoranda
Insurance for documents while in transit by staff / others	Updated annually	Specialist Insurance Policies

	<b><u>Vulnerabilities</u></b>	<b><u>Mitigating Actions</u></b>
1		

<b>Strategic Risk Category</b>		<b>Risk rating<sup>1</sup> (low) - 5 (high)</b>	<b>TOTAL</b>
		<b>Net Score: (L x I)</b>	
<b>Service Delivery</b>		<b>5</b>	
		L(ikelihood):	1
		I(mpact):	5

Risk Description	Damage/loss of Digital Archives
Risk Owner	Head of Archives & Heritage(Place) – Joanna Terry
Associated Risk Owners	Archive Senior Management Team;
Sources of Assurance	Risk Owner and Associated Risk Owners

### Key Controls and Processes

Control	Process	Records
Secure digital repository		Network path
Regular back ups	Back up run daily by ICT staff on DAT tapes with off site copies maintained	Staffordshire ICT back up records
Restricted access with no ability to delete	Access only to named staff, deletion of files only to be carried out by ICT staff under Head of Archives & Heritage instruction	Staff guidelines
Full documentation of digital archives upon accession	Collection of information about file formats, dates created though use of DROID programme	Preservica system, DROID reports
Use of stable, well documented, open formats	Migrate archives as required from proprietary formats to reliable open formats	Preservica system

	<u>Vulnerabilities</u>	<u>Mitigating Actions</u>
1	Reduction in ICT resource allocation to maintain dedicated space and back up systems	Implement Preservica digital preservation system
2	Loss of key staff to maintain checks	Ensure duties are reallocated and training delivered.

Strategic Risk Category		Risk rating1 (low) - 5 (high)	TOTAL
		Net Score: (L x I)	15
Service Delivery		L(likelihood):	3
		I(impact):	5

**8.**

Risk Description	Potential Sale of Collections by Owners
Risk Owner	Head of Archives & Heritage (Place) – Joanna Terry
Associated Risk Owners	Archive Senior Management Team
Sources of Assurance	Risk Owner and Associated Risk Owners

**Key Controls and Processes**

Control	Process	Records
Full documentation of ownership of collections	Accessioning process	Deposit files and accession register
Terms of deposit of collections including compensation clause	Accessioning / deposit process	Signed Terms on file
Archive Service fundraising strategy and guidelines	Use of external funding from appropriate sources to secure collections	

	<b><u>Vulnerabilities</u></b>	<b><u>Mitigating Actions</u></b>
1	Deposit system	Ensure donation of collections wherever possible
2	High market values / economic climate	Maintain acquisitions reserve
3	Lack of current information about ownership	Ongoing follow up work on and recording of status of collections

Strategic Risk Category		Risk rating1 (low) - 5 (high)	TOTAL
		Net Score: (L x I)	15
Service Delivery		L(ikelihood):	3
		I(mpact):	5

<b>Risk Description</b>	<b>Damage to archives caused by erroneous conservation treatment</b>
<b>Risk Owner</b>	Head of Archives & Heritage (Place) – Joanna Terry
<b>Associated Risk Owners</b>	Senior Conservator
<b>Sources of Assurance</b>	Risk Owner and Associated Risk Owner

### **Key Controls and Processes**

Control	Process	Records
Appropriate professional knowledge and qualifications of conservators	Formal training of conservators in conservation techniques Continuous professional development (CPD) of conservators Accreditation of Senior Conservator by Institute of Conservation (incl periodic review of CPD paperwork)	Entry qualifications  Training record  Personal file
Professional supervision of Conservator by Senior Conservator	Senior Conservator required to agree to proposed treatment prior to commencement of work	Conservation Record Sheets
BS 4971 (2002)- Repair and Allied Processes for the Conservation of Documents	All conservation work carried out in accordance with standard	Conservation Record Sheets

	<b><u>Vulnerabilities</u></b>	<b><u>Mitigating Actions</u></b>
1	Idiosyncratic /unanticipated reaction of specific document to any given course of treatment	Exhaustive testing and monitoring of results

<b>Strategic Risk Category</b>		<b>Risk rating<sup>1</sup> (low) - 5 (high)</b>	<b>TOTAL</b>
		<b>Net Score: (L x I)</b>	
<b>Service Delivery</b>		<b>5</b>	
		L(ikelihood):	<b>1</b>
		I(mpact):	<b>5</b>

**10.**

<b>Risk Description</b>	<b>Risk to staff and members of the public whilst in attendance at Archive Service events at external venues</b>
<b>Risk Owner</b>	Head of Archives & Heritage (Place) – Joanna Terry
<b>Associated Risk Owners</b>	Archive Senior Management Team
<b>Sources of Assurance</b>	Risk Owner and Associated Risk Owners

**Key Controls and Processes**

Control	Process	Records
Provision of mobile phones for staff use	Instruction to staff to carry mobile phone when working offsite	Risk Assessment
Liaison with building manager	Site meeting with building manager in advance of event	Risk Assessment
Assessment of risks associated with the venue to be used for the event	Risk assessment of hazards specific to building	Risk Assessment
Assessment of risks associated with tasks and activities undertaken	Risk assessment of all tasks and activities	Risk Assessment

	<b><u>Vulnerabilities</u></b>	<b><u>Mitigating Actions</u></b>
1	Failure of building manager to provide adequate advance information regarding risks	Ensure availability of site manager or substitute during event

<b>Strategic Risk Category</b>		<b>Risk rating1 (low) - 5 (high)</b>	<b>TOTAL</b>
		<b>Net Score: (L x I)</b>	
<b>Service Delivery</b>		<b>5</b>	
		<b>L(ikelihood):</b>	<b>1</b>
		<b>I(mpact):</b>	<b>5</b>

11.

<b>Risk Description</b>	<b>Lone Working of Staff Offsite</b>
<b>Risk Owner</b>	Head of Archives & Heritage (Place) – Joanna Terry
<b>Associated Risk Owners</b>	Archive Senior Management Team
<b>Sources of Assurance</b>	Risk Owner and Associated Risk Owners

### **Key Controls and Processes**

Control	Process	Records
Staff Guidelines for Lone Working	Issued at induction training and reiterated through staff health and safety training	Training records
Provision of mobile phones for staff use	Instruction to staff to carry mobile phone when working offsite	Staff Memoranda

	<b><u>Vulnerabilities</u></b>	<b><u>Mitigating Actions</u></b>

<b>Strategic Risk Category</b>		<b>Risk rating<sup>1</sup> (low) - 5 (high)</b>	<b>TOTAL</b>
		<b>Net Score: (L x I)</b>	
<b>Service Delivery</b>		<b>10</b>	
		<b>L(ikelihood):</b>	<b>2</b>
		<b>I(mpact):</b>	<b>5</b>

**12.**

<b>Risk Description</b>	<b>Risk of harm to children on work placements with the Archive Service</b>
<b>Risk Owner</b>	Head of Archives & Heritage (Place) – Joanna Terry
<b>Associated Risk Owners</b>	Archive Senior Management Team; Archivist (Access and Learning); Record Office Manager
<b>Sources of Assurance</b>	Risk Owner and Associated Risk Owners

**Key Controls and Processes**

Control	Process	Records
CRB checks on staff in regular contact with children only	Three-yearly checks for existing staff and check on all new appointments only for relevant staff	Personnel files
Induction training	Students are informed of the procedures for emergency evacuation, first aid provision, manual handling, health and safety, guidelines for safe use of equipment	Copy of Placement Record supplied to the school
Assessment of risks associated with tasks allocated	Risk assessment of all tasks allocated	Risk Assessment
Supervision of placement	Students are supervised at a level in accordance with their perceived abilities and the nature of the task being undertaken	
Staff awareness of child protection issues	Specialist training of Archivist (Access and Learning) and Principal Archivist (Lichfield Record Office) in child protection issues	Training Record

	<b><u>Vulnerabilities</u></b>	<b><u>Mitigating Actions</u></b>
1	Potential immaturity / vulnerability of children accepted for work placement	On-going assessment of capabilities and social awareness of student and tailoring of tasks and level of supervision if considered necessary
2	Changing policy re CRB checks and who they are carried out on	Ensure budgetary provision to pay for checks on specific staff in contact with children

<b>Strategic Risk Category</b>		<b>Risk rating1 (low) - 5 (high)</b>	<b>TOTAL</b>
		<b>Net Score: (L x I)</b>	
<b>Service Delivery</b>		<b>5</b>	
		L(ikelihood):	1
		I(mpact):	5

13.

<b>Risk Description</b>	<b>Impact of flu pandemic on service delivery</b>
<b>Risk Owner</b>	Head of Archives & Heritage (Place) – Joanna Terry
<b>Associated Risk Owners</b>	Archive Senior Management Team
<b>Sources of Assurance</b>	Risk Owner and Associated Risk Owners

### **Key Controls and Processes**

Control	Process	Records
Dissemination of information re precautions to minimise risks	Staff meeting briefings Information supplied to staff in hard copy and on intranet	Staff Meeting minutes
Minimum level and correct combination of staffing for safe service delivery and security of collections	Application of pairing systems for staffing Normal security procedures	Information for Staff leaflets
Reductions in public opening hours, public bookings and other aspects of service delivery	Ongoing situation assessment	
Temporary closure with manning of telephones and computers to deal with distance enquiries	Ongoing situation assessment	

	<b><u>Vulnerabilities</u></b>	<b><u>Mitigating Actions</u></b>
1	Regular contact of frontline staff with members of the public	Provision of gloves for staff Maintain fresh air flow in public rooms

<b>Strategic Risk Category</b>		<b>Risk rating<sup>1</sup> (low) - 5 (high)</b>	<b>TOTAL</b>
		<b>Net Score: (L x I)</b>	
<b>Service Delivery</b>		<b>5</b>	
		L(ikelihood):	<b>1</b>
		I(mpact):	<b>5</b>

<b>Risk Description</b>	<b>Risk of harm to volunteers working on preservation projects with the Archive Service</b>
<b>Risk Owner</b>	Head of Archives & Heritage (Place) – Joanna Terry
<b>Associated Risk Owners</b>	Senior Conservator; Participation & Engagement Officer
<b>Sources of Assurance</b>	Risk Owner and Associated Risk Owners

### **Key Controls and Processes**

Control	Process	Records
Induction training	Volunteers are informed of the procedures for emergency evacuation, first aid provision, manual handling, health and safety, guidelines for safe use of equipment	Volunteer agreement
Assessment of risks associated with tasks allocated	Risk assessment of all tasks allocated	Risk Assessment
Supervision of volunteers	Volunteers are supervised at a level in accordance with their perceived abilities and the nature of the task being undertaken	

	<b><u>Vulnerabilities</u></b>	<b><u>Mitigating Actions</u></b>
1	Potential unfamiliarity with equipment used during the task	On-going assessment of capabilities and tailoring of tasks and level of supervision if considered necessary

<b>Strategic Risk Category</b>		<b>Risk rating<sup>1</sup> (low) - 5 (high)</b>	<b>TOTAL</b>
		<b>Net Score: (L x I)</b>	
<b>Service Delivery</b>		<b>10</b>	
		L(ikelihood):	<b>2</b>
		I(mpact):	<b>5</b>

<b>Risk Description</b>	<b>Risk of inability to transform service, build new storage and access facilities for the Archive Service</b>
<b>Risk Owner</b>	Head of Archives & Heritage (Place) – Joanna Terry
<b>Associated Risk Owners</b>	Archive Service Management team
<b>Sources of Assurance</b>	Risk Owner and Associated Risk Owners

### **Key Controls and Processes**

Control	Process	Records
Deliver Staffordshire History Centre project	Submit stage 2 bid	HLF application
Ensure members are informed of progress, risks and alternative plans	Regular briefings and reports to members	Joint Archive Committee minutes and reports
Ensure key staff are identified to work on the project	Project Board, Project Team and steering group	Governance structure
Ensure public awareness of the project and vision behind it	Service newsletter, website, social media	Forward Plan and Service Plan

	<b><u>Vulnerabilities</u></b>	<b><u>Mitigating Actions</u></b>
1	Funding bid does not succeed	Revisit bid, listen to feedback and resubmit

<b>Strategic Risk Category</b>		<b>Risk rating1 (low) - 5 (high)</b>	<b>TOTAL</b>
		<b>Net Score: (L x I)</b>	<b>15</b>
<b>Service Delivery</b>		L(ikelihood):	<b>3</b>
		I(mpact):	<b>5</b>

# The Archive & Heritage Service and You

## Our role

The role of the Archive Service is to locate, collect and preserve archives relating to past and present life in Staffordshire and Stoke on Trent and to make them available to the people of Staffordshire and its visitors.

As a service we recognise the importance of equality of opportunity and we are committed to the provision and delivery of fair and equal services to all members of the community.

## Our services include:

- Storage, conservation and management of archive and museum collections to national standards
- Reading rooms to enable people to consult archives for research
- Copying and research services
- Published and widely accessible information about the archive and museum collections in our care
- Talks and exhibitions

## Our commitment to you

You can expect an archive and heritage service which:

- Is courteous, informative and responsive
- Is accessible
- Consults its users
- Strives continuously to improve its services to the public
- Monitors and publishes the details of its performance against its targets
- Aims to put things right if they go wrong
- Provides value for money
- Is committed to training and developing its staff
- Co-operates with other organisations to enhance service delivery

Copies of our policies on Customer Care, Preservation, Access Audience Development and Learning, Collecting, Cultural Diversity, Volunteers, Management of the Archive Service and the Code of Conduct for readers can be obtained from any of the addresses listed at the end of this leaflet.

If you would like a copy of this leaflet in large print or Braille or as an audio tape, please contact us.

Staffordshire  
Record Office  
Eastgate Street  
Stafford  
ST16 2LZ

Tel: 01785 278379  
Fax: 01785 278384

Website:  
[www.staffordshire.gov.uk/archives](http://www.staffordshire.gov.uk/archives)

Email:  
[staffordshire.record.office@staffordshire.gov.uk](mailto:staffordshire.record.office@staffordshire.gov.uk)

January 2018

Leaflet No.27

## Your commitment to us

We ask you to:

- Show courtesy and consideration to our staff and others at all times
- Observe the ***Code of Conduct and Procedures for Users*** for the Staffordshire and Stoke on Trent Archive Service
- Recognise that at the busiest times there may be a delay before we can help you
- Tell us if things go wrong – a full copy of our complaints procedure can be obtained from any of the addresses listed on the back page of this leaflet
- Help us to preserve Staffordshire and Stoke on Trent's archival and museum heritage

## Our Standards

### PERSONAL VISITS

If you visit Staffordshire & Stoke on Trent Archive Service, you can expect:

#### General Standards

- A friendly welcome, from clearly identifiable staff
- Assistance in using the reading rooms
- Assistance in identifying the records necessary for your enquiry
- Availability of original documents and microforms within the limits of the Archive Service's security, conservation, and access policies

#### Production of original documents

- We encourage submission of advance requests to produce documents. During the day we offer continuous production of documents except during lunchtimes and half an hour before closing. If undue delays are likely to occur, we will keep you informed.
- We will aim to produce documents kept in out storage or specialised storage within 2 working days.

Museum collections are available to view by appointment. We aim to provide access to reserve collections at the earliest mutually convenient date.

## **POSTAL AND EMAIL ENQUIRIES**

If you write to us about the services we provide, or about the contents of collections, you can expect a reply within 5 working days. For more complex enquiries an acknowledgement will be sent within 5 working days and a full reply within 20 working days. If we are unable to assist you because we do not hold the records required for your research, we will always try to suggest an alternative line of enquiry for you to follow.

## **Our Standards**

### **TELEPHONE ENQUIRIES**

We aim to answer all telephone calls promptly and courteously. Our staff will always be happy to give you their name and will endeavour to help you to the best of their ability. If we are unable to assist you because we do not hold the relevant records we will always try to refer you to an appropriate organisation.

### **COPYING SERVICES**

Our standard is to notify you of the completion and cost of your copies/microform prints from the receipt of your order within:

- 5 working days at Staffordshire Record Office
- 5 working days at Stoke on Trent City Archives
- 28 days for photography orders

### **RESEARCH SERVICE**

Our standard is to notify you of the completion and cost of your research from the receipt of your order within:

- 30 working days at Staffordshire Record Office
- 30 working days at Stoke on Trent City Archives
- 30 working days at Staffordshire Museum Service

You can expect a report detailing the results of the research and suggestions for follow up research, where appropriate.

### **TALKS ABOUT ARCHIVES**

We aim to respond positively to requests from local organisations for talks about the archive collections in our care.

## **COLLECTING AND PRESERVING ARCHIVE COLLECTIONS**

We will actively seek to collect and preserve archive collections relating to past and present life in Staffordshire and Stoke on Trent within the terms of our *Collecting Policy* and make them available for people to use.

We will respond to all approaches relating to the deposit or donation of archive collections.

We will accession all new collections and send a final acknowledgement and receipt from the office of deposit within 15 days of their receipt.

We will provide specialist archive storage to prescribed national standards as required, administered and inspected through The National Archives.

We will conserve original archives to prescribed national standards and within the terms of our *Preservation and Conservation Policy*.

We will catalogue collections to prescribed international cataloguing standards and will make such catalogues available online.

Copies of our *Terms of Deposit, Collecting Policy and Preservation and Conservation Policy* are available on request.

## **COLLECTING AND PRESERVING ARCHIVE COLLECTIONS**

We will actively seek to collect and preserve museum collections relating to past and present life in Staffordshire within the terms of our *Collections Development Policy* and make them available for people to use.

We will respond to all approaches relating to the donation of museum objects, art works and photographs.

We will provide all donors with a copy of a Museum Entry form on receipt of the items. Once collections have been catalogued we will write to the donor informing them of the object accession number(s).

We will provide high quality museum collections archive storage to national standards as required, administered and inspected through Arts Council England's Museum Accreditation scheme

We will conserve and preserve collections to national standards and within the terms of our *Care and Conservation Policy*.

We will catalogue collections to museum sector Spectrum and Accreditation standards and will make such catalogues available online.

Copies of the Museum Service's *Collections Development Policy, Care and Conservation Policy* and *Documentation Policy* are available on request.

## **PERFORMANCE TO OUR STANDARDS**

We monitor our performance to our standards to ensure that any dips in performance are identified and rectified as soon as possible. We aim to achieve 95% of each of our services within our advertised target. Our performance is published in our *Annual Report* available on our website: [www.staffordshire.gov.uk/archives](http://www.staffordshire.gov.uk/archives)

### **Contact details**

#### **Head of Archive Services**

Joanna Terry, Head of Archives & Heritage  
Staffordshire Record Office  
Eastgate Street, Stafford ST16 2LZ  
Tel: 01785 278380 Fax: 01785 278414  
Email: [joanna.terry@staffordshire.gov.uk](mailto:joanna.terry@staffordshire.gov.uk)

#### **Staffordshire Record Office**

Tim Groom, Senior Archivist  
Staffordshire Record Office  
Eastgate Street, Stafford ST16 2LZ  
Tel: 01785 278396 Fax: 01785 278384  
Email: [tim.groom@staffordshire.gov.uk](mailto:tim.groom@staffordshire.gov.uk)

#### **Senior Museums Officer**

Chris Copp, Senior Museums Officer  
Unit G, Beacon Business Park,  
Weston Road, Stafford ST18 0WL  
Tel: 01889 869137  
Email: [chris.copp@staffordshire.gov.uk](mailto:chris.copp@staffordshire.gov.uk)

#### **Stoke on Trent City Archives**

Chris Latimer, City Archivist  
City Central Library, Bethesda Street,  
Hanley, Stoke on Trent ST1 3RS  
Tel: 01782 238420 Fax: 01782 238499  
Email: [chris.latimer@stoke.gov.uk](mailto:chris.latimer@stoke.gov.uk)

**If you would like a copy of this leaflet in large print or Braille or as an audio tape, please contact us.**



Local Member Interest	Nil
-----------------------	-----

**STAFFORDSHIRE AND STOKE ON TRENT JOINT ARCHIVES COMMITTEE**

**13<sup>th</sup> June 2019**

**JOINT ARCHIVE SERVICE – 2018/19 FINAL OUTTURN and PREDICTED OUTTURN 2019/20**

**Recommendation(s)**

1. That this report informing the Joint Committee on the Final Net Revenue outturn for the Joint Archive Service for 2018/19 is received and noted.
2. That the report updated the Joint Committee of the current 2019/20 net revenue budget position.

**Joint report of the Director of Finance & Resources and the City Director of Resources - Assistant Chief Executive**

**Reasons for Recommendations**

3. The final net revenue outturn for Joint Archive Service is an overall underspend £21,761 at the end of the 2018/19 financial year.
4. The General Reserve currently holds a balance of £307,766 which includes £19,447 of the above 2018/19 underspend. The Archive Acquisition Reserve continues remain unchanged with a balance of £57,542.

**Background**

**Final Net Revenue Outturn 2018/19**

5. The final net revenue outturn for the Joint Archives Service is set out in Appendix 2. The Joint Archive service's net spend was £842,309 compared to the approved budget of £864,070 to produce an overall underspend of £21,761 of which £19,447 will be transferred from the General Reserve at the end of the financial year.
6. Of this underspend, a further assessment of the net spend indicates that at year end, managed staff vacancy savings and a training underspend of £40,291 is offset by overspends on both transport (£4,679) and supplies and services of (£8,867). This resulted in a £26,746 underspend in expenditure, which was offset by a shortfall in income of £4,984 (predominantly from sales).

## **Reserves**

7. There are currently two Reserves which are held by the Joint Archive Service, these being the General Reserve and the Archive Acquisition Reserve.
8. The balances on these two Reserves are set out in *Appendix 3*. The General Reserve currently has a healthy balance of £307,766 (including the £153,079 New Burdens Grant Funding for investment in new archive storage capacity) and the Archive Acquisition Reserve, which enables the Joint Archive Service to purchase local collections for the benefit of archives users in both the City and the County, currently holds a balance of £57,542 which has remained unchanged for several years

## **Predicted Net Revenue Outturn 2019/20**

9. The detail of the 2019/20 net revenue outturn for the Joint Archive Committee can be found as *Appendix 4* to this report.
10. To date, the Joint Archives net spend is currently £66,324 or 10.5% of the net revenue budgets (as at 13<sup>th</sup> June 2019 – now £633,770 for 19/20). At this early stage, given the impact of MTFS savings taken from the 2019/20 base budget for Staffordshire, it is currently forecasted that the net revenue budget will be £220,640 overspent, subject to a restructure of archive's services in Staffordshire. If this overspend is realised at financial year end the balance will be covered by Staffordshire County Council.

## **Appendix 1**

### **Equalities implications:**

No significant implications.

### **Legal implications:**

For 2018/19, the Joint Archive Agreement budget will be subject to an annual Audit and return.

A review of the current Joint Agreement.

### **Resource and Value for money implications:**

The Joint Agreement budget is monitored regularly throughout the year.

### **Risk Implications:**

No significant implications.

**Climate Change Implications:**

No significant implications.

**Health Impact Assessment screening:**

No significant implications.

**Report author:**

Author's Name: Lee Bickerton,  
Senior Finance Business Partner (Decision Making)  
Telephone No: (01785) 854879  
Room Number: Finance Unit, Staffordshire Place 1

**List of Background Papers**

Joint and Other Archive Services 2018/19 & 2019/20 budget file.



**Joint Archives Service**  
**Outturn Position 2018-2019**

**Appendix 2**

	Core Services			Staffordshire County Council Sites and Public Services			Stoke-on-Trent City Council Sites and Public Services			Total for Service						
	Current Budget		Actual Outturn	Outturn Variance	Current Budget		Actual Outturn	Outturn Variance	Current Budget		Actual Outturn	Outturn Variance	Current Budget		Actual Outturn	Outturn Variance
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
<b>Expenditure</b>																
Employees	376,060	376,242	182		351,710	319,662	-32,048		126,500	119,069	-7,431		854,270	814,973	-39,297	
Training	240	105	-135		0	0	0		900	41	-859		1,140	146	-994	
Transport	800	2,117	1,317		180	3,694	3,514		300	148	-152		1,280	5,959	4,679	
Supplies & Services	3,620	5,043	1,423		18,590	24,502	5,912		19,200	20,732	1,532		41,410	50,277	8,867	
<b>Total Expenditure</b>	<b>380,720</b>	<b>383,507</b>	<b>2,787</b>		<b>370,480</b>	<b>347,858</b>	<b>-22,622</b>		<b>146,900</b>	<b>139,990</b>	<b>-6,910</b>		<b>898,100</b>	<b>871,354</b>	<b>-26,746</b>	
<b>Income</b>																
Grants & Reimbursements	0	0	0		0	0	0		200	94	-106		200	94	-106	
Sales	0	0	0		10,140	7,083	-3,057		400	315	-85		10,540	7,398	-3,142	
Fees & Charges	0	0	0		14,350	14,802	452		1,900	2,593	693		16,250	17,395	1,145	
Miscellaneous	3,160	2,100	-1,060		3,880	2,069	-1,811		0	-11	-11		7,040	4,158	-2,882	
<b>Total Income</b>	<b>3,160</b>	<b>2,100</b>	<b>-1,060</b>		<b>28,370</b>	<b>23,955</b>	<b>-4,415</b>		<b>2,500</b>	<b>2,991</b>	<b>491</b>		<b>34,030</b>	<b>29,046</b>	<b>-4,984</b>	
<b>Net Expenditure</b>	<b>377,560</b>	<b>381,407</b>	<b>3,847</b>		<b>342,110</b>	<b>323,903</b>	<b>-18,207</b>		<b>144,400</b>	<b>136,999</b>	<b>-7,401</b>		<b>864,070</b>	<b>842,309</b>	<b>-21,761</b>	

Underspend -21,761



## Appendix 3

### Joint Archives Reserves

	Staffordshire County Council £	Stoke on Trent City Council £	Total £
<b><u>General Reserve</u></b>			
Balance brought forward 1 April 2018	125,567	63,342	188,909
<b>2018/2019 Transactions</b>			
The National Archive - New Burdens Funding	153,079		153,079
Contribution to SHC Project - HLF Bid	-22,969		-22,969
Contribution to Solon Rooms Minor Capital Works		-25,000	-25,000
Transfer to Reserve 31/03/2019 (underspends)	15,847	3,600	19,447
<b>Future Commitments</b>			
Minton Futures Fund (Art Fund) unallocated grant		-5,700	-5,700
<b>Balance Available (as at 31 March 2019)</b>	<b>271,524</b>	<b>36,242</b>	<b>307,766</b>

*Notes:*

(1) Original estimate of £30k has now been revised to £25k

### Acquisition Reserve

Balance brought forward 1 April 2018	57,542	0	57,542
<b>2018/2019 Transactions</b>			
	0	0	0
<b>Balance Available (as at 31 March 2019)</b>	<b>57,542</b>	<b>0</b>	<b>57,542</b>



**Joint Archives Service**  
**Predicted Outturn Position 2019-2020**

**Appendix 4**

	Core Services			Staffordshire County Council Sites and Public Services			Stoke-on-Trent City Council Sites and Public Services			Total for Service		
	Current Budget	Actual Expenditure @ May-2019	Predicted Outturn	Current Budget	Actual Expenditure @ May-2019	Predicted Outturn	Current Budget	Actual Expenditure @ May-2019	Predicted Outturn	Current Budget	Actual Expenditure @ May-2019	Predicted Outturn
	£	£	£	£	£	£	£	£	£	£	£	£
<b>Expenditure</b>												
Employees	280,980	29,620	386,490	211,580	26,199	326,710	124,700	10,392	124,700	617,260	66,211	837,900
Training	240	0	240	0	0	0	900	75	900	1,140	75	1,140
Transport	820	168	820	100	74	100	300	25	300	1,220	266	1,220
Supplies & Services	4,520	32	4,520	18,000	1,344	18,000	19,200	1,600	19,200	41,720	2,976	41,720
<b>Total Expenditure</b>	<b>286,560</b>	<b>29,820</b>	<b>392,070</b>	<b>229,680</b>	<b>27,616</b>	<b>344,810</b>	<b>145,100</b>	<b>12,092</b>	<b>145,100</b>	<b>661,340</b>	<b>69,528</b>	<b>881,980</b>
<b>Income</b>												
Grants & Reimbursements	0	0	0	0	0	0	200	17	200	200	17	200
Sales	0	0	0	9,150	952	9,150	400	33	400	9,550	985	9,550
Fees & Charges	0	0	0	9,160	1,880	9,160	1,900	158	1,900	11,060	2,038	11,060
Miscellaneous	3,220	0	3,220	3,540	164	3,540	0	0	0	6,760	164	6,760
<b>Total Income</b>	<b>3,220</b>	<b>0</b>	<b>3,220</b>	<b>21,850</b>	<b>2,995</b>	<b>21,850</b>	<b>2,500</b>	<b>208</b>	<b>2,500</b>	<b>27,570</b>	<b>3,204</b>	<b>27,570</b>
<b>Net Expenditure</b>	<b>283,340</b>	<b>29,820</b>	<b>388,850</b>	<b>207,830</b>	<b>24,621</b>	<b>322,960</b>	<b>142,600</b>	<b>11,883</b>	<b>142,600</b>	<b>633,770</b>	<b>66,324</b>	<b>854,410</b>

Predicted Overspend 220,640



Members Interest
N/A

## Staffordshire and Stoke on Trent Joint Archive Committee 13 June 2019

---

### Staffordshire and Stoke on Trent Archive Service: Staffordshire History Centre Project Update

#### Recommendation(s)

1. That the committee notes the update on the Staffordshire History Centre project
2. That the Committee earmarks £4,000 towards the new Round 1 National Lottery Heritage Fund development phase pending a successful outcome.

#### Report of Deputy Chief Executive and Director for Families and Communities (Staffordshire County Council) and Director of Housing and Community Services (Stoke on Trent City Council)

#### Reasons for Recommendations

##### Summary

3. On 15<sup>th</sup> May Staffordshire County Council's Cabinet approved submission of a Round 1 National Lottery Heritage Fund (NLHF) application for the Staffordshire History Centre project. It earmarked additional funding towards the delivery of the project pending a successful outcome of the round 1 application.
4. A round 1 application was submitted to NLHF on 28<sup>th</sup> May 2019 seeking a development grant of £36,000 and a delivery grant of £3.9 million. The outcome of the round 1 application will be known at the end of September.

##### Background to Archive and Heritage Service

5. The Archive and Heritage Service is an accredited archive and museum. Its purpose is to locate, collect and preserve collections relating to past and present life in the county and city and make them accessible to the public. The Service manages two record offices (Stafford and Stoke on Trent), the County Museum, a family and local history centre in Burton Library and a History Access Point in the new Lichfield Library.
6. In addition it manages the William Salt Library on behalf of the William Salt Library Trust, a Charitable Incorporated Organisation (CIO). The Library is situated in a grade II\* listed building. The Library is a unique collection of books, manuscripts, engravings, deeds, autographs and works of art focused on Staffordshire. Staffordshire County Council (SCC) delivers the service and maintains the library building on behalf of the Trust through a 99-year full repairing lease which was agreed in 1994. As a grade II\* William Salt Library is a difficult and costly building for

SCC to maintain. It does not provide an appropriate environment for the collection nor does it offer inclusive access.

7. Staffordshire and Stoke on Trent Archive Service is one of only eleven local authority archive services to have its entire archive collection designated as outstanding by Arts Council England. The content of the collections is varied dating back to the Anglo-Saxon period and they document all aspects of life in the county and city.

8. The Archive Service is one of 145 accredited archive services. It is appointed by The National Archives as a Place of Deposit and is therefore required to meet Archive Service Accreditation. These include collections such as court records, coroner's inquests, hospital records and other public bodies as defined by the Public Records Act. The accreditation scheme was introduced in 2013 and the service was awarded full accreditation in July 2017. This standard covers the essential elements for managing the service, caring for the collections and making them accessible. A key part of the requirements is to have a viable plan for future storage to provide reassurance that the service can continue to collect.

9. The County Museum is one of 1,700 accredited museums. Its status changed from fully accredited to provisional following the transfer of Shugborough to the National Trust, the closure of the Shire Hall Gallery and relocation of the collection. Currently the Museum service lacks its own exhibition space which is the main reason the service is only provisionally accredited.

10. From 2006-2018 the Archive and Heritage Service has raised a total of £3.2million in external grants as either the sole bidder or lead partner. Both the Archive and Museum services would struggle to access this level of funding if neither were accredited. Since 2015/16 the County Archive and Heritage Service has delivered £121,000 of MTFS savings. These efficiencies have in part been made possible by the receipt of additional grant funding.

### **Revised round 1 NLHF application**

11. The Project Board and Project have worked together to review the aims and objectives of the Staffordshire History Centre project in line with the new NLHF Strategic Funding Framework. This has resulted in a new project vision and aims:

*Placing Heritage at the Heart of the Community: the Staffordshire History Centre.*

*A Dynamic partnership between Staffordshire Archives and Heritage, William Salt Library Trust and Staffordshire communities to create a centre of excellence to engage the wider community. Unique collections of designated outstanding archives, rare books, and museum objects will be brought together, interpreted and made fully accessible for the first time.*

*Comprising:*

- *Truly engaging spaces where people of all ages can learn, share, and engage with Staffordshire's heritage*

- *Research centre for people to discover their own stories and develop new skills*
- *Preservation of unique collections in proper storage conditions*
- *Conserving and opening access to a loved Georgian grade II\* listed building*
- *Establishment of a mutually supportive network of history groups, community organisations, schools and universities, in partnership with the History Centre*
- *Touring exhibitions, activities, sharing resources and partnership to deliver a countywide offer.*

*This creative blend of exhibitions, engagement activities, learning and volunteering opportunities will engage individuals and community groups in researching, curating, cataloguing and discovering their own histories. The SHC will complement and enhance Stafford's tourism offer, ensuring that Staffordshire's communities are placed at the heart of this project. We will reimagine our collections and spaces to reflect their relevance to the lives of Staffordshire people and communities.*

12. The new vision refocuses the project on strengthening the community engagement delivered through the activity programme rather than on the new building. This fits with the vision for the Archive and Heritage Service, 'Connecting people to the collected stories and heritage of Staffordshire, Stoke on Trent and beyond'. It also ensures the project is aligned to corporate priorities for Staffordshire County Council and Stoke on Trent City Council promoting growth in volunteering, engagement with collections and delivering services online. The NHLF strategy promotes the importance of community heritage and this is supported by the revised project vision. See Appendix two for the full project executive summary.

13. The round 1 application references the work already completed in the previous development phase from 2016 – 2018. It also outlines the focus on strengthening areas of the project including:

- Why the project must proceed now
- Clear presentation of the benefits for communities in Staffordshire and Stoke on Trent
- Improving the learning and digital plans
- Testing and piloting the Activity Plan during the development phase

The development phase will be shorter, approximately six months, and requires a smaller grant to review and strengthen existing plans.

### **Project costs**

14. A minimum of 10% matched funding is required for grants of this size. Note figures have been rounded as required by NHLF for the stage 1 application. Costs for the development phase are shown below:

<b>Development Phase Costs</b>	
Contracted / Consultants	£14,000
Staff costs	£18,000
Other costs	£3,000

Legal	£4,000
Contingency	£1,000
Total Development Phase Costs	£40,000
<b>Grant request</b>	<b>£36,000</b>
<b>Matched funding required</b>	<b>£4,000</b>

The Joint Archive Committee is asked to earmark £4,000 from its reserve towards the development phase work if the application is successful.

15. The delivery phase costs are based on the previous round 2 application which was rejected in September 2018. This includes a sum of £251,000 to be earmarked from the Joint Committee reserve. The costs have been updated in line with inflation as shown below:

<b>Delivery Phase Costs</b>	
Capital Works Extension	£1,184,404
Capital Works Link	£2,591,579
Capital Works WSL	£548,018
Capital- Interpretation	£193,441
Revenue- Activity Costs	£717,846
<b>TOTAL</b>	<b>£5,235,288</b>
<b>Funding secured from previous bid</b>	
Archive Service reserve	£251,000
Hildegard Simon Trust	£100,000
William Salt Library Trust cash and land in-kind	£58,000
Wellcome Trust	£31,340
Friends and depositors fundraising	£28,537
Diocese	£5,000
SCC capital funding	£861,411
<b>TOTAL</b>	<b>£1,335,288</b>
<b>Grant request</b>	<b>£3,900,000</b>
<b>Shortfall/funding to find</b>	<b>£0</b>

16. The Project Team will continue to identify external funding streams appropriate for the SHC. Other funding bids will be submitted to either match the NLHF project or deliver elements separately.

17. Since 2015 the County Archive and Heritage Service has delivered £121,000 of MTFS savings. The Service still has to deliver a further £468,000, which are dependent on operating from a single site as the Staffordshire History Centre. A new

operating model will be implemented designed to deliver the plans developed for the Staffordshire History Centre.

## **Business case for storage**

18. In February Cabinet members asked for a detailed business case on future storage to be brought for consideration. Work has begun on that detailed business case to assess storage needs not just for the Archive and Heritage Service but also the Information Governance Unit. A report will be brought to SCC's Cabinet and the Joint Committee in the autumn to update on this work and make recommendations about additional investment required and further savings which could be delivered.

## **Stakeholder engagement**

19. The SHC project team held a stakeholder event on 20<sup>th</sup> May to update individuals and groups about the new round 1 application. The meeting was attended by 20 people representing groups from across Staffordshire. The meeting was an opportunity to consult groups on the revised digital and community offers.

20. The group supported the revised application and proposals for a digital offer to include a new website, an integrated search facility across content and a new front end for the online catalogue. The group was also keen to see further digitisation of content including photographs, maps, Tudor material, poll books, and twentieth century trade directories.

21. A questionnaire was sent to attendees to assess support for creating a Staffordshire History Network (including Stoke on Trent). This will be supplemented by a short online survey during the summer. Feedback received so far indicates support for a network.

22. Consultation on proposed new opening hours at Staffordshire Record Office has been carried out from 13 May – 9 June 2019. The results of the consultation will be used to inform the proposals for 25 hours per week opening and come into effect from Monday 15 July 2019.

## **Timescales and next steps**

23. The project plan with detailed timescales is at Appendix B to the report. The key dates are:

- Stage 1 submission 28 May 2019
- Detailed business case for future storage autumn 2019
- Stage 1 decision Sep 2019
- Development phase Sep 2019 – March 2020
- Stage 2 submission March 2020
- Delivery June 2020 – 2025.
- Staffordshire History Centre opened by September 2022.

24. The Project Team will continue to develop plans for the SHC and the business case for storage. An update will be brought to the next Joint Archive Committee.

## **Appendix 1**

### **Equalities implications:**

The National Archives, stakeholders, partners and staff have been involved in development of the project.

### **Legal implications:**

The consideration of alternative options will be in line with the Joint Agreement and the sector standards for archives and museums.

### **Resource and Value for money implications:**

The delivery of the Staffordshire History Centre will enable the Archive and Heritage Service to achieve its MTFS savings and a sustainable model for the future.

### **Risk implications:**

There is a risk that funding will not be secured for any of the options. This will affect the accreditation of the Archive and Heritage Service.

### **Climate Change implications:**

The project balances online access and physical access to services and collections to offer options for remote use and not necessarily travel to multiple locations. Any new buildings will be compliant with modern standards for energy efficiency and minimise impacts on climate change.

### **Health Impact Assessment screening:**

The project will offer opportunities for volunteers to get involved and add value to the service with support and accredited training programmes from staff. Volunteering provides many social benefits for individuals which can impact positively on health.

### **Report author:**

Authors' Names: **Joanna Terry, Head of Archives & Heritage**

Telephone No: (01785) 278370  
Room No: Staffordshire Record Office

### **List of Background Papers**

Papers	Contact/Directorate/ext number
--------	--------------------------------

Appendix Two: Project Executive Summary  
Appendix Three: Development Phase Plan



# Placing Heritage at the Heart of the Community: The Staffordshire History Centre

SHC Project  
Executive Summary

NLHF Application Number:  
OL-18-06883

May 2019





Staffordshire  
History Centre

# Staffordshire History Centre



## Project Executive Summary

# Context

The dynamic partnership between Staffordshire Archives and Heritage, William Salt Library Trust and Staffordshire communities will create a centre of excellence to engage the wider community. Unique collections of designated outstanding archives, rare books, and museum objects will be brought together, interpreted and made fully accessible for the first time.

## Our vision for the future:

### **Placing Heritage at the Heart of the Community**

During 2015 the Archive and Heritage Service worked with partners, staff, friends, volunteers and users to co-create a new vision for the Service. The aim of the vision was to address the key issues facing the service and to ensure it had a sustainable future.

The development of the Staffordshire History Centre Project is a direct response to that service vision.

The Staffordshire History Centre will create imaginative and exciting ways to connect Staffordshire people and their stories.

#### **The Staffordshire History Centre project has six elements:**

- Truly engaging spaces where people of all ages can learn, share, and engage with Staffordshire's heritage
- Research centre for people to discover their own stories and develop new skills
- Preservation of unique collections in proper storage conditions
- Conserving and opening access to a loved Georgian grade II\* listed building
- Establishment of a mutually supportive network of history groups, community organisations, schools and universities, in partnership with the History Centre
- Touring exhibitions, activities, sharing resources and partnership to deliver a county wide offer.

This creative blend of exhibitions, engagement activities, learning and volunteering opportunities will engage individuals and community groups in researching, curating, cataloguing and discovering their own histories. The Staffordshire History Centre will complement and enhance Stafford's tourism offer, ensuring that Staffordshire's communities are placed at the heart of this project. We will reimagine our collections and spaces to reflect their relevance to the lives of Staffordshire people and communities.

# Our Heritage

## Collections

Our collections reflect past and present life in the historic county of Staffordshire. Their significance goes beyond the boundaries of the county. The county's key role in the Industrial Revolution means that our collections reflect the social, economic and political transformation of the region and the country as a whole. In the Conservation Management Plan the significance of our collections is drawn out together with the key themes they cover:

- **World Class Staffordshire** – the estate, ecclesiastical, industrial, carriage, puppet and William Salt Library collections demonstrate that Staffordshire was and is a place of national and international significance.
- **Innovative Staffordshire** – the collections relating to business and industry are second to none, documenting not only the development of the industries, but also the living conditions and lives of the people in these communities.
- **Staffordshire Communities** - the vast collections of public records, objects, plans and oral history evocatively capture all aspects of the area, its people and communities. The diverse history of the county, in which developing industrialisation sat alongside traditional rural communities is reflected in the collections relating to rural life.
- **Staffordshire Faces and Places**– the photographic, 'Staffordshire Views' and art works capture all aspects of the area and its people - nothing engages people's imagination or interest as effectively as an evocative image that tells its own story.

### The William Salt Library



This Grade II\* listed building at 18-19 Eastgate Street, owned by the William Salt Library Trust is a key asset. This much loved building has been home to the Library for 100 years. However lack of space and the difficulties of providing suitable care for collections in a listed building have meant that the collection is at risk if this project does not go ahead. It would also leave the future of the listed building in doubt as the trustees' primary responsibility is for the collection and their aim is to move it to appropriate storage.



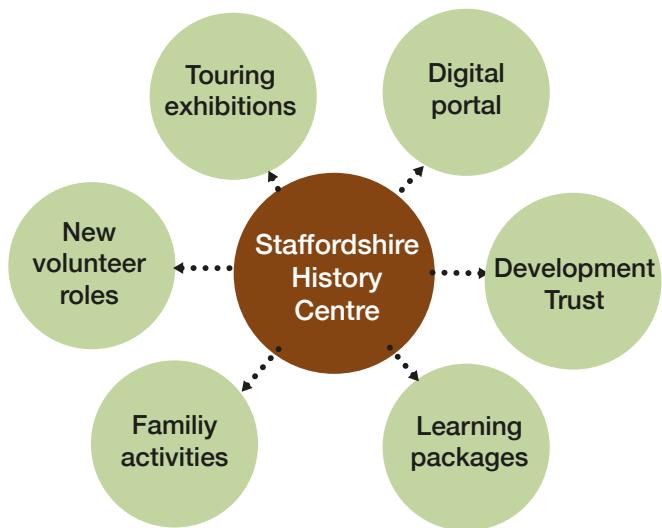
## Where we are now



Historically the Archive and Heritage Service has been configured to deliver access to collections from multiple service points. The majority of our resources are focused upon delivering onsite access and managing buildings. Online access, engagement and outreach are additional functions rather than being integral to the service provided. Between 2010 and 2015 online visitor sessions have grown by 67% while in person visits have steadily declined. Volunteer numbers have grown and experience tells us that there is an appetite for further engagement

## Delivering the vision

During 2016-2018 we have developed and piloted activities at fourteen events throughout the county. We opened the William Salt Library for Heritage Open Day and attracted non users, younger people and their families. The response to all of the piloted activities has been extremely positive and has confirmed our belief that the Activity Plan will attract and engage new audiences:



*"I would take my young family if there were suitable things for my youngest one as well as the older children"*  
(Family activity and Museum objects, Sandon, 12.8.17)



*"I have never been to the Record Office, you always think it's not for you, it's a place for boffins, so I think this whole new thing will be a great idea"*  
(Heritage open day September 2017)

**The Museum Service Arts Council England (ACE) funded project ‘Moving On’, developed a number of pilot activities listed below:**

- ‘Pop up museum’ key stage 1 session for rural schools
- Reminiscence sessions for older people in care
- Handling boxes and materials to support schools and reminiscence sessions
- A model of developing and delivering high quality touring exhibitions

The ACE funded project complements and enhances the HLF funded SHC project. Our learning from this work will be embedded within the SHC activities and ensure that outcomes will be further enhanced.



A resident of the Northfield Centre, a care home in Stafford said “*We love reminiscing...*”

To develop the SHC project we have worked closely with partners, Friends group and users in an ‘Active Partnership’. Our key partners include:

- Friends of Staffordshire and Stoke on Trent Archive Service
- Friends of William Salt Library
- Keele University
- Stafford Borough Council
- Diocese of Lichfield
- Lichfield District Council
- St Mary’s Heritage Centre
- National Trust at Shugborough
- Staffordshire Heritage Group representing numerous local history groups
- Depositors of archive collections at Staffordshire and Lichfield Record Offices

From this work we will develop a Staffordshire History Network, a mutually supportive network of groups and local societies with an interest in the history of Staffordshire. We will also establish a Development Trust which will fundraise for the History Centre to sustain and

grow activity and engagement beyond the NLHF funded period.

Working with an expert design team and informed by our staff, volunteers, partners and key stakeholders proposals to remodel the existing site as the SHC have been developed. There will be a huge increase in space for both visitors and the collections. Increased storage space will enable a further 20 years of collecting. Within our existing model 46% of space is for staff activity and 54% are public areas. This is shown overleaf. The redevelopment of the site will increase public space to 66% and reduce staff areas to 34%. This reflects the shift that the project will make and will mean that the customer experience and engagement with collections is at the heart of the SHC.

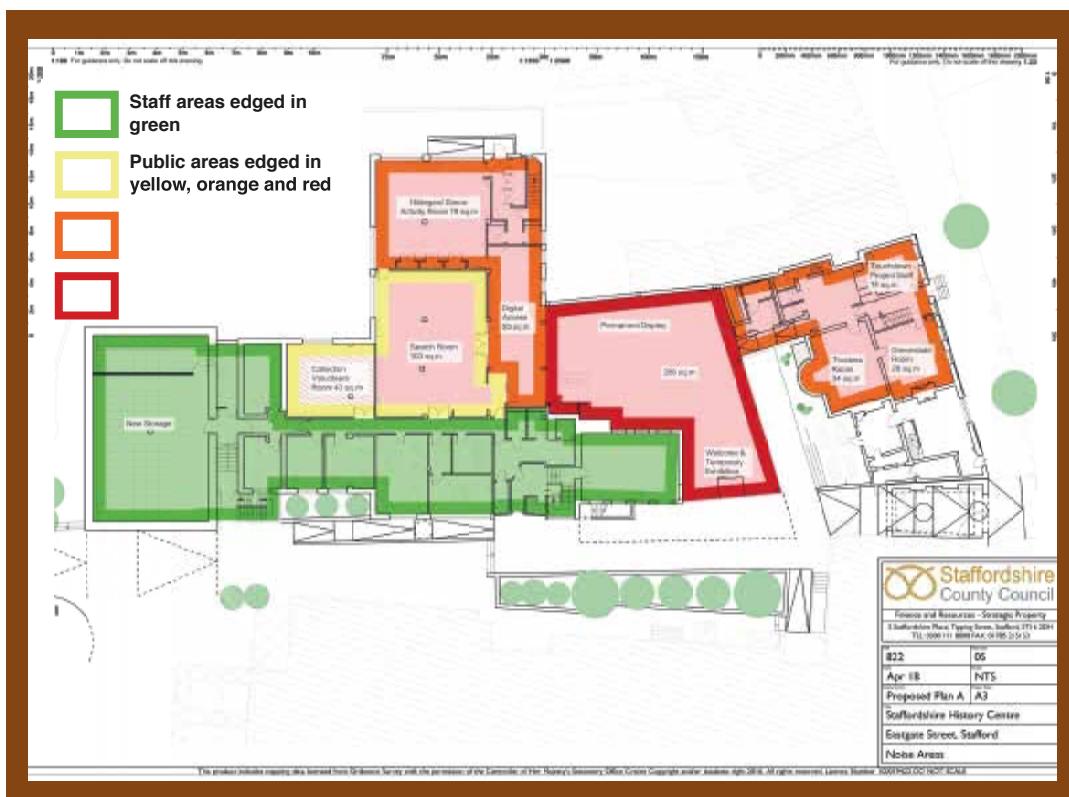
The entrance to the site will be transformed to offer a welcoming and attractive street presence in the town centre. Quiet study areas will provide a single point for accessing the county archive collections alongside the William Salt Library and Museum ephemera and photographic collections. Staff and volunteers will encourage visitors to locate information,

browse exhibitions or visit the historic Library building. The historic Library will be restored with a light touch so that period features can be appreciated with the Trustees Room retained as a book lined room. This will provide a space for visitors to relax with refreshments; something not currently offered.

## Current site layout showing zoned areas



## Proposed site layout showing zoned areas



- By linking Staffordshire Record Office and the William Salt Library we will create 550 square metres of fully accessible public space at the Staffordshire History Centre. It will include noisy areas, spaces for learning, events and exhibitions whilst retaining quiet study areas for research. The change in types of spaces can be seen overleaf.
- Two new strongrooms will provide storage for 20 years of future collecting. This storage will meet PD5454 standard for archive material, provide document isolation facilities and cool storage for photographic media.
- Building on the pilot activities delivered in 2017 the newly framed activity programme will develop projects to reach migrant and rural communities.
- The service will use existing rural events to promote SHC and engage with new audiences.
- Key collections will be digitised and a new website developed to provide a single portal for the History Centre.
- Collections that have been moved will be prioritised for cataloguing throughout the project particularly the William Salt Library and Lichfield Record Office collections.
- Over four years there will be 17 exhibitions which will begin life at the SHC and then tour a range of venues across the county, our aim is to reach 460,000 people.
- Our project will create learning sessions for schools which will be linked to the exhibitions and engage over 8,000 young people.
- There will be activities for families at the History Centre during school holidays and specific fun days focused around the exhibitions.

**550  
SQUARE  
METRES**

**20 YEARS**  


 **MIGRANT  
AND RURAL  
COMMUNITIES**



**17 EXHIBITIONS**

 **8,000  
YOUNG PEOPLE**





# Timeline

Assuming we are successful in securing funding, our project will start delivering outcomes from 2020 with the new SHC open by 2022. The activity programme will continue until 2024 and then be sustained by a re-shaped service and development trust to fund raise.

**“ I like the focus on Staffordshire and love the idea of exhibitions and activities in the History Centre ”**  
*(participant at pilot activities in 2017)*

Our aspiration is to provide a vibrant and engaging archive and heritage offer which celebrates and showcases our amazing collections. We want to ensure that the William Salt Library which is a significant part of Staffordshire's heritage is sustained and recognised as part of Stafford town centre's visitor offer. Our ambition is for Staffordshire people and communities to be able to engage and understand their history as a mirror on the past and a window to the future.



**Joanna Terry**  
**Staffordshire County Council**  
**15 May 2019**



**Staffordshire History Centre Project**  
**Development Phase Plan**

Planned tasks



Key decision



Key Deadline

Activity Description/Tasks:	Duration/ Deadlines	2019												2020												
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
SCC Cabinet approval	15 May 2019					◆																				
Round 1 bid submission	28 May 2019					◆																				
NLHF Decision	Sep 2019								◆																	
Permission to Start	Oct 2019										◆															
<b>Development Phase:</b>	<b>Nov 19 - Mar 20</b>																									
<b>Conservation Plan</b>																										
Commission consultants to work on CMP																										
Review and Update CMP for listed building																										
Review and Update CMP for collections																										
<b>Design Development to RIBA Stage 3:</b>																										
Commission architects to work on SHC Design report																										
Review and Update Site Surveys																										
Review and Update RIBA 3 Report																										
Engagement with Planners re Planning Permission																										
<b>Interpretations work to RIBA Stage 3:</b>																										
Commission consultants to work on SHC Interpretations Plan																										
Draft Arch Interpretation brief to commission artist for Delivery Phase																										
Review and Update RIBA 3 Report																										
Engagement with Planners																										
<b>Legal documents:</b>																										
Commission solicitors to represent WSLT																										
Commission SCC legal team to represent SCC																										
Review and Update Deeds of Release																										
Review and Update Deeds of Surrender																										
Review and Update Development Agreement																										
Review and Update Land Transfer																										
Review and Update WSL Lease																										
Engagement with Charity Commission																										
<b>Business Plan</b>																										
Secondment for Business Plan development																										
Secondment for BP																										
Commission BP consultant																										
Prepare BP for Stage 2 submission																										
<b>Activity Plan</b>																										
Review Activity Plan																										
Recruit resource (at risk)																										
Draft Learning offer																										
Test/Pilot learning offer																										
Finalise Learning Offer																										
Pilot History Access Point at other locations																										
Review Digital offer																										
Engagement with key stakeholders groups																										
Consultation - on site and off site open day drop in sessions 1,2,3																										

**Staffordshire History Centre Project**  
**Development Phase Plan**

Planned tasks

Key decision

Key Deadline

Activity Description/Tasks:	Duration/ Deadlines	2019												2020											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Consultation analysis																									
Finalise and sign off Activity Plan																									
<b>Fundraising Strategy</b>																									
Review and Update Fundraising Strategy																									
<b>Management &amp; Maintenance Plan</b>																									
Review and Update Maintenance and Management Plan																									
<b>Risk Register</b>																									
Risk review workshop																									
Review and update risk register																									
<b>Review and Update other documents for Delivery Phase</b>																									
Prepare Projects Briefs for Delivery Phase																									
Prepare Job Descriptions for Delivery Phase																									
Review Evaluation Strategy																									
Prepare Costs and Cash Flow Forecast for Delivery Phase																									
Prepare Detail Project Delivery Plan for Delivery Phase																									
<b>Mid stage review</b>																									
Reports to NLHF																									
HLHF mid-point review meeting																									
Approval to progress to Stage 2 submission																									
<b>Stage 2 Bid Preparation</b>																									
<b>Approvals: Project Board/SLT/JAC/Cabinet/WSLT</b>																									
<b>Round 2 submission</b>																									
<b>NLHF Decision</b>																									
<b>Permission to start</b>																									
<b>Delivery Phase begins</b>																									

Not for publication by virtue of paragraph(s) 3  
of Part 1 of Schedule 12A  
of the Local Government Act 1972

Document is Restricted

