

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, 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.

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 meetings for the SHC project have continued in partnership with the William Salt Library Trust to assess alternative options. Project Team meetings with Friends and stakeholders have paused pending preferred option being approved.
1.2 Developing and strengthening existing partnerships	SHC development phase completed work to establish partner fundraising trust – deferred implementation after Round 2 bid rejected. Tamworth Volume of Victoria County History is due to be completed in March. This is delivered in partnership with Keele University Partnership projects with Michelin and Queen’s Royal Lancers continued to enable data to be created to promote the collections online.
1.3 Developing new partnerships with enthusiast and specialist interest groups	Staffordshire Pauper Vouchers Project continued to be delivered with Keele University with receipt of AHRC funding. Staffordshire has supported Cumbria and East Sussex Archives to establish their volunteer programmes within the project. Staffordshire Place Name project volunteer group continues delivered with Nottingham University also supported by AHRC funding. Two volunteer groups are established Staffordshire Record Office and Lichfield History Access Point. Flood and Drought project with two Liverpool University PhD students completed and survey of volunteers experience delivered at conclusion of the project. New model developed and implemented for the VCH using volunteers to support research in light of funding reduction. Revealing Voices Project completed with the Pottery Heritage Society. Local radio and oral history files to be available at Stoke on Trent City Archives with audio clip on Staffordshire Past Track website.

1.4 Empowering users and stakeholders to contribute regularly to the development of policies and plans	SHC development phase worked established the principle and support for a Staffordshire History Network involving local societies, friends groups, volunteers and users. Funding not secured at Round 2 so reconsidering as a separate bid.
1.5 Creating a range of regular consultation activities such as teachers or user panels. Users feel they are involved in developing the service	SHC development phase completed consultation with users, volunteers, friends and teachers. Service participated in national survey of users of archives services in October – November 2018. Results not available yet.
1.6 Developing a training and support programme for stakeholder fundraisers	SHC development phase developed a training programme for staff and volunteers. Staff training to be delivered in house over a phased period. Volunteers are being trained to deliver access to the Lichfield History Access Point.
1.7 Developing volunteering and apprenticeship programmes in partnership with other providers	SHC development phase developed projects for delivery with volunteers and other groups. Wellcome Trust Asylum Records Project and Archives Revealed Lichfield Consistory Court projects will both recruit volunteers to support delivery.
1.8 Expanding the volunteer programme in terms of numbers and roles undertaken, to add value to the service alongside the professional staff team	Volunteer roles have been developed for the Lichfield History Access Point. New volunteers continue to be recruited to the service.
Performance Measures	Number of volunteer hours given to the Service: 5,200 Customer satisfaction rating: Not available yet estimated 98%

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 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.

Service Delivery Activities	Key Milestones
2.1 Ensuring that the service is financially solvent and stable, and/by increasing its mix of external funding	Stage 2 HLF bid £3.9m for Staffordshire History Centre submitted but was unsuccessful in September. All matched funding and partnership funding of £832,000 was secured and is being considered for use in alternative proposals. Bid to Wellcome Trust for £167,519 for the Asylum Records Project was successful and started in January 2019. Bid to Archives Revealed for £34,327 for Lichfield Consistory Court Project was successful and is due to start in March 2019. Work continued remodelling the Staffordshire Archive and Heritage Service to be implemented 2019/20.

<p>2.2 Examining and developing new areas of income generation to support the service, together with stakeholders</p>	<p>Friends of Staffordshire and Stoke on Trent Archive Service achieved the funding goal of £18,000 to digitise Staffordshire Tithe Maps. This is being implemented. Strategic support for Sandwell Archives and Conservation support for Walsall Archives continued generating £11,000 of income for the service.</p>
<p>2.3 Ensuring the long-term security of collections by housing archive collections in EN16893 compliant storage, housing museum collections in the best possible conditions, and having space to continue to collect for the next 20 years</p>	<p>Access to Lichfield collection at Stafford established in May 2018. Museum collection was relocated successfully in December 2018. Surveys of library local studies collections completed at Newcastle and Lichfield Libraries with selection for transfer to William Salt Library. Annual Conservation programme delivered. Planning permission achieved for SHC project including new extension for archive collections. HLF funding outcome means alternative proposals are being considered.</p>
<p>2.4 Regularly reviewing our collections development policies and taking a more strategic active approach to collections development, including deaccessioning and disposal</p>	<p>Two delegated decisions to deaccession specific archive and museum collections that do not meet current collection policies were implemented. This has created valuable space for new collections.</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>Douton Described project funded by National Archives Cataloguing Grant and Art Fund continues to be delivered. Catalogue has been soft-launched. Work has continued to focus on Lichfield collections for back cataloguing and improving catalogue descriptions. Current cataloguing and creation of Collection Level Descriptions for larger accessions has continued. Volunteer research to add photographs to Staffordshire Past Track from the Stoke on Trent City Archives and Museum collections has continued.</p>
<p>2.6 Being more active in attracting new users and providing them with different opportunities to engage with collections</p>	<p>Following a successful pilot in 2017 the service attended 14 community events attracting 716 visitors to the service stands. Family History Advice sessions offered at Stafford and Lichfield History Access Point. Newly catalogued collections promoted on social media included Asylum Records, Burton Hospital, Lichfield Conduit Lands Trust, and Baswich Home Guard.</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>SHC development phase completed design for the History Centre to RIBA stage 3 and received planning permission in June 2018. Failure of the Round 2 bid in September 2018 means those plans are being reconsidered for alternative proposals. Lichfield History Access Point was launched very successfully with the new library on 17 December 2018.</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>Displays of archive material at Staffordshire Record Office reading room continued throughout the year including: Lichfield collections, St George's Hospital, Christmas album in December and Criminal Quilts. In January a new model was trialled with Museum Objects focused on the 1920s. This will be extended from March 2019 to offer a larger exhibition space.</p>
<p>2.9 Delivering an outreach programme to take collections and resources out to communities beyond its main buildings.</p>	<p>SHC development phase completed work for planned community events, following on from the successful pilots in 2017. Museum Service completed delivery of the Arts Council Resilience Funded project which included two touring exhibitions.</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	The Lichfield History Access Point has recruited 11 new volunteers in partnership with the Library Service. Stoke on Trent City Archives continues to deliver family history advice sessions in Community Libraries.
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	SHC development phase completed work for a new website and front end to the online catalogue, Gateway to the Past. Plans are being reviewed in light of the failure of the Round Two HLF bid.
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 on Staffordshire and Lichfield collections has been delivered to staff to improve quality of advice provide to users. Training on new collections through 2018 due to be delivered.
Performance Measures	Percentage of collections housed in appropriate storage: 100% Percentage of collections with collection-level description online: figure calculated at year end Number of documents issued: 12,300 estimated year end Number of objects loaned: 531 up to November 2018. Delivery of MTFs savings: £94,000 out of £157,000 delivered – delays implementing new staffing model

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

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

Service Delivery Activities	Key Milestones
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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	Supported Nottingham University to establish remote data inputting for the Staffordshire Place Name volunteer project. Two touring exhibitions delivered by the Museum Service funded by Arts Council.
3.2 Increasing levels of work with community groups and non-traditional users of the service	Attended two community history fairs and Codsall and Sandon. Worked with Wolgarston High School (Penkridge) to support their Community Day. Worked with local history groups to add the Jake Whitehouse photograph collection to Staffordshire Past Track (funded by HLF). 44 talks delivered to local history and community groups to date.
3.3 Investing in marketing, promotion and use of social media to reach new users	SHC development phase developed a marketing plan for the service and the project. Being reassessed to see what can be delivered within resources. New branding for the SHC was developed as part of the development phase and this will be used in 2019. Digital newsletter continues to promote the work of the Service.
3.4 Providing ways to browse the collections online and onsite through permanent and temporary exhibitions	SHC development phase developed an Activity Plan including delivery of several onsite and touring exhibitions. The Interpretation Plan developed designs for an exhibition space. These are being revisited to see what can be delivered through smaller bids to Arts Council England.
3.5 Allowing the browsing of book collections wherever possible	SHC development phase developed a space for browsing William Salt Library book collections. This is being reviewed in light of the failure of the HLF round 2 bid.
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	SHC development phase developed a Learning Plan as part of the Activity Plan but it is dependent on external funding for delivery. Work has continued to explore development of a new replacement for 'Certificate in Local History' with Keele University. School and university placements continue to be offered to students as well as support for distance learning students. Support Dundee University students Two partnership study days were delivered. Maintain out of school study sessions for local schools at SRO
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	SHC development phase developed an Activity Plan including delivery of exhibitions, events and community delivered exhibitions. These are being reviewed in light of the Round 2 HLF bid outcome.
3.8 By integrating collections across the Archives and Heritage Service, increasing new audiences' access to and engagement with cross-disciplinary exhibitions	As above this work is being reviewed following the unsuccessful HLF Round Two bid. The review of the Loans Policy was completed and the service continues to loan items from Museum and Archive collections to support exhibitions.
Performance Measures	Number of talks and events delivered by Service: 44 to date Number of attendees at all events and talks delivered by Service: 1,454 to date Number of exhibition appearances: Estimated 8

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, accessible and sustainable.

Service Delivery Activities	Key Milestones
4.1 Exploring new ways of working and sharing this knowledge with the wider archive and museum sector, gaining further insight in response	Service is actively involved with Archives West Midlands and has participated in a Digital Preservation project and represented the network in a Digital Learning Set. A case study will be provided for the sector. The Museum Service provided a case study for the Rural Museum Network on its relocation project.
4.2 Developing a close relationship with voluntary sector organisations, providing the archive and museum sector with support in developing volunteering programmes	SHC development phased gained support of 51 organisations and individuals for a Staffordshire History Network. Implementation is being reviewed in light of the round 2 bid outcome. Work was also completed to establish a fundraising trust and implementation has been deferred since September.
4.3 Reviewing and developing its income generation programme.	Fees and charges were reviewed for the year.
4.4 Supporting and advising heritage groups across the county on their development	Museum Development Officer engagement programme continues to be delivered Community History Officer role to support the Staffordshire History Network was dependent on Round 2 HLF funding.
4.5 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	SHC development phase activity plan developed to include plans for users to share knowledge through project blog, social media and digital skills training. This is being reviewed. Participants in the Pauper Vouchers Project continue to share discoveries on the project blog and social media.
Performance Measures	Number of organisations actively engaged with in an advisory capacity: 103 to date

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
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5.1 Developing user participation as a key aim of the service's online offer	SHC development phase included a Digital Plan for delivery of a new website and front end for the online catalogue, Gateway to the Past. This is being reviewed.
5.2 Digital content is seen as a 'way in' for new, non-traditional users.	Three new indexes are due to be added to the Staffordshire Names Indexes website. 2,787 images have been added to the Staffordshire Past Track website.
5.3 Providing online resources, with a rejuvenated online presence to reach more people on platforms that maximise access.	Lichfield Diocesan peculiar wills and marriage bonds were added to Find My Past. The promotional programme of Find My Past continued through 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	Consultation on new opening hours at Staffordshire Record Office will take place in March.
5.5 Developing a plan to manage and provide access to born digital archives.	Digital Preservation Policy has been reviewed following work by the Archives West Midlands project to produce policies and guidelines. The service is investigating joining a consortium led by Dorset Archives to procure a digital preservation system at lower cost.
5.6 Developing a Digital Plan that provides access to as many user services as possible, is sustainable, and links virtual visits to physical visits.	See above under 5.1.
5.7 Implementing a digitisation programme with priority given to items that cannot be physically accessible on demand	Due to a successful fundraising campaign by Friends of Staffordshire and Stoke on Trent Archive Service Staffordshire Tithe Maps are due to be digitised. Guild of St Mary's Lichfield will be digitising their photograph collection to add to Staffordshire Past Track.
5.8 Providing access to as many user services as possible through a new web service	See under 5.1 Lichfield Diocesan peculiar wills and marriage bonds were added to Find My Past.
5.9 Developing active partnerships for key digital heritage access points	Lichfield History Access Point was launched with digital access to collections available.
5.10 Engaging with existing and new users and raising awareness of the relevance of archives through a strong use of social media	Promotion of the service and its projects continued through social media with most targets exceeded.
Performance Measures	Visits to Service websites (all online offers): 1,241,003 to date