

Staffordshire and Stoke-on-Trent Joint Archives Committee

Tuesday, 3 April 2018

10.30 am

Staffordshire County Record Office

John Tradewell
Director of Strategy, Governance and Change
22 March 2018

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 21 December 2017 (Pages 1 - 4)**
4. **Predicted Outturn 2017/18 and 2018/19 Revenue Budget (Pages 5 - 14)**

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

5. **Staffordshire History Centre Project (Pages 15 - 18)**

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

6. **Forward Plan 2018 and Predicted Performance Outturn 2017-18 (Pages 19 - 38)**

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

7. **Date of next meeting - Thursday 14 June 2018, 10.30 am, City Central Library, Hanley, Stoke-on-Trent**
8. **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)

9. Exempt minutes of the meeting held on 21 December 2017 (Pages 39 - 40)

(exempt paragraph 3)

Membership	
Gill Heath	Philip White
Anthony Munday	

Note for Members of the Press and Public

Filming of Meetings

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Recording by Press and Public

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Minutes of the Staffordshire and Stoke-on-Trent Joint Archives Committee meeting held on 21 December 2017

Present: Mike Davies (Observer), Alan Dutton and Philip White

Apologies for absence: Gill Heath, Mark Winnington, Anthony Munday and Michael Greatorex

PART ONE

31. Appointment of Chairman for the Meeting

RESOLVED – That, owing to the Chairman and Vice-Chairman not being present, Mr. Philip White be elected to the Chair for the meeting.

32. Declarations of Interest in accordance with Standing Order 16

There were no declarations of interest.

33. Minutes of the meeting held on 15 June 2017

RESOLVED – That the minutes of the meeting held on 15 June 2017 be confirmed and signed by the Chairman.

34. Predicted Outturn 2017/18

The Committee considered a joint report of the Deputy Chief Executive and Director for Families and Communities (Staffordshire County Council) and Chief Operating Officer – Resources (Stoke-on-Trent City Council) giving details of the predicted outturn for the Joint Archives Service for 2017/18 (Schedule 1 to the signed minutes).

Members noted that that the predicted outturn was a spend of £721,614 against an approved budget of £746,500. If realised, this would give an underspend of £24,886 which would be transferred to the General Reserve at the end of the financial year.

Members also noted that the balance in the Archive Acquisition Reserve, which enabled the service to purchase collections for the benefit of residents in the City and County, was £57,542. The balance in the General Reserve was £31,411.

In presenting the report, The Director of Finance clarified the position with regard to the predicted under-recovery of income as referred to in paragraph 5 of the report together with the factors which were likely contribute to the anticipated underspend.

RESOLVED – That the report detailing the predicted outturn for the Joint Archive Service for 2017/18, be received and noted.

35. Review of Fees and Charges 2018/19

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 2018.

Members noted that the Archive Services' 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 on line.

Owing to the Committee having 2016/17 reviewed their charges for (i) copying; (ii) talks; (iii) visits and; (iv) permissions to publish, it was not proposed to increase the level of these charges again for 2018/19. However, another significant source of income was fees from research undertaken for people unable to visit research/reading rooms. The charge made for specialised services eg providing certification from Parish Registers etc were currently aligned to the Research Fee.

For 2018/19 it was proposed to streamline the charging structure by creating a single new Staff Facilitation Fee, for all charges aligned to the current Research Fee. It was considered this would (i) provide flexibility to respond to new and/or exceptional circumstances and; (ii) and enhance transparency. The current research fee, which was fixed in 2016, was £28 per hour. The proposed new fee of £30 per hour represented a 7% increase which was in line with the current rate of inflation and the fees levied by neighbouring Authorities.

The current fee for providing users of the Archive Service with a computer print-out was £0.10 per sheet. However, it was proposed to increase this fee to £0.20 per sheet for 2018/19 which brought into line with the fee charged by the Library Service.

In response to a request for clarification regarding the target level of income from the current Research Fee, the Chief Operating Officer said that whilst the service had not previously set targets for individual income streams, currently the research fee brought in approximately 7% of total income. However, this was expected to decrease in the future owing to the availability of material/resources on-line.

During the discussion which ensued Members expressed their support for implementing the revised schedule of fees and charges as set out in the Appendix to the report.

RESOLVED - (i) That the report be received and noted.

(ii) That the proposed fees and charges as set out in Appendix 2 to the report be approved for introduction by the Joint Archive Service from 1 April 2018.

36. Staffordshire History Centre Proposed Development Trust

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 Customer Services (Stoke-on-Trent City Council) regarding the establishment of a Staffordshire History Centre Development Trust (Schedule 3 to the signed minutes).

A Round 1 Heritage Lottery Fund (HLF) submission which was made in 2016, sought funding for the development of a Staffordshire History Centre and included proposals to investigate Active Partnership ie a model of working with partners, Friends groups and other stakeholders to deliver the objectives of the project in terms of creating a programme of activity and this included exploring establishment of a development trust..

The financial position now and in the foreseeable future suggested there would be difficulty in sustaining Active Partnership working beyond the end of the HLF project. Therefore, it was considered that the establishment of a Development Trust could provide the means to raise the funds necessary to ensure that engagement with stakeholders could continue beyond 2021.

If established it was envisaged the Trust would be an independent charity with its own trustees who would act in the interest of the charitable organisation in order to fulfil the purposes set out in the Articles of Association. The Trust would raise and disburse funds to support the care of and access to the collections in the Staffordshire History Centre (including the Lichfield Diocesan Records and collections in the William Salt Library) and educational programmes throughout the County.

As a registered Charity, the independent Development Trust would be able to apply to other charitable bodies for funding to support projects and programmes. In addition it would be eligible to claim tax against donations made by UK tax payers under the Gift Aid scheme.

Members noted that under the proposals, the Development Trust would not manage the History Centre, Archive Service or William Salt Library. Each partner would retain their independence but come together to fundraise specific projects and continue the activities after the HLF funding ceased in 2022.

Key partners and stakeholders were to be consulted on the proposals prior to formal agreement on the purposes and governance of the Trust by the County and City Councils.

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

(b) That the proposals for the establishment of a Staffordshire History Centre Development Trust, as set out in the report, be supported.

(c) That the Committee be kept updated on progress with regard to the establishment of a Staffordshire History Centre Development Trust

37. Date of Next Meeting - Thursday 8 February 2018 at 10.30 am, County Record Office, Stafford

RESOLVED – That a further meeting of the Committee be held on Thursday 8 February 2018 at 10.30 am, County Record Office, Stafford.

38. Exclusion of the public

RESOLVED – That the public be excluded from the meeting for the following item of business which involves 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

39. Staffordshire History Centre Project

The Committee received an exempt joint report of the Deputy Chief Executive and Director for Families and Communities (Staffordshire County Council) and Director of Housing and Customer Services (Staffordshire County Council) updating them on progress with regard to the Staffordshire History Centre Project.

Chairman

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

3rd April 2018

**JOINT ARCHIVE SERVICE – PREDICTED OUTTURN 2017/18 & 2018/19
NET REVENUE BUDGET**

Recommendation(s)

1. That this report informing the Joint Committee on the predicted outturn for the Joint Archive Service for 2017/18 is received and noted.
2. That the Joint Committee approves the investment of £30,000 for shelving and minor capital works at the Solon Room in Stoke on Trent which is to be funded from the Joint Archives General Reserve.
3. That the Joint Committee approves a review of the current Joint Agreement particularly the current budgetary apportionment method adopted for the funding split between the City of Stoke on Trent and Staffordshire County Councils respective annual budget contributions.
4. That the 2018/19 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

5. The Joint Archive Service budget for 2017/18 is predicted to be underspent by £28,826. The General Reserve currently holds a balance of £31,411 (net of the approved £100,000 matched funding commitment towards the forthcoming HLF bid) and the Archive Acquisition Reserve currently holds a balance of £57,542.

Background

Predicted Net Revenue Outturn 2017/18

6. The predicted outturn for the Joint Archives Service is set out in *Appendix 2*. It is expected that the service will spend £718,045 compared to its current approved budget of £746,500 to give an overall estimated underspend of £28,455 which will be transferred from the General Reserve at the end of the financial year.

7. Of this growing underspend, a further assessment of the net spend forecast indicates that at the year end, managed savings on staff; training; transport and supplies & services totalling £39,524 are currently offsetting an anticipated under-recovery of income (predominantly fees & charges) of £11,069 to produce an anticipated outturn underspend position of £28,455 in 2017/18.
8. At the year end, the Joint Archive Committee will again be subject to new auditing arrangements which the DCLG has recently reintroduced. This new auditing arrangement will require the JAC to complete a new annual return known as the "Annual Governance and Accountability Return" which will then be audited and subsequently published.

Reserves

9. 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 £31,411 (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.
10. The City of Stoke on Trent Libraries and Archives are seeking authorisation to release a sum of £30,000 from the General Reserve to meet new archival guidelines by investing in suitable shelving and minor capital works in the Solon Room in Hanley, Stoke on Trent. The Solon Room will then house the current Solon Library and both the Minton and Doulton library collections.
11. If the investment from the General Reserve is approved, the balance held would reduce to a nominal £1,411 prior to any final revenue outturn balance transfer, i.e. the current underspend, being made at the end of the financial year.

Net Revenue Budget 2018/19

12. The detail of the 2018/19 net revenue budget can be found as *Appendix 4* to this report. The new financial year net revenue budget of £864,070 has been increased by £117,570 on the previous financial year.
13. Under the Joint Archives Agreement, the total cost of the service is currently apportioned between the two respective local authorities and was previously revised in mid 2015 to reflect the latest available population levels across the County. This budgetary apportionment method has resulted in a percentage share to the City Council of 22.6% and for the County Council's percentage share to be set at 77.4%. The proposed new financial year budget has been apportioned on this basis giving the City's share of total budgeted cost at £195,300 (an increase of

£26,700 on 2017-18 funding) and the County's budget share at £668,770 (an increase of £90,870 on 2017-18 funding) of the current net revenue budget.

14. The setting of the annual Joint Archives Agreement budget is based on the population split between Staffordshire County Council and Stoke on Trent City Council. This means Staffordshire contributes 77.4% and Stoke on Trent contributes 22.6%. As both local authorities have reduced spending it is now becoming more difficult to achieve the exact split year on year. Joint Archives Committee members are therefore requested to approve a review of the Joint Agreement to change the way the budget is apportioned (it was last reviewed in 2010) with the aim of reporting its recommendations back to the next Joint Committee.

Appendix 1

Equalities implications:

No significant implications.

Legal implications:

For 2017/18, 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: John Broad,
Senior Finance Business Partner (Decision Making)
Telephone No: (01785) 854861
Room Number: Staffordshire Place 2

List of Background Papers

Joint and Other Archive Services 2017/18 & 2018/19 budget file.

**Joint Archives Service
Predicted Outturn Position 2017-2018**

	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 @ Mar-2018	Predicted Outturn	Current Budget	Actual Expenditure @ Mar-2018	Predicted Outturn	Current Budget	Actual Expenditure @ Jan-2018	Predicted Outturn	Current Budget	Actual Expenditure @ Mar-2018	Predicted Outturn
	£	£	£	£	£	£	£	£	£	£	£	£
Expenditure												
Employees	319,980	291,530	320,451	306,160	256,625	279,159	103,600	78,188	93,809	729,740	626,343	693,418
Training	240	0	0	0	0	0	900	0	900	1,140	0	900
Transport	800	830	906	180	642	710	300	7	300	1,280	1,479	1,916
Supplies & Services	13,620	12,408	13,429	18,740	10,172	15,334	19,200	8,894	19,200	51,560	31,474	47,962
Total Expenditure	334,640	304,769	334,785	325,080	267,439	295,203	124,000	87,089	114,209	783,720	659,297	744,196
Income												
Grants & Reimbursements	0	0	0	0	0	0	200	73	200	200	73	200
Sales	0	0	0	9,950	6,048	5,761	0	346	0	9,950	6,394	5,761
Fees & Charges	0	0	0	14,070	9,240	8,580	6,100	2,211	6,100	20,170	11,451	14,680
Miscellaneous	3,100	2,100	3,100	3,800	2,615	2,410	0	-6	0	6,900	4,709	5,510
Total Income	3,100	2,100	3,100	27,820	17,904	16,751	6,300	2,624	6,300	37,220	22,628	26,151
Net Expenditure	331,540	302,669	331,685	297,260	249,535	278,451	117,700	84,465	107,909	746,500	636,669	718,045

Predicted Underspend **-28,455**

Joint Archives Reserves

	Staffordshire County Council £	Stoke on Trent City Council £	Total £
<u>General Reserve</u>			
Balance brought forward 1 April 2017	96,727	28,397	125,124
2017/2018 Transactions			
The National Archive - New Burdens Funding	714		714
Future Commitments			
Contribution to HLF Bid - Development Phase **	-19,427	0	-19,427
Contribution to HLF Bid - Delivery Phase #	-75,000	0	-75,000
Balance Available (as at 31 March 2018)	3,014	28,397	31,411

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 2017	57,542	0	57,542
2017/2018 Transactions			
	0	0	0
Balance Available (as at 31 March 2018)	57,542	0	57,542

**Joint Archives Service
Budget 2018-2019**

	Core Services	Staffordshire County Council Sites and Public Services	Stoke-on-Trent City Council Sites and Public Services	Total for Service
	£	£	£	£
Expenditure				
Employees	376,060	351,710	126,500	854,270
Training	240	0	900	1,140
Transport	800	180	300	1,280
Supplies & Services	3,620	18,590	19,200	41,410
Total Expenditure	380,720	370,480	146,900	898,100
Income				
Grants & Reimbursements			200	200
Sales		10,140	400	10,540
Fees & Charges		14,350	1,900	16,250
Miscellaneous	3,160	3,880		7,040
Total Income	3,160	28,370	2,500	34,030
Net Expenditure	377,560	342,110	144,400	864,070

Funded by:

Staffordshire **668,770**

Stoke-on-Trent **195,300**

Members Interest
N/A

Staffordshire and Stoke on Trent Joint Archive Committee 3 April 2018

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

Recommendation(s)

1. That the Committee note progress of the project.

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

Background

2. In June 2016 Staffordshire County Council and the William Salt Library Trust were awarded a stage 1 pass by the Heritage Lottery Fund (HLF) to develop the Staffordshire History Centre Project. A development grant of £333,400 was awarded to enable the project team to commission work to develop the project to the second stage. A grant of almost £4m is earmarked for the second stage subject to a successful application in 2018.

3. The project is a partnership between Staffordshire County Council (Archives & Heritage Service) and the William Salt Library Trust. It will see the redevelopment and extension of the Staffordshire Record Office and William Salt Library in Eastgate Street to provide a new History Centre. In addition there will be a four year activity programme to provide exhibitions, outreach, learning, and digitisation to promote the historic collections and significantly widen engagement across the county.

4. Permission to start was confirmed by HLF in October 2016. From October 2016 – June 2017 several pieces of work were commissioned which are required for the stage 2 application. These include:

- Conservation Management Plan
- Activity Plan (including learning and active partnership)
- Design team
- Business Plan
- Interpretation and branding
- Maintenance and Management Plan
- Fundraising
- Recruitment of staff

The project is managed by a Project Board and a Project Team delivering the work required.

5. The Archive and Heritage Service have reviewed all of the paperwork working with staff and consultants using challenge sessions to scrutinise the plans. On 19 March 2018 the paperwork for the mid-stage review was submitted to HLF for their consideration. They will review the paperwork and confirm whether the project can progress to a stage 2 application. The Service is awaiting feedback from the HLF. This is a pass/fail process.

Paperwork submitted for the HLF Mid Stage Review

6. Project Vision

The vision for the project was reviewed and updated. The agreed vision is:

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

This is now incorporated into the plans for the Staffordshire History Centre and the Archive and Heritage Service Vision.

7. Activity plan and active partnerships

The Activity Plan has been reviewed and it now includes more detailed information about the activities to be delivered and what is unique about Staffordshire. The section on learning has been strengthened drawing on expertise and contacts within the Project Team and Project Board. There are more ambitious targets for engaging school pupils, onsite visitors and visitors to touring exhibitions. Specific projects have been identified to engage hard to reach audiences such as rural and migrant communities. Active Partnership has been discussed with stakeholders and they have been invited to sign up to support the creation of a network. 47 letters of support have been received. The William Salt Library Trust have approved in principle the creation of the Development Trust to support the History Centre.

8. Interpretation plan

A clear brief was agreed with the consultants who have developed new proposals for the interpretation in the History Centre. This includes a new welcome feature outside the entrance to the Centre. Using existing museum cases recently purchases by the Museum Service a scalable exhibition scheme has been created including temporary display space and a curated wall display for more permanent display. Touring exhibition proposals complement the scheme for onsite exhibitions and are portable and flexible for use at different venues. New branding proposals have been agreed for the Centre by the Project Board. The William Salt Library space will retain a historic library feel with duplicate books on display as recommended in the Conservation Plan. The plan is within budget.

9. Architectural designs

The options for the design were reviewed and all costs were carefully assessed. A single option has been identified which provides spaces to deliver activities and

learning, temporary and more permanent display space, research facilities, break out area and additional collection workspace for volunteers supported by staff.

Storage requirements were reassessed in light of additional storage gained at the Stafford Outstore to accommodate the Lichfield Record Office collections. The proposals for the building are now affordable, deliverable and meet the needs of the project as well as the needs for the Service for the future.

10. Business Plan and Maintenance and Management Plan

The revised Business Plan includes financial data and forecasts over five years for the Archive and Heritage Service and William Salt Library Trust. The plan includes a viability statement and explicit links to the Activity Plan. It also references the Development Trust.

The Maintenance and Management Plan has approximately 80% of the data required. It sets out maintenance costs for all aspects of the project over the next 10 years to be funded by the County Council, Archive and Heritage Service and William Salt Library Trust.

11. Conservation Management Plan

The Conservation Management Plan is complete and has been published on the Archive Service website.

12. Project costs

All project costs have been reviewed for both the building, activity, and interpretation plans. The costs have been compared to the round 1 bid and the project is affordable and deliverable assuming the bids for matched funding are successful.

13. Fundraising

A total of £614,000 of cash matched funding has been secured. This is made up of a combination of local authority and Archive Service reserve funding, partnership funding from William Salt Library Trust and Diocese, private donations and grants from trusts and depositors, successful grant funded applications, and Friends fundraising.

A further £336,000 is being sought through grant funding applications and Friends fundraising. If all of the bids are successful this would provide a surplus of £105,000 for the project. Any shortfall in funding would be met from within service and local authority contributions.

14. Legal work

Initial discussions have started regarding the land transfer and new lease between the County Council and William Salt Library Trust.

15. Next steps

The Project Board and Team are awaiting the outcome of the mid stage review. If the review is successful a stage 2 bid will be submitted in June 2018.

Appendix 1

Equalities implications:

The National Archives, stakeholders, partners and staff have been involved in development of the project. Further consultation is planned in the development stage.

Legal implications:

The Staffordshire History Centre will deliver archive services under the terms of the Joint Agreement which is reviewed and amended as required by both authorities.

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:

The project has secured a stage 1 pass and development stage funding. To proceed to the delivery phase the partnership will need to secure stage two funding, and raise £230,000 of matched funding.

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 offers 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: **Janene Cox OBE, Commissioner for Culture and Communities; Joanna Terry, Head of Archives & Heritage**

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

List of Background Papers

Papers	Contact/Directorate/ext number
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HLF Mid Stage Review submission March 2019.	
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Members Interest
N/A

Staffordshire and Stoke on Trent Joint Archive Committee 3 April 2018

Forward Plan Review 2018 and Predicted Performance Outturn 2017-18

Recommendation(s)

1. That the Committee approve the review of the Forward Plan for the Service and note progress so far.

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

Background

2. The Joint Archive Service has worked to a three year planning cycle since its inception in 1997. The scope of the seventh plan was extended to ten years as it will transform the service and will take more than three years to deliver some of these changes. The ten year Plan has been reviewed and updated to reflect progress made so far.

3. The 2015-2018 plan was developed with stakeholders, partners, and Friends groups. Public consultation was carried out on the themes of the plan and it was amended to reflect comments made. The plan was approved by the Joint Archive Committee on 26 March 2015.

4. This Plan covers the Joint Archive Service and the Museum Service for the County Council. Together the services are known as 'Archives and Heritage'. The ten year Plan has been reviewed and updated to reflect progress made so far. A summary of progress for 2015-2018 is given below and the amendments for the following three years. The revised Plan is at Appendix 2.

Background, partners and context headlines

5. The context headlines have been updated to reflect progress made by the Service since 2015 and changes which have occurred. Lichfield Record Office closed to the public on 1 January 2018 with records transferring to Staffordshire Record Office and Outstore. They will be available to access from May 2018.

6. The partners who work with the service has been updated reflecting changes at the Museum Service after the Shugborough Estate transferred back to the National Trust in November 2016.

7. A new section has been inserted on the project vision, aims and objectives for the Staffordshire History Centre (SHC). Staffordshire County Council and William Salt Library Trust were awarded a development grant of £333,400 in June 2016 to develop the project and round 2 submission. The SHC project was a direct result of the work on the new vision in 2015 and enables the Service to deliver the aims for the service if the round two bid is successful. The round 2 bid is due to be submitted in June 2018 requesting almost £4m funding from HLF towards the project.

8. Information on the collections, buildings, outreach, volunteers, partnerships and resources has been updated with current statistics and key achievements.

Vision and mission statement

9. The vision and mission statement remains current for the service and complements the one developed for the SHC project.

Developing an Active Partnership approach

10. The partnership between the Archives and Heritage Service and William Salt Library Trust has been strengthened as evidenced by the shared vision for the Staffordshire History Centre project.

11. The consultation for the SHC project has enabled the service to identify new partnerships with local groups, enthusiast and special interest groups across the county and city. Users and stakeholders have been consulted about the way they could work with the service in the future. A new Staffordshire History Centre Network was proposed which has received support from over 30 organisations so far. A total of 47 groups and organisations have agreed to support the project in some way.

12. Work has progressed to establish a Development Trust to continue fundraising for the SHC after the HLF funding has ceased. The Joint Archive Committee and William Salt Library Trust have both approved the principle of the Trust at their recent committee meetings.

13. Plans for the SHC include new roles for volunteers supporting delivery of the Activity Plan. As part of the plans 370 volunteers will be trained and an estimated 4,976 days will be contributed at a value of £746,400 over the 4 years. During 2017/2018 an estimated 7,800 hours have been given to the Archive and Heritage Service.

Resilience and sustainability

14. Five matched funding bids have been submitted to support the SHC project and other work of the Service. One has been successful, two have passed the first stage application and two are still being considered. Four other bids are being developed for submission in 2018. The total value of the bids is approximately £400,000.

15. A major depositor event was held in November 2017 to showcase the SHC project and encourage donations. Another depositor made a separate approach to support the Archive and Heritage Service and is making a donation to the SHC

project. The Friends of Staffordshire and Stoke on Trent Archive Service continue to fundraise support the Service focussing on the SHC project. The value of all this support is approximately £123,000.

16. The Archive Service achieved Archive Accreditation in July 2017. It has developed plans for the storage of all its collections in conditions compliant with national standards for the next 20 years. In addition the plans have developed new space for researchers, learning activities and exhibitions. These plans depend on the success of the SHC project.

17. Conservation programmes were completed across the service including the Minton Archive project. Collections have been assessed and re-appraised in accordance with agreed policies.

18. Three projects are being delivered in partnership with universities. One is a doctoral research project on flood and drought with Liverpool University. A project with Keele University and AHRC funding is looking at the lives of paupers by working with volunteers to extract information within parish archives. Another project in partnership with Nottingham University is extracting Staffordshire place names from documents within the archive collections. All of the projects use archive collections and work with volunteers to open up access information held within them.

19. Annual cataloguing programmes are still being delivered but with substantial support from volunteers and external funding. Doulton Described to catalogue more records from the Minton Archive has been progressed during the year supported with funding from a National Archives Cataloguing Grant.

Reaching and engaging new audiences

20. During 2017 the Service has piloted new activities as part of the development of the SHC Activity Plan. These have included talking to teachers and inviting school groups in to test new learning activities. Staff have attended village fairs and fetes to raise awareness of the Service and gain feedback on proposals for events and the new offer at the SHC.

21. Plans for the public spaces at the SHC and also the outreach offer have been developed and tested. Consultation during September sought feedback on proposals.

22. Digital newsletters have been launched for the Archive and Heritage Service and the SHC project. Both have succeeded in reaching new audiences and have sometimes resulted in follow up contact from people to engage further with the service.

23. An Activity Plan and Interpretation Plan have been developed for the HLF Staffordshire History Centre project. The plans cover the four year programme including reaching new audiences through outreach events and community projects. The Interpretation Plan outlines how collections will be viewed at exhibitions both onsite at the SHC and through touring exhibitions. The plans have been developed with stakeholder input.

Sharing knowledge across the sector

24. The Archive and Heritage Service contributes to the wider sector working with a number of different organisations. It is an active member of Archives West Midlands with two county council staff as trustees including Chair of AWM. Members of staff have presented at two conferences during the year on conservation and Archives West Midlands. Two case studies were published during the year. One as part of Volunteer Cataloguing Guidance by the National Archives and another in the Touring Exhibitions Group journal on about a WW1 touring exhibition.

25. The service works closely with local history groups and museums to share knowledge and support work in local communities. It is planned to widen this role with the development of a Staffordshire History Network.

Online presence and remote access

26. As part of the SHC work a Digital Plan has been developed which is focussed on digitisation priorities and development of a website to make access easier for users. This has been done in consultation with users and stakeholders.

27. The Service has continued to add content to its existing online platforms including two new name indexes, additional images on Past Track, and more collections added to the online catalogue.

28. Work has also progressed on plans for managing digital archives. This is part of a consortium with Archives West Midlands (AWM). The service took part in a survey to assess readiness for handling digital archives and tested a software package. This work will progress in 2018/19 thanks to funding being awarded to AWM from the National Archives.

The year ahead

30. The plans for 2018/19 are focussed on the Staffordshire History Centre project and dependent on a successful second stage bid to HLF. Other work is dependent on continuing to work with key partners and volunteers to support the delivery of the Service. The Service will also implement a new operating model for the Staffordshire History Centre and to make savings in service delivery. Work will continue to fundraise matched funding and other project funding to support the work of the service.

Appendix 1

Equalities implications:

The National Archives, stakeholders, partners and staff have been involved in development of the project. Further consultation is planned in the development stage.

Legal implications:

The Staffordshire History Centre will deliver archive services under the terms of the Joint Agreement which is reviewed and amended as required by both authorities.

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:

The project has secured a stage 1 pass and development stage funding. To proceed to the delivery phase the partnership will need to secure stage two funding, and raise £150,000 of matched funding.

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 offers 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: **Janene Cox OBE, Commissioner for Culture and Communities; Joanna Terry, Head of Archives & Heritage**

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

List of Background Papers

Papers	Contact/Directorate/ext number
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Plans for Proposed Staffordshire History Centre December 2017	
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Staffordshire and Stoke on Trent Archive and Heritage Service Vision

A Vision for the Service 2015 – 2025 (reviewed Jan 2018)



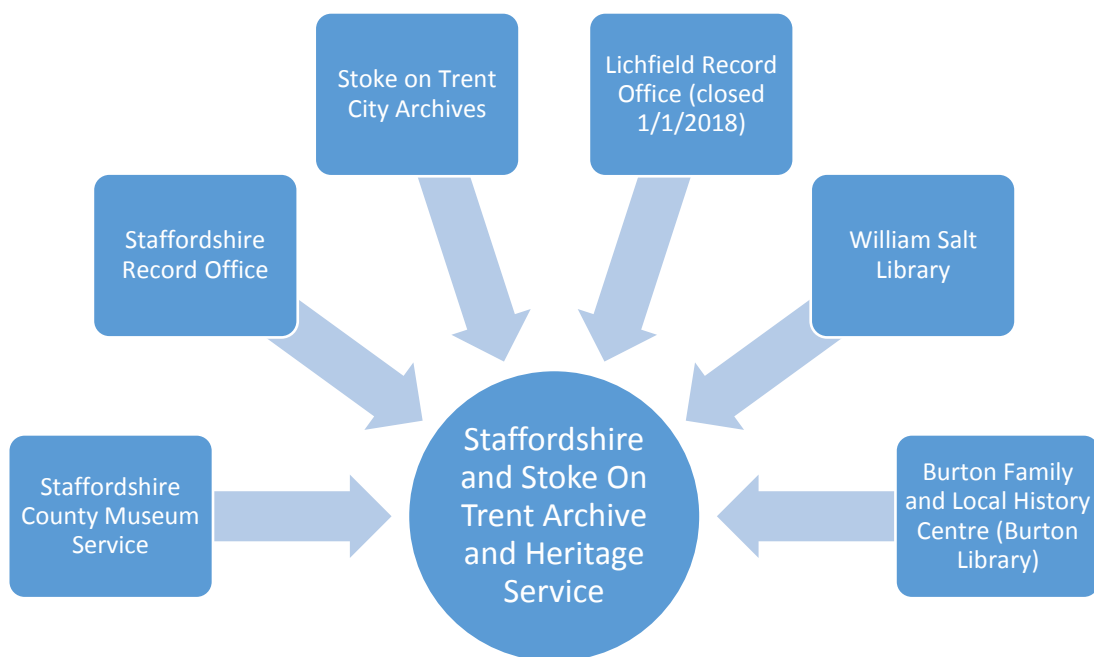
Staffordshire and Stoke on Trent Archives and Heritage Service Vision 2015

Introduction

This vision for Staffordshire and Stoke on Trent Archives and Heritage Service in 10 years' time is the result of our conversations with the users, staff and stakeholders of the service. It aims to bring together and develop the ideas, hopes and requirements these groups have discussed with us. It will be the basis of further consultation and discussion. It is not yet a fully funded vision, but aims to reflect the likely future financial environment. The service will be redesigned and refocused to deliver some of these outcomes and will seek additional funding to fully deliver this vision.

This vision is necessarily general and will inform detailed future plans such as annual plans and funding applications. It will also inform the work of partner organisations such as the William Salt Library Trust. The Trust has developed its own vision to give clear direction for the Library.

Who we are



The Archive and Heritage Service includes the Archive Service, jointly funded and managed by Staffordshire County Council and Stoke on Trent City Council, and the County Museum Service funded and managed by Staffordshire County Council. The William Salt Library is a charitable library owned and managed by the William Salt Library Trust. The County Council delivers the service and maintains the library building on behalf of the Trust. Together we care for the historic collections of the county and city.

Our Partners

The Archive and Heritage Service is itself a partnership and we work with other partners to deliver projects and services for residents of Staffordshire and Stoke on Trent. Our key internal local authority partners are:

- Library and Arts services in both authorities
- The Potteries Museum and Art Gallery within the City Council
- The Rural County within the County Council
- Tourism teams and Destination Management Partnership in both authorities
- Entrust

Our key external partners are:

- The William Salt Library Trust
- The Diocese of Lichfield
- Staffordshire Museums Consortium
- National Trust at Shugborough Estate
- Marches Museum Network
- Keele University
- The Victoria County History
- Ironbridge Gorge Museums Trust
- Archives West Midlands

We work with two Friends groups who fundraise for us:

- Friends of Staffordshire and Stoke on Trent Archives Service (FoSSA)
- Friends of the William Salt Library

We receive funding, advice and guidance from national bodies:

- The National Archives
- Arts Council England
- Heritage Lottery Fund
- The Art Fund
- A range of other grant-awarding bodies

We also receive support from approximately 130 volunteers to help us deliver our aims and outcomes. We will work with our partners to ensure our vision and theirs are aligned and complementary to one another.

Context Headlines

Staffordshire History Centre

In 2016 the Service was awarded Stage 1 HLF funding for the Staffordshire History Centre Project. The project has been developed from 2016-2018 with a stage 2 bid to be submitted June 2018. There is a shared vision for the project partners which includes Staffordshire County Council and the William Salt Library Trust.

PROJECT VISION

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

PROJECT AIMS

We will:

- Share the stories of Staffordshire places and its people
- Reach out to and engage with new and diverse audiences
- Provide an imaginative and creative engagement programme
- Create digital solutions to encourage access to collections and engage new audiences
- Promote a sense of community pride and local identity
- Be accessible, inclusive and welcoming
- Take an 'Active Partnership Approach' to working with local groups and volunteers
- Give volunteers a voice that shapes and informs the management, development and delivery of the SHC
- Place learning at the heart of the project
- Be a pivotal point for heritage excellence and expertise across the county
- Invest to become more cost effective
- Be resilient and sustainable securing the future of the collections and WSL building

OBJECTIVES

- Engage with 120,000 people across the project each year
- Attract 27,000 visits to the SHC each year
- Achieve 8,600 pupil contacts and 11,000 on-line visits every year
- Reach 6,000 people through family events, activity sessions and roadshows over the 4 years
- Work with 370 volunteers who will contribute 4,976 days at a value of £746,400 over the 4 years
- Engage new audiences in all district council areas especially Lichfield, Burton on Trent, Tamworth, Stoke on Trent, Newcastle under Lyme, Leek, Cannock, Uttoxeter, and Codsall.
- Engage new audiences from rural and migrant communities and people with dementia and learning difficulties
- Create 465 square metres of fully accessible public space in the SHC
- Provide space for 30 places for adult learners
- Provide 20 years of appropriate storage space to enable our collections to grow
- Deliver activities to support the development of the Access Hubs
- Transform service delivery by training all staff and 370 volunteers

- Establish the Staffordshire History Network to support local groups and museums
- Digitise a further 37,000 items and catalogue an additional 58,500 items
- Promote the project and its services through a new brand and 45,000 social media fans
- Establish a Development Trust for fundraising
- Generate £87,000 income per year
- Develop a strategy to ensure that there is a project legacy

Collections

- 5 miles of historic records from 10th to 21st centuries
- Nationally Outstanding Designated Archives
- Unique Special Collections of books in the grade 2 listed William Salt Library
- Archive storage rooms are full and we need more to continue collecting.
- Some archive collections are not stored in the necessary environmental conditions
- 27,000 objects relating to Staffordshire's history over the past 250 years.
- 43,000 photographs
- 1,800 works of fine and decorative art.
- Our museum development programme provides support and advice for the County's 40+ museums.
- Two replacement museum stores have given extra capacity and all storage areas provide the necessary conditions for museum collections.

In our buildings

- 100% of users say they are satisfied with the Archive Service.
- The Archive Service achieved Accreditation in 2017.
- The Staffordshire County Museum has provisional accreditation pending the opening of the Staffordshire History Centre.
- Visitor facilities at record offices are in need of improvement e.g. limited toilets, poor break area, lack of space for volunteers.
- 47% of Archive Service staffing resources are used to run public reading rooms.
- Fewer people are using the reading rooms as more use online services.
- People can see exhibitions about rural life and servants' lives at the Park Farm and servants' quarters on the Shugborough Estate (managed by the National Trust).
- 85,521 people visited the Museum in 2015-16, including 10,336 pupils in organised school groups.

Beyond our buildings

- There is a single online catalogue for archive and museum collections called Gateway to the Past used by 128,411 visitors in 2016/17
- Around 4 million names and images from parish registers between 1538-1900 are available on the Find my Past family history website to explore. They were accessed by 98,000 researchers in 2016-17

- 17,521 people used the Staffordshire Name Indexes website to research their family history. More names are added each year.
- In 2016/17 the archive service was used 1,016,000 times, 97% of this usage was outside the archive office buildings, mainly via the internet.
- The service is developing a programme of work with rural schools and reminiscence sessions with older people in care.
- 148,003 people browsed Staffordshire history at www.staffspasttrack.org.uk in 2016/17
- Community exhibitions tour across the county.
- 6,976 people have explored the First World War on www.staffordshiregreatwar.com website in 2016/17.
- The service reaches more people outside its sites, via online services and activities in the community.

Volunteering and Partnership

- 130 volunteers provided 8,637 hours of support in 2016/17
- New projects continue to draw in further volunteers
- The service works in partnership with the Trustees and Friends of the William Salt Library and the Friends of the Archive Service.
- The service works with other museums and organisations to deliver projects such as the Staffordshire Great War Trail and West Midlands Museum Development programme.
- Local heritage groups work with us to produce exhibitions and activities.
- We work in partnership with the National Trust on the Shugborough Estate.

Resources

- Like all council services, the Archive and Heritage Service has had to make financial savings over the last few years. The service is required to make additional savings in subsequent years.
- The service has enhanced its resources by attracting £202,834 grant funding from the Heritage Lottery Fund, Arts Council England and other grant giving bodies in 2016-2017.

Staffordshire and Stoke on Trent Archives and Heritage Service Vision

Our vision:

Connecting people to the collected stories and heritage of Staffordshire, Stoke on Trent and beyond.

Our mission:

To connect people to the memories of Staffordshire and Stoke on Trent, by engaging them with the collections we develop and preserve for current and future generations.

By 2025 the service will be a model archive and heritage service in terms of:

1. An active partnership approach.
2. Resilience and sustainability.
3. Reaching and engaging with a wide range of people and building new audiences.
4. Sharing knowledge across the UK.
5. Online presence and remote access.

We have developed five headline outcomes that we are looking to achieve in that period:

Staffordshire and Stoke on Trent 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.

Our planned activity includes:

- Valuing and respecting the involvement of our partners in our service and actively crediting their participation and identity
- Developing and strengthening existing partnerships with the Trustees of the William Salt Library, the Friends of the Staffordshire and Stoke on Trent Archive Service and the Friends of the William Salt Library
- Developing new partnerships with enthusiast and specialist interest groups in both the county and the city
- Empowering users and stakeholders to regularly contribute to the development of our policies and plans
- Creating a range of regular consultation activities such as teachers or user panels, which influence the service. Users feel they are involved in developing the service.
- Developing training and support for stakeholder fundraisers
- Developing volunteering and apprenticeship programmes in partnership with other providers
- Expanding the volunteer programme in terms of numbers and roles undertaken, to add value to the service alongside the professional staff team

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, supporting health and wellbeing outcomes.
- 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

Staffordshire and Stoke on Trent 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.

Our planned activity includes:

- Ensuring that the service is financially solvent and stable, and/by increasing its mix of external funding
- Examining and developing new areas of income generation to support the service, together with stakeholders
- Ensuring the long-term security of collections through housing all collections in EN16893 compliant storage, housing collections in the best possible conditions, and having space to continue to collect for the next 20 years.
- Regularly reviewing collections development policies and taking a more strategic active approach to collections development, including deaccessioning and disposal
- 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.
- Being more active in attracting new users and providing them with different opportunities to engage with collections
- Redesigning/developing buildings to allow us to provide the types of services required in a more cost-effective, sustainable way
- 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.
- Delivering an outreach programme to take collections and resources out to communities beyond its main buildings.
- 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
- 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
- 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.

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 cares for and develops collections which reflect present and past life in Staffordshire and Stoke and are appraised to ensure they meet our collection policies.
- All collections are stored in compliance with sector standards.

Staffordshire and Stoke on Trent 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

Our planned activity includes:

- 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
- Increasing levels of work with community groups and non-traditional users of the service, will generate opportunities for collecting and engagement
- Investing in marketing, promotion and use of social media to reach new users
- Providing ways to browse the collections online and onsite through permanent and temporary exhibitions
- Allowing the browsing of book collections wherever possible
- Developing a strong learning programme, working actively with teachers, tutors and initial teacher training courses to raise awareness of how archives and heritage can deliver the national curriculum
- 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
- By integrating collections across the Archives and Heritage Service, increasing new audiences' access to and engagement with cross-disciplinary exhibitions

By 2025:

- The service is THE focus for the history and collections of Staffordshire
- Collections have diversified

- The Service has increased its current numbers of researchers in the searchroom and promoted the use of original documents, and increased 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

Staffordshire and Stoke on Trent Archives and Heritage Service shares knowledge on new ways of working with other services

Our planned activity includes:

- Exploring new ways of working and sharing this with the wider archive and museum sectors, gaining further insight in response
- Developing a close relationship with voluntary sector organisations and providing the archive and museum sectors with support in developing volunteering programmes
- Reviewing and developing its income generation programme.
- Supporting and advising heritage groups across the county on their development
- Providing opportunities 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

By 2025:

- The service acts as a national focus for sector knowledge in active partnerships, including volunteering, working 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, accessible and sustainable.

Staffordshire and Stoke on Trent Archives Service and Heritage has increased its activity online and is delivering more services online.

Our planned activity includes:

- Developing user participation as a key aim of the service's online offer
- Digital content is seen as a 'way in' for new, non-traditional users.
- Providing new online resources and a rejuvenated online presence to reach more people on platforms that maximise access.
- 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
- Developing a plan to manage and provide access to born digital archives.
- Developing a plan that provides digital access to as many user services as possible, is sustainable, and links virtual visits to physical visits
- Implementing a digitisation programme with priority given to items that cannot be physically accessible
- Providing access to as many user services as possible through a new web service
- Developing active partnerships with key heritage access points
- Engage with existing and new users and raising awareness of the relevance of archives through a strong use of social media

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.

Delivering the Vision

We tested our Vision by consulting our stakeholders, partners, Friends groups, and users through a community conversation in February 2015. The feedback we received gave the vision broad support, with some amendments made in response to the conversation findings. The amended vision was approved in March 2015 by the Staffordshire and Stoke on Trent Joint Archive Committee. During 2016-2017 we tested and piloted activities for the development of the Staffordshire History Centre. We also consulted extensively. The detailed plans for delivery can be found in the Activity Plan for the SHC project.

To deliver the vision by 2025 we will have :

- Developed options for how we will use our buildings to secure our collections

- Sought funding to increase access and engagement with our collections by redesigning buildings and creating activity programmes to attract a broader range of users.
- Used new and existing partnerships to increase funding, expertise and resources for the service to reduce dependency on council funds.
- Evaluated our progress and produced case studies to share our learning, in our aim to become a recognised leader in our sector for active partnership.
- Increased the number and types of volunteers who work alongside our professional staff and produced training programmes for them.
- Delivered a strong online presence to engage users, offer services, and generate income for the service.
- Ensured the resilience of the service for the future.

The Archive and Heritage Service will update this Plan annually and undertake a full review every three years. (Reviewed January 2018, next review 2021)

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of Part 1 of Schedule 12A
of the Local Government Act 1972

Document is Restricted

