

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

Thursday, 9 February 2017

**10.30 am**

City Central Library, Stoke-on-Trent

John Tradewell  
Director of Strategy, Governance and Change  
1 February 2017

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

- 1. Apologies**
- 2. Declarations of Interest in accordance with Standing Order 16**
- 3. Minutes of the meeting held on 16 December 2016 (Pages 1 - 6)**
- 4. Annual Service Plan 2016/17: Predicted Outturn Performance (Pages 7 - 24)**

Joint report of the Deputy Chief Executive and Director of Families and Communities (Staffordshire County Council) and Chief Operating Officer – Resources Director (Stoke-on-Trent City Council)

- 5. Predicted Outturn 2016/17 and Proposed Review Budget 2017/18 (Pages 25 - 34)**

Joint report of the Director of Finance and Resources (Staffordshire County Council) and the Chief Operating Officer – Resources Director (Stoke-on-Trent City Council)

- 6. Date/Venue of next meeting - Thursday 15 June 2017, County Record Office, Stafford**
- 7. 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”.

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## **PART TWO**

(All reports in this section are on pink paper)

## **Membership**

Terry Follows (Vice-Chairman) Gill Heath  
Ian Parry

### **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 16 December 2016**

Present: Terry Follows (Vice-Chairman), Mike Davies (Invitee/Observer) and Gill Heath

#### **PART ONE**

#### **8. Apologies**

Ben Adams; Ian Parry

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

There were no declarations of interest.

#### **10. Minutes of the meeting held on 16 June 2016**

**RESOLVED** – That the minutes of the meeting held on 16 June 2016 be confirmed and signed by the Chairman.

#### **11. Predicted Outturn 2016/17**

The Committee considered a joint report of the Director of Finance and Resources (Staffordshire County Council) and the City Director of Resources – Assistant Chief Executive (Stoke-on-Trent City Council) (schedule 1 to the signed minutes) detailing the predicted outturn for the Joint Archive Service for 2016/17.

Members noted that the predicted outturn for the Joint Archive Service was a spend of £715,547 against an approved budget of £717,760. This gave a predicted overall underspend of £2,213 which would be transferred to the General Reserve at the end of the year. The balance in the General Reserve was currently £28,233.

Members also noted that the balance in the Archive Acquisition Reserve, which enabled the service to purchase collections for the benefit of residents of both the City and County, was £57,542.

In response to a request for clarification from the Chairman, the Director of Finance and Resources re-iterated that the any underspend at the end of the financial year would be transferred to the Joint Archive Services' General Reserve and not clawed back into central budgets at the two authorities.

**RESOLVED** – That the report, detailing the predicted outturn for the Joint Archive Service for 2016/17, be received and noted.

## **12. Review of Fees and Charges 2017/18**

The Committee considered a joint report of the Deputy Chief Executive and Director of Families and Communities (Staffordshire County Council) and the Chief Operating Officer – Resources Directorate (Stoke-on-Trent City Council) (schedule 2 to the signed minutes) on a review of fees and charges to be implemented from April 2017.

Members noted that the Archive Service's fees and charges had been reviewed on an annual basis for a number of years to adapt to changes in demand and cost of service provision. The level of fees and charges set was based on various considerations including (i) staff time involved in delivering the service; (ii) the cost of equipment and associated maintenance; (iii) postage costs; (iv) the prevailing economic climate; (v) technology and (vi) the availability of resources online.

Income streams for the Service included (i) photocopying; (ii) sale of photographic permits; (iii) research, transcription and certification; (iv) sales of publications; (v) donations and; (vi) fees for talks and group visits. In addition, from 2014, income had been received from a partnership with a commercial provider to make key archive collections available electronically on line.

It was intended that a balanced approach would be adopted for the review to encourage use of services whilst ensuring that income generated supported the cost of their provision. Benchmarking had also been undertaken with neighbouring archive services.

Members noted that since the publication of Parish Registers, wills and marriage bonds online with the Find My Past initiative, the Archive Service had experienced a fall in traditional income from photocopying and research. Whilst royalties were received from online services these had not been sufficient to offset these reductions.

The proposed main changes for 2017 included (i) an increase in photocopying charges and (ii) commercial reproduction. In addition, it was proposed that the cost of a daily photographic permit be also increased.

During the discussion which ensued, the Chairman asked whether the revised fees and charges were likely to have a detrimental effect of on demand thus reducing the total level of income received. In reply the Deputy Chief Executive and Director for Families and Communities referred to the benchmarking against other Local Authorities' level of fees and charges which had been undertaken. However, he acknowledged that income from copying had decreased in recent years owing, in part, to the availability of archive services on the web, and the proposed increase in photography permits would help to offset this.

Members then expressed their support for implementing the revised schedule of fees and charges as set out in the report having regard to the length of time since they had last been reviewed.

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

(b) That the fees and charges (proposed in Appendix two to the report) be approved for introduction by the Joint Archive Service from April 2017.

### **13. Minton Archive Project**

The Committee considered a joint report of the Deputy Chief Executive and Director of Families and Communities (Staffordshire County Council) and the Chief Operating Officer – Resources Directorate (Stoke-on-Trent City Council) (schedule 3 to the signed minutes) which provided an update on the Minton Archive Project.

The Minton Archive (which comprised the records of Minton and Royal Doulton Plc) had been given by the Art Fund to the Stoke-on-Trent City in March 2015. The collection continued to attract national and international attention and the Service's commitment to make the whole of the archive accessible would remain a priority over the next few years.

Members noted that following a successful bid to the National Manuscript Conservation Trust for funding for a conservator to undertake a programme of work on some of the most significant items in the archive, Jessica Hyslop had commenced employment with the Service in August 2016.

The Minton Archive website [www.themintonarchive.org.uk](http://www.themintonarchive.org.uk) had been the focus of the Service's continuing work on the collection. Originally the site had contained approximately 80 images whereas now it included over 1000 high quality scans and videos. The Digital Development Officer who was responsible for curating the site had established a regular pattern of updates which encouraged repeated visits to the site and engagement from the audience. Total page views from October 2015 to October 2016 were 52,392 with almost 4,500 unique users from 90 countries and all continents around the world including Antarctica.

There were approximately 500 boxes of volumes, papers and promotional material in the archive which were currently uncatalogued. An application had therefore been made to the National Cataloguing Grant Programme (NCGP) in June 2016 for a grant of £37,000 to fund an archivist's post for a year enabling the Stoke Archivist, who had experience of pottery archives and extensive project working, to undertake this work.

Members were pleased to note that the application had been successful with the full bid amount being awarded. It was anticipated that work would start on cataloguing the archive as soon as the necessary formal approvals from the NCGP had been received and they paid tribute to the work of staff who had been involved in this project.

During the discussion which ensued, Members requested an opportunity to view a selection of items from the archive. In reply the Deputy Chief Executive and Director of Families and Communities undertook to make the necessary arrangements for this to happen at their next meeting which would be held in Stoke-on-Trent.

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

#### **14. Stafford History Centre Project**

The Committee considered a joint report of the Deputy Chief Executive and Director of Families and Communities (Staffordshire County Council) and the Chief Operating Officer – Resources Directorate (Stoke-on-Trent City Council) (schedule 4 to the signed minutes) which provided an update on the progress of the Staffordshire History Centre Project.

The Archive and Heritage Service submitted a bid to the Heritage Lottery Fund (HLF) on 11 February 2016 for a Staffordshire History Centre comprising accommodation for records (some of which were 1,000 years old), a new community exhibition space, modern search rooms and strong rooms to provide storage for an additional 25 years of future collections.

The HLF Board had considered the bid at their meeting on 24 May 2016 and had awarded a grant of £4.29m to the County Council and their partner, the William Salt Library Trust for the project. This grant was split into two phases ie a Development Phase and a Delivery Phase. During the Development phase £333,350 would be received to enable (i) designs for the new centre to be prepared to Royal Institute of British Architects Stage 3 standard; (ii) an activity plan to be developed in consultation with stakeholders; (iii) Conservation, Management, Maintenance and Business Plans to be drawn-up together with a Fundraising Strategy and Learning Policy; (iv) the calculation of the detailed costings for the delivery stage and (v) further fundraising to secure the remaining £150,000 match funding required. In addition, a second application would be submitted to the HLF to secure the remaining £3,965,590 required for the Delivery Phase. However, Members noted that submission of this application would be delayed until early 2018.

Since June 2016 the Staffordshire History Centre Project Board and team (SHC) had been working to submit an application to HLF for formal permission to start. Members noted that this permission had been received on 3 November 2016 enabling the agreed funding to be released. Also, the project team and partners had met with the HLF Grants Officer and the two mentors in September 2016 to receive Project Briefs and advice on changes necessary to ensure delivery against the approved purposes of the HLF grant.

Since the above mentioned start-up meeting had been held, the Project Briefs had been revised together with the job descriptions for two project posts (Project Support Officer and Community History Development Officer). The job descriptions had been submitted to the job evaluation panel for assessment and the vacancies advertised. It was anticipated that shortlisting of applications to the two post would be undertaken in mid to late January 2017.

In response to a question from a Member the Deputy Chief Executive and Director of Families and Communities said that the two posts would be for the duration of the Development Stage of the project.

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

## **15. Collections Information and Access Policies**

The Committee considered a joint report of the Deputy Chief Executive and Director of Families and Communities (Staffordshire County Council) and the Chief Operating Officer – Resources Directorate (Stoke-on-Trent City Council) (schedule 5 to the signed minutes) seeking approval to the Archive Service's Collections Information and Access policies.

The Committee noted that, at their meeting on 26 March 2015, it was resolved the Archive Service should apply for Archive Service Accreditation. As part of the accreditation process the Service had created two new policies (Collections Information Policy and Access Policy) to meet the requirements of the standard.

The County Museum Service, which formed part of the County's Archive and Heritage Service, was also renewing its application to hold the Museum Accreditation Standard.

Both accreditation standards provided guidance on the types of policies and procedures required to comply with the standard and set the benchmark for good service provision, collections care and public access.

The Collections Information Policy detailed the policies and processes in place to ensure that collections were documented properly from the time of their receipt into the care of the Archive Service, and included:

- Accessioning/point of deposit
- Depositor records, ownership and legal status of collections
- Access restrictions
- Publicising new accessions
- Disposals and withdrawals
- Location and movement control
- Finding aids and cataloguing
- Conservation and preservation information
- Staffing and use of external funding to support cataloguing
- Filing systems and electronic systems to record information
- Plans for improving the quality of collections information.

The Access Policy detailed how access was provided to Archive and Heritage Service Collections, information on restrictions to access, where charges might apply and links to other relevant policies. It also describes the various means of access available including:

- Onsite access to collections and the community who use the service
- Expectations for visitors and standards of service
- Security procedures
- Handling and preservation guidelines
- Use of cameras and methods of copying
- Access restrictions, why they may apply and how to request access
- Remote access methods

- Learning and engagement activities to widen access.

The Access Policy provided links to other policies, guidelines and content to direct people to more information. Appended to the policy was the Service Charter which contained standards of service that customers could expect.

It was noted that approval of these policies by the governing body was a requirement of both the Archive and Museum Accreditation Standards. The policies would also support the planning of improvements to collections information and widening access to collections.

During the discussion which ensued a Member queried whether the two Policies took account of the specific needs of disabled people. In reply the Deputy Chief Executive and Director of Families and Communities said that all of the Archives and Heritage Service buildings were compliant with the requirements of the Disabilities Act 2014. However, there was no need for reference to be made in these policies as provision had been made elsewhere.

The Member representative of the County Council highlighted the valuable work undertaken by volunteers in the running of the Archive and Heritage Service without which it would not have been such a success. In reply, the Deputy Chief Executive acknowledged their contribution and said that recognition of this was made in the Service's Annual Report. In addition the Authorities hosted a joint annual Christmas party to which all volunteers were invited.

The Chairman sought clarification of the security arrangements for displays and exhibitions in particular at the City Museum during a period of refurbishment. In reply the Deputy Chief Executive and Director for Families and Communities said that artefacts and historical documents were always displayed in lockable cases to prevent damage and/or theft.

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

(b) That the Collections Information and Access policies be approved.

**16. Date of next meeting - Thursday 9 February 2017 at 10.00 am, City Centre Library, Hanley, Stoke-on-Trent**

**RESOLVED** – That the next meeting of the Staffordshire and Stoke-on-Trent Joint Archive Committee be held on Thursday, 9 February 2017 at the City Centre Library, Hanley, Stoke-on-Trent commencing at 10.30 am.

**Chairman**



Local Members Interest	
Members' name	Electoral Division
N/A	

## Staffordshire and Stoke on Trent Joint Archive Committee 9 February 2017

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### Staffordshire and Stoke on Trent Archive Service: Annual Service Plan 2016/2017: Predicted Outturn Performance

#### Recommendation(s)

1. That this report informing the Committee on the predicted outturn against the targets set in Joint Archive Service's Annual Service Plan is received and noted.

#### Report of Deputy Chief Executive and Director for Families and Communities (Staffordshire County Council) and Chief Operating Officer – Resources Director (Stoke on Trent City Council)

#### Reasons for Recommendations

2. The Archive Service has made very good progress against its targets this year and a more detailed summary is set out at Appendix 2 to this report. The predicted performance indicators to 31 March 2017 are recorded in Appendix 3.

#### Background

3. The Service Plan sets the annual targets for the performance of Joint Archive Service. These targets work towards the overall achievement of the Archive Service's current three year service objectives, which are set out in its Forward Plan, 2015-2025, approved by the Joint Archives Committee at its meeting on 26 March 2015. The key achievements for the year were:

- Successful stage 1 Heritage Lottery Fund bid for the Staffordshire History Centre project.
- Several successful grant funding bids for cataloguing collections
- Further success in gaining funding to catalogue and conserve the Minton and Doulton Archive.
- Heritage Lottery Funded project Staffordshire Appeals launched in June 2016.
- The service is represented on the new Archives West Midlands charitable organisation launched in June 2016.
- Online use of the service has continued to grow.
- Partnerships have strengthened and new ones have been formed.
- Volunteer numbers have been sustained with new projects starting

Areas for concern during the year have been:

- Focus on the Staffordshire History Centre project has delayed work on achieving Archive Accreditation.
- Only 82% of collections are stored in the correct conditions.
- Approaches for new collections have remained static.

A summary of performance is given below under each service demand.

**The Archives and Heritage Service is developed by an Active Partnership between Councils, users, depositors, partners, volunteers in all areas of the service including: funding, management and delivery.**

4. The work this year has focussed on strengthening existing partnerships, exploring and establishing new ones, and finding new ways to involve stakeholders in the development of the Service.

5. A Project Board and Project Team have been re-established to manage and deliver the Staffordshire History Centre project (SHC). Membership of the Project Team was reviewed with new members invited to join representing stakeholders in Lichfield.

6. Stoke on Trent City Archives has continued its partnership in connection with the acquisition the Michelin Company archives. As part of the negotiations for the deposit the Service agreed a cataloguing project working with current and former employees as part of their social responsibility programme.

7. Further grant funding has been gained to conserve and catalogue the Minton Archive and Doulton Archive. The successful Minton website continues to grow with new blog posts featuring items from the collection.

8. The Lancers Regimental archive was also deposited at Stoke securing funding and volunteers to enable the cataloguing of the archive to be completed.

9. With the completion of the Staffordshire Appeals project some volunteers ceased working for the service. However a number have been retained and new ones joined the programme to support new projects such as the Pauper papers group, digitisation group, cataloguing and other projects. The tithe award indexing project completed in the autumn with the launch of the index online. This represents over 2,400,000 entries and eight years of indexing by our volunteers. A truly amazing achievement!

**Archives and Heritage Service has been re-shaped and redesigned to encourage resilience, new ways of working and refocusing its delivery to the needs of users.**

10. The Service continued work on scoping a new delivery model for the SHC project. Permission to start the project was granted in September with work

commissioned to develop the Activity Plan, Conservation Plan, Fundraising and Business Plan and the design team for the new centre. In November a stakeholder engagement event was delivered with the Library and Arts Service on the Lichfield Library and History Access Point.

11. Work has continued on achieving the Archives Accreditation standard with submission due imminently. Overall satisfaction with the service remains high at 100%.

12. The Service has been successful in gaining grant funding to catalogue public health records (funded by the Wellcome Trust), and a collaborative doctoral award with Liverpool University focusing on flood and drought.

13. Annual conservation and cataloguing programmes have been successfully delivered increasing access to collections.

14. A range of events and activities have been delivered to engage people with the collections and take them out beyond the main buildings. These included:

- The Staffordshire History Day in May to coincide with the launch of Staffordshire Day.
- Staffordshire Appeals launch and touring exhibition
- Onsite exhibitions.

15. Work on delivering more resources and services online has continued. Supporting this work internal training for staff and volunteers has been delivered on collections and our cataloguing software. 92% of archive collections have at least a collection level description online and 82% are stored in the correct conditions.

**Archives and Heritage Service has diversified its users, stakeholders and collections. This has resulted in increased visibility and understanding of the service by the public and increased levels of new users. People are proud of the Staffordshire History Centre.**

16. Approximately 3,300 people attended talks and events provided by the service both on site and at other venues. The programme of events for the WW1 Centennial continued with the Battle of the Somme film shown alongside '14' poetry and animations installation. The Staffordshire Appeals exhibition has toured to six venues since it launched in June 2016. The service supported exhibition at Cannock Chase Museum.

17. Learning work has continued with support for local schools by offering placements and support for projects. Three classes of students from Keele University have been hosted at Staffordshire Record Office. Three partnership study days have been held and two new communities have been supported to raise awareness of their history. 25 talks have been delivered and exhibitions have visited 13 venues.

**The Archives and Heritage Service shares knowledge on new ways of working with other services.**

18. During the year the Archive Service has been represented on a new charitable organisation, Archives West Midlands(AWM), which launched in June. AWM represents archive services in the West Midlands and is supporting projects to widen participation with collections and promote the member services.

19. A case study on the WW1 Centennial and place making has been accepted by the Chief Culture and Leisure Officers Association. Training and volunteer support has been provided throughout the year including sessions delivered by Keele University. The Service has supported the Chase through Time project to document the history of Cannock Chase.

20. Across the Archive and Heritage Service 83 organisations have been advised or supported.

**Archives and Heritage Service has increased its activity online and is delivering more services online.**

21. The Gateway to the Past online catalogue has been upgraded with a new search interface. The new format allows certain collections to be featured and simplifies the search options.

22. The Staffordshire Name indexes website was also extended with additions to existing databases and the launched of the Staffordshire Military Tribunal Appeal papers index and the Tithe Award Index.

23. Social media use has continued to grow and it is used to promote all aspects of the Service, from new online collections to involvement with consultation. Targets for writing posts have been exceeded.

25. The programme of digitisation with Find My Past has continued and scoping work started to add new material in 2017.

**Local Performance Indicators**

24. The targets for the performance indicators were presented at the Joint Archive Committee on 16 June 2016. The figure for usages of the Service is predicted to be 1,069,714, 5% above the outturn for 2015/16.

25. Attendances at events have increased compared to last year from 2,840 to 3,350, an increase of 17%.

26. The number of volunteer hours is set to exceed the previous year's figure by about 4%. The Staffordshire Appeals project accounts for part of the increase and the retention of some volunteers onto new projects during the autumn.

27. The annual customer survey was carried out in October 2016. Customer satisfaction overall was 100% for the whole service.

28. The target for approaches to acquire new archive collections is predicted to be just under 212. This is a similar figure to previous years.

## **Conclusion**

29. Overall the performance of the Archive Service has remained consistent with four out of five performance indicators likely to exceed target. The Service has continued to work with partners and stakeholders about new models for the delivery of the Staffordshire History Centre. The development of this project will be the focus for the Service in the coming year.

## **Appendix 1**

### **Equalities implications:**

The service continues to offer choice in the way its services are accessed and has delivered a range of events onsite and offsite to reach a variety of audiences.

### **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 has delivered its work within existing resources and utilised grant funding to help improve access to collections.

### **Risk implications:**

Risks of not meeting performance targets are partly governed by resources.

### **Climate Change implications:**

The growth of online services has resulted in more remote use compared to physical visits.

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

No significant implications.

### **Report author:**

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### **List of Background Papers**

Papers

Contact/Directorate/ext number

Annual Service plan bi-monthly  
reports 2015-2016

Joanna Terry/Place/ x278370

Appendix 2 Summary of Performance to Service Delivery Plan  
Appendix 3 Local Performance Indicators

**Service Demand 1: The Archives and Heritage Service is developed by an Active Partnership between Councils, users, depositors, partners, volunteers in all areas of the service including: funding, management and delivery.**

**By 2025:**

- Staffordshire and Stoke on Trent Councils will see the service as having the lead role to play in the county and city, caring for their historically-valuable collections, and enabling their enjoyment and use by residents and visitors alike
- The work of the service will be viewed as relevant to a wide range of organisations and individuals through joint delivery and commissioning of projects
- Fundraising by stakeholders has increased significantly

Service Delivery Activities	Key Milestones
1.1 Valuing and respecting the involvement of our partners in our service and actively crediting their participation and identity	Project Board and Project team meetings are established for the Staffordshire History Centre HLF project and include representatives from partners, friends groups and stakeholders. Project meetings continue for the Marches Museum Network and Ironbridge Museum regarding joint programme of work.
1.2 Developing and strengthening existing partnerships	Joint delivery of Museum Development work with Ironbridge Gorge Museums Trust ongoing (second year of current three year programme) Joint delivery of Victoria County History project continues with Keele University (second year out of four year agreement).
1.3 Developing new partnerships with enthusiast and specialist interest groups	Keele University/Staffordshire Pauper Project is established with volunteer group meeting on Fridays. Joint study day delivered in November 2016. Project at Stoke working on Michelin archive with the company continues to catalogue the collection. National Cataloguing Grant bid succeeded to catalogue the Royal Doulton Archive held at Stoke; £37,000 awarded.
1.4 Empowering users and stakeholders to contribute regularly to the development of policies and plans	History Centre Project team membership was reviewed and includes representatives from Lichfield Civic Society and St Mary's Heritage Centre in addition to Friends of Archive Service and William Salt Library. Stakeholder engagement on Lichfield History Access Point was carried out in November 2016.
1.5 Creating a range of regular consultation activities such as teachers or user panels. Users feel they are involved in developing the service	Consultants appointed to deliver HLF History Centre Project Activity Plan will include extensive consultation in 2017/18. Archive Service participated in PSQG Visitors to British Archives Survey in October 2016. Overall satisfaction remains high at 100%.
1.6 Developing a training and support programme for stakeholder fundraisers	The training plan for volunteers and stakeholders will be covered in the HLF funded development work for the Staffordshire History Centre.

1.7 Developing accredited volunteering and apprenticeship programmes in partnership with other providers	The accredited volunteering and apprenticeship programmes will be covered in the HLF funded development work for the Staffordshire History Centre.
1.8 Expanding the volunteer programme in terms of numbers and roles undertaken, to add value to the service alongside the professional staff team	Staffordshire Appeals project increased number of volunteers and provided roles for digitising collections and delivering presentations on the project.
<b>Performance Measures</b>	Number of volunteer hours given to the Service estimated 9000 by end of year Number of hours of engagement with partners estimated 840 hours by end of year

**Service Demand 2: Archives and Heritage Service has been re-shaped and redesigned to encourage resilience, new ways of working and refocusing its delivery to the needs of users.**

**By 2025:**

- The service is housed in buildings which are accessible, welcoming and comfortable. The customer experience is warm, welcoming and inspiring. Users are easily able to use and engage with collections and share their knowledge.
- The service holds collections which reflect present and past life in Staffordshire and Stoke and are appraised to ensure they meet our collection policies.
- All archive and special collections are housed in PD5454 compliant storage.
- All museum collections are housed in appropriate storage.

<b>Service Delivery Activities</b>	<b>Key Milestones</b>
2.1 Ensuring that the service is financially solvent and stable, and/by increasing its mix of external funding	Staffordshire History Centre Project bid to Heritage Lottery Fund submitted Feb 2016  Scoping for service reorganisation begun  Work on Archives Accreditation begun submission due January 2017.  Service promotion via summer consultation and Connect Awards.  Policy reviews carried out  Three bids for cataloguing submitted; one successful to catalogue public health records funded by the Wellcome Trust. A



	<p>second is still being considered.</p> <p>County Museum and Shire Hall Gallery Accreditation returns submitted October 2016. Awaiting response.</p> <p>Success in bidding for ACE Museum Resilience funding to deliver touring exhibitions, digitisation, learning and reminiscence work 2017-2018</p>
<p>2.2 Examining and developing new areas of income generation to support the service, together with stakeholders</p>	<p>Support provided to assist FoSSA with fundraising for tithe map digitisation project by preparing c105 letters to parish councils and approaching local members' fund.</p> <p>Minton Collection Conservation Project; grant awarded by both NMCT and The Art Fund to provide a project conservator for one year</p> <p>Strategic support for Sandwell Archives delivered. Conservation support delivered for Walsall Archives Both brought in income for the Archive Service.</p> <p>New funding model with developed with partners for Staffordshire Pasttrack</p> <p>New sustainable funding model for Staffordshire Past Track delivered with partners</p>
<p>2.3 Ensuring the long-term security of collections by housing archive collections in 5454 compliant storage, housing museum collections in the best possible conditions, and having space to continue to collect for the next 25 years</p>	<p>Annual conservation and preservation programmes delivered to the Archive Service and William Salt Library</p> <p>Minton conservation project in progress, conservator in post, basic conservation studio established at Stoke City Archives</p> <p>Working group to establish electronic locations database for strongrooms established. 1,000 shelves recorded.</p>
<p>2.4 Examining our collections development policies and taking a more strategic active approach to collections development, including deaccessioning and disposal</p>	<p>Review of Appraisal &amp; Deaccessioning Policies completed and action plan developed.</p> <p>Archival appraisal at time of receipt and cataloguing is continuing.</p> <p>Annual appraisal of museum holdings continuing.</p> <p>Museum Service Collections Development Policies reviewed and approved.</p>
<p>2.5 Reviewing and improving our collections information to be more efficient and user-focused with an improved collections interface which allows people to contribute information. Volunteers playing an integral role, working with staff, to develop collections information. Online resources have strong indexes and catalogues to maximize access.</p>	<p>Collaborative Doctoral Award project with Liverpool University Geography Dept. has started, two students in place.</p> <p>The Wellcome Trust project (detailed cataloguing of Medical Officer of Health papers) has been completed</p> <p>Annual current cataloguing and back cataloguing programmes delivered. A large amount of retrospective conversion of existing paper catalogues and new collection-level descriptions online for other collections has also taken place.</p> <p>Volunteers voted to select collection for cataloguing as part of annual programme, and last year's winning vote has been catalogued.</p>

	<p>Museum volunteers improving object descriptions and photographic descriptions on Pasttrack.</p> <p>Stoke volunteer project agreed to add photographs to Pasttrack from a collection held at the Potteries Museum and Art Gallery</p>
<p>2.6 Being more active in attracting new users and providing them with different opportunities to engage with collections</p>	<p>Four events delivered to support Local &amp; Community History Month</p> <p>Staffordshire History Day took place in May 2016 (to coincide with Staffordshire Day).</p> <p>Support for Staffordshire Hoard Partnership continued</p> <p>Active promotion of collections through social media particularly new accessions, highlight being the Minton Collection with its own website, also anniversaries and other topical items, and contributions to the national Explore Your Archive campaign</p> <p>Family History Club maintained and mentor sessions for beginners</p>
<p>2.7 Redesigning/developing buildings to allow us to provide the types of services required in a more cost-effective, sustainable way</p>	<p>Stakeholder event delivered at Lichfield in November 2016.</p>
<p>2.8 Providing a new means of engagement for users through a new exhibition space. Some exhibitions are co-created by users and stakeholder groups building on the existing work developed by the Museum Service.</p>	<p>Seven on-site archive displays featuring documents or collections were produced and publicised online:</p> <p>County Museum 'Favourite Things' exhibition and Community Quilt project delivered 2016.</p>
<p>2.9 Delivering an outreach programme to take collections and resources out to communities beyond its main buildings.</p>	<p>Museum reminiscence work with libraries has been maintained and is ongoing.</p> <p>Co-ordination of the touring of 'Treasure' Staffordshire Hoard community exhibition was successfully completed in September 2016</p> <p>Support was given to Ingestre Hall exhibition with objects loaned from Museum collection</p> <p>The Staffordshire Appeals touring exhibition was taken to Chasewater, Perton, Hanley, Newcastle, Codsall, and Cannock Chase Museum.</p>
<p>2.10 Strengthening our presence around the county by working with Active Partners, such as libraries and heritage groups, to deliver access points in existing community spaces, reaching more people</p>	<p>Worked with libraries to deliver two training sessions to South Staffordshire library staff and new library volunteers on family history resources online. Also delivered family history surgery at Penkridge Libraries.</p> <p>Supported access to Ancestry and FindMyPast in Stoke-on-Trent Community Libraries through provision of one to one support sessions.</p>
<p>2.11 There is a new focus on providing online resources and a rejuvenated online presence to reach more people, balanced with a programme to engage more people with the original documents</p>	<p>A programme of adding Museum and Archives images to Staffordshire Pasttrack has been in progress throughout the year and is ongoing.</p> <p>Progress has been made in investigating further possibilities for a new web interface for Gateway to the Past online catalogue to improve customer experience. This work will form part of the HLF development phase.</p>

2.12 We acknowledge that these new ways of working will need staff resources and training and will build on the expertise we have developed in our existing programmes to deliver a more joined-up, cross-disciplinary service.	In-house training was delivered for staff, placements, and volunteers covering new accessions and collections, CALM cataloguing software, and emergency plan. Staff visited other offices as part of knowledge exchange programme.
<b>Performance Measures</b>	Percentage of collections housed in appropriate storage: Museum 90%, Archives 82% Percentage of collections with collection-level description online: Archives estimated 92%, Museums 100% Customer satisfaction rating: 100% (PSQG survey) Delivery of MTFS savings: on track

**Service Demand 3: Archives and Heritage Service has diversified its users, stakeholders and collections. This has resulted in increased visibility and understanding of the service by the public and increased levels of new users. People are proud of the Staffordshire History Centre**

Page 17

**By 2025:**

- The service is THE focus for the history and collections of Staffordshire.
- Collections have diversified.
- The Service has at least retained its current numbers of researchers in the searchroom and promoted the use of original documents, while increasing the number of users attending activities, browsing facilities and using the service online.
- The service has built on its support amongst local communities and increased the membership of Friends organisations and their active involvement with the Service.
- Public awareness of the diverse themes and treasures within the collection has grown, including that of the William Salt Library

<b>Service Delivery Activities</b>	<b>Key Milestones</b>
3.1 Testing, developing and embedding new ways of engaging with people and new ways for them to engage with the collections across a range of subjects and disciplines	<p>'Favourite Things' exhibition completed and evaluated.</p> <p>'Kitchen Goes To War' bid in preparation for bid in February 2017.</p> <p>Battle of the Somme film shown alongside '14' poetry and animations installation.</p> <p>Staffordshire Appeals &amp; Trench Art exhibition at Museum of Cannock Chase Jan-Feb 2017</p>

<p>3.2 Increasing levels of work with community groups and non-traditional users of the service</p>	<p>Delivered a series of talks across the county (see Performance measures)</p> <p>Supported Tamworth History group, supported successful Friends of Cannock Chase HLF bid and 'Revealing Voices' radio Stoke oral history HLF bid.</p> <p>Completed Staffordshire Appeals project</p>
<p>3.3 Investing in marketing, promotion and use of social media to reach new users</p>	<p>Newsletter reviewed: awaiting Communications team support to deliver new e-newsletter</p>
<p>3.4 Providing ways to browse the collections online and onsite through permanent and temporary exhibitions</p>	<p>(Activities part of 2017-2018 Staffordshire History Centre HLF Development Stage work)</p>
<p>3.5 Allowing the browsing of book collections wherever possible</p>	<p>(Activities part of 2017-2018 Staffordshire History Centre HLF Development Stage work)</p>
<p>3.6 Developing a strong learning programme in an active relationship, working closely with teachers, tutors and initial teacher training courses to raise awareness of how archives and heritage can deliver the national curriculum</p>	<p>Keele University classes delivered.</p> <p>St. Luke's School, Silverdale out of school study session delivered to support their HLF bid.</p> <p>VCH, Paupers and Place Names study days delivered in partnership with VCH, Keele University, Nottingham University. Sheridan study day to be delivered in March in partnership with Leeds and Aberystwyth Universities.</p> <p>Paupers community research group developing project for AHRC bid later 2017.</p>
<p>3.7 Developing a set of resources to interpret its collections based on the interests and motivations of a wider audience and using these to engage with new users</p>	<p>(Activities part of 2017-2018 Staffordshire History Centre HLF Development Stage work)</p>
<p>3.8 By integrating collections across the Archives and Heritage Service, increasing new audiences' access to and engagement with cross-disciplinary exhibitions</p>	<p>Resonance exhibition tour completed in May 2016. 65,848 visitors in total, 7 venues visited 2015-2017.</p> <p>'Treasure' Staffordshire Hoard exhibition tour completed Sept 2016. 103,250 visitors in total, 24 venues visited 2013-2017.</p> <p>Robert Perry paintings exhibition delivered at Brampton Museum, Newcastle-under-Lyme.</p>
<p><b>Performance Measures</b></p>	<p>Number of talks and events delivered by Service 25 estimated by end of year</p> <p>Number of attendees at all events and talks delivered by Service 3,350 estimated</p> <p>Number of exhibition appearances 13 estimated by year end</p>

**Service Demand 4: The Archives and Heritage Service shares knowledge on new ways of working with other services**

**By 2025:**

- The service acts as a national focus for sector knowledge in active partnerships, including volunteering. This has involved partnerships with the National Archives, Arts Council England and the Archives and Records Association.
- The service supports other museums and organisations which hold objects and archives in their collections to ensure they are secure and accessible.

Service Delivery Activities	Key Milestones
4.1 Exploring new ways of working and sharing this knowledge with the wider archive sector, gaining further insight in response	Archives West Midlands launch completed. Case studies submitted (but not chosen) for DCDC conference in October. Case study on WW1 Centennial work and Place Making accepted by Culture and Leisure Officers Association
4.2 Developing a close relationship with voluntary sector organisations, providing the archive sector with support in developing volunteering programmes	History Centre development work starting - noted for volunteering links that Support Staffordshire rather than VAST is the Council's partner
4.3 Reviewing and developing its income generation programme.	New fees and charges for 2017/18 approved by December committee. New elements submitted to Findmypast to extend online coverage and income.
4.4 Building upon its Museum Development Officer role, supporting and advising heritage groups across the county on their development	Museum Development Officer engagement programme continues. Community History Officer role in HLF development phase being advertised.
4.5 Developing programmes for its users to share their knowledge and experience with each other, and providing experts to share their knowledge with users both on-site and online	Support for Friday morning "pauper" project with Keele University continues. "Flood and drought" PhD students from Liverpool University have started, volunteer support for this to begin later. Supporting 'Chase through time' research project with volunteers and Dr Andrew Sargent (Keele University).
<b>Performance Measures</b>	Number of organisations actively engaged with in an advisory capacity: estimated 83 organisations advised

**Service Demand 5: Archives and Heritage Service has increased its activity online and is delivering more services online.****By 2025:**

- The service has a presence on key sites beyond its own website, delivering regular content to users on the sites they use frequently
- More services are delivered online and more collections are available online
- Born digital archives are properly managed and accessible

Service Delivery Activities	Key Milestones
5.1 Developing user participation as a key aim of the service's online offer	Work will be undertaken as part of the Staffordshire History Centre Project Development Phase
5.2 Digital content is seen as a 'way in' for new, non-traditional users.	<p>Staffs Name Indexes extended with WWI Military Appeals Tribunal index and Tithe Awards index, and additions to Diocese of Lichfield Wills index</p> <p>730 images added to Pasttrack (target 1000)</p>
5.3 There is a new focus on providing online resources, with a rejuvenated online presence to reach more people on platforms that maximise access.	Parish Registers/Wills/Marriage Bonds online promotional programme continued using social media
5.4 Balancing online access with a recognition that access to original documents is still important to many users and that online access is not for everyone	Public service at Lichfield Record Office will be reconfigured when Lichfield Library relocates. The Lichfield History Access Point will be established in the new Library providing access to digital and microform sources, outline plans completed. Online access will be extended during the Staffordshire History Centre Project Delivery Phase.
5.5 Developing a plan to manage and provide access to born digital archives.	Archives West Midlands investigating regional solution to long-term digital preservation for local authority archive services
5.6 Developing a Digital Plan that provides access to as many user services as possible, sustainable, and links virtual visits to physical visits.	Addition of online payments facility to Pasttrack site is scheduled for February 2017
5.7 Implementing a digitisation programme with priority given to items that cannot be physically accessible on demand	<p>Consultation regarding future digitisation projects will take place as part of the Staffordshire History Centre Project Development Phase</p> <p>Arts Council England funding secured for digitisation of County Museum carriage collection and website development</p>
5.8 Providing access to as many user services as possible through a new web service	Extension of commercial partner contract to be agreed by end March 2017, with progress made on Diocese of Lichfield Bishops' Transcripts
5.9 Developing active partnerships for key digital heritage access points	<p>Lichfield History Access Point is under development with the Library and Information Service and St Mary's Heritage Centre, in preparation for the Lichfield Library move in 2017/2018.</p> <p>Scoping of other History Access Points will take place as part of the Staffordshire History Centre Project Development Phase</p>
5.10 Engaging with existing and new users and raising awareness of the relevance of archives through a strong use of social media	<p>289 Facebook posts delivered so far</p> <p>880 tweets so far</p>

<b>Performance Measures</b>	Visits to Archive Service websites, online resources & online catalogue Visits to Pasttrack (Museum only) Number of images viewed on Find My Past  Facebook likes Reach of Facebook posts Engagement of Facebook posts Twitter Impressions Twitter likes	226,575  106,625 1,206  Total for all Facebook pages 3,915 Total reach for all Facebook 404,761 Total Facebook engagement 47,378 Total twitter impressions 518,700 Total Twitter 1,645





## STAFFORDSHIRE AND STOKE ON TRENT ARCHIVE SERVICE:

## APPENDIX 3

## LOCAL PERFORMANCE INDICATORS 2016/2017

Indicator	Outturn 2015/2016	Target 2016/2017	Predicted Outturn 2016/2017
<b>Use of Archive Service</b>			
1. Usages of the Archive Service <ul style="list-style-type: none"> <li>• personal visits</li> <li>• online visits,</li> <li>• email postal and telephone enquiries and orders</li> </ul>	1,015,911*	1,020,000	1,069,714*
			*Includes content on Find My Past
<b>Engagement with the Archive Service</b>			
2. Attendances at: <ul style="list-style-type: none"> <li>• events and celebrations</li> <li>• talks by our staff</li> <li>• educational and community group visits to our offices</li> </ul>	2,840	3,400	3,350
3. Number of volunteer hours	8,641	9,000	9,000
<b>Customer Satisfaction</b>			
4. Percentage of onsite users expressing satisfaction with overall service and facilities (very good and good)	98%	99%	100%
<b>Collecting Activity</b>			
5. New archival collections and unconcluded negotiations with donors or depositors	205	212	212



Local Member Interest	Nil
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**STAFFORDSHIRE AND STOKE ON TRENT JOINT ARCHIVES  
COMMITTEE**

9 February 2017

**JOINT ARCHIVE SERVICE – PREDICTED OUTTURN 2016/17 & 2017/18  
NET REVENUE BUDGET**

**Recommendation(s)**

1. That this report informing the Committee on the predicted outturn for the Joint Archive Service for 2016/17 is received and noted.
2. That the 2017/18 net revenue budget be approved by the Joint Archive Committee.

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

**Reasons for Recommendations**

3. The Joint Archive Service budget for 2016/17 is predicted to be nominally overspent by £1,992. The General Reserve currently holds a balance of £28,233 (net of the approved £100,000 matched funding commitment towards the forthcoming HLF bid) and the Archive Acquisition Reserve currently has a balance of £57,542.

**Background**

**Predicted Net Revenue Outturn 2016-17**

4. The predicted outturn for the Joint Archives Service is set out in *Appendix 2*. It is expected that the service will spend £719,752 compared to its current approved budget of £717,760 to give an overall estimated overspend of £1,992 which will be transferred from the General Reserve at the end of the financial year.
5. Of this nominal overspend, a further assessment of net spend indicates that by the year end, expected managed savings on staff; training; transport and supplies & services will now only partially offset an under-recovery of income (predominantly fees & charges) leading to a forecast overspend of £1,992.

## **Reserves**

6. There are currently two Reserves which are held by the Joint Archive Service, these being the General Reserve and the Archive Acquisition Reserve. The balances on these two Reserves are set out in *Appendix 3*. The General Reserve currently has a balance of £28,233 (net of HLF bid funding commitments) and the Archive Acquisition Reserve, which enables the Joint Archive Service to purchase collections for the benefit of archives users in both the City and the County, currently holds a balance of £57,542.
7. As a reminder to the Joint Archive Committee, approval was given in October 2015 for a further £50,000 to be released from the Archives General Reserve (initially £50,000 had been previously approved and earmarked) to increase the Joint Archives current 'match funding' contribution to £100,000 in total towards the approved Heritage Lottery Fund (HLF) bid for the construction and redevelopment of the Staffordshire History Centre.

## **Net Revenue Budget 2017-18**

8. The detail of the 2017-18 net revenue budget can be found as *Appendix 4* to this report. The new year budget of £746,500 has been increased by 4% when compared to the net revenue budget plan for the current year.
9. Under the Joint Archives Agreement, the total cost of the service is currently apportioned between the two respective local authorities and was revised in mid 2015 to reflect the latest available population levels across the County. This has resulted in the percentage charge to the City Council of 22.59% and for the County Council's percentage share to be set at 77.41%. The proposed new year budget has been apportioned on this basis giving the City's share of total budgeted cost at £168,600 (an increase of £3,450 on 2016/17 funding) and the County's share at £577,900 (an increase of £12,000 on 2016/17 funding) of the current net revenue budget. Both authorities are currently considered to have sufficient budgetary provision to meet these estimated costs.

## **Appendix 1**

### **Equalities implications:**

No significant implications.

### **Legal implications:**

From 2016/17, the Joint Archive Agreement budget is no longer subject to an annual Small Bodies Audit and return.

### **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:**

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**List of Background Papers**

Joint and other Archive Services 2016/17 file.  
2017/18 Archives Budget file.



Joint Archives Service												
	Core Services			Staffordshire County Sites and Public Services			Stoke City Sites and Public Services			Total for service		
	Current Estimate 2016/2017	Actual Expenditure as at Jan 2017	Predicted Outturn 2016/2017	Current Estimate 2016/2017	Actual Expenditure as at Jan 2017	Predicted Outturn 2016/2017	Current Estimate 2016/2017	Actual Expenditure as at Dec 2016	Predicted Outturn 2016/2017	Current Estimate 2016/2017	Actual Expenditure as at Jan 2017	Predicted Outturn 2016/2017
	£	£	£	£	£	£	£	£	£	£	£	£
<b>Expenditure</b>												
Employees	362,390	299,512	366,045	255,670	207,628	251,935	100,700	70,514	93,800	718,760	577,653	711,780
Printing	1,040	153	153	0	0	0	900	0	900	1,940	153	1,053
Transport	600	536	611	180	19	23	300	59	300	1,080	614	934
Supplies and Services	5,010	2,121	3,593	20,090	6,982	17,989	19,200	7,054	19,200	44,300	16,157	40,782
<b>Total Expenditure</b>	<b>369,040</b>	<b>302,322</b>	<b>370,402</b>	<b>275,940</b>	<b>214,628</b>	<b>269,946</b>	<b>121,100</b>	<b>77,627</b>	<b>114,200</b>	<b>766,080</b>	<b>594,577</b>	<b>754,548</b>
<b>Income</b>												
Grants & Reimbursements							200	5,068	5,077	200	5,068	5,077
Sales				12,180	5,015	9,567				12,180	5,015	9,567
Fees & Charges				24,640	8,954	11,545	6,100	1,940	2,041	30,740	10,894	13,586
Miscellaneous	3,060	3,100	3,100	2,140	2,894	3,466				5,200	5,994	6,566
<b>Total Income</b>	<b>3,060</b>	<b>3,100</b>	<b>3,100</b>	<b>38,960</b>	<b>16,862</b>	<b>24,578</b>	<b>6,300</b>	<b>7,008</b>	<b>7,118</b>	<b>48,320</b>	<b>26,970</b>	<b>34,796</b>
<b>Net Expenditure</b>	<b>365,980</b>	<b>299,222</b>	<b>367,302</b>	<b>236,980</b>	<b>197,766</b>	<b>245,368</b>	<b>114,800</b>	<b>70,619</b>	<b>107,082</b>	<b>717,760</b>	<b>567,607</b>	<b>719,752</b>
										<b>PREDICTED OVERSPEND</b>		<b>1,992</b>





## Joint Archives Reserves

	Staffordshire County Council £	Stoke on Trent City Council £	Total £
<b><u>General Reserve</u></b>			
Balance brought forward 1 April 2016	102,951	19,709	122,660
2016/2017 Transactions			0
<b>Future Commitments</b>			
Contribution to HLF Bid - Development Phase **	-19,427	0	-19,427
Contribution to HLF Bid - Delivery Phase #	-75,000	0	-75,000
<b>Balance Available</b>	<b>8,524</b>	<b>19,709</b>	<b>28,233</b>

Notes:

\*\* Total approved HLF Project Development Phase commitment = £25,000.

# Total approved HLF Delivery Phase commitment = £75,000.

### **Acquisition Reserve**

Balance brought forward 1 April 2016	57,542	0	57,542
2016/2017 Transactions		0	0
<b>Balance Available</b>	<b>57,542</b>	<b>0</b>	<b>57,542</b>



Joint Archives Service Budget 2017 - 2018						
	Core Services	Stafford	Lichfield	Burton	Stoke-on-Trent	Joint Archives 2017/2018
	£	£	£	£	£	£
<b>Expenditure</b>						
Employees	373,720	192,380	72,650	1,000	103,600	743,350
Training	240				900	1,140
Transport	800	100	80		300	1,280
Supplies and Services	3,620	14,610	4,130		19,200	41,560
<b>Total Expenditure</b>	<b>378,380</b>	<b>207,090</b>	<b>76,860</b>	<b>1,000</b>	<b>124,000</b>	<b>787,330</b>
<b>Income</b>						
Grants & Reimbursements					200	200
Sales		9,310	1,150			10,460
Fees & Charges		10,370	6,700		6,100	23,170
Miscellaneous	3,100	3,500	400			7,000
<b>Total Income</b>	<b>3,100</b>	<b>23,180</b>	<b>8,250</b>	<b>0</b>	<b>6,300</b>	<b>40,830</b>
<b>Net Expenditure</b>	<b>375,280</b>	<b>183,910</b>	<b>68,610</b>	<b>1,000</b>	<b>117,700</b>	<b>746,500</b>
				<b>Funded by:</b>	<b>Staffordshire</b>	<b>577,900</b>
					<b>Stoke-on-Trent</b>	<b>168,600</b>

