

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	Staffordshire History Centre Project Board is a partnership between the County Council and William Salt Library which enables the delivery of the project. The Project Team has been reformed again working with the Trust.
1.2 Developing and strengthening existing partnerships	Development trust work has been completed and now awaiting implementation, registration of the charity and appointment of its first trustees. Tamworth Volume of Victoria County History is due to be published this year. 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. 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 stakeholders and network were consulted on the digital offer for the round 1 application. Partners about being consulted about other strands of work.
1.5 Creating a range of regular consultation activities such as teachers or user panels. Users feel they are involved in developing the	A focus group was formed in Codsall to comment on digital plans. Consultation on the revision to the opening hours consultation in May 2019 with implementation from July.

service	
1.6 Developing a training and support programme for stakeholder fundraisers	Training plan for new volunteers was trialled at the History Access Point. Officers have supported the Friends in their successful fund raising and attend their committee meetings.
1.7 Developing volunteering and apprenticeship programmes in partnership with other providers	Wellcome Trust Asylum Records Project and Archives Revealed Lichfield Consistory Court projects has recruited volunteers to support delivery. Both projects are supporting two PhD students on a funded placement.
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 including a newly established exhibition group.
Performance Measures	Number of volunteer hours given to the Service: 6,500 Customer satisfaction rating: 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 1 HLF bid £3.9m for Staffordshire History Centre submitted but was successful in September. Work continued remodelling the Staffordshire Archive and Heritage Service to be implemented 2020/21.
2.2 Examining and developing new areas of income generation to support the service, together with stakeholders	Worked with Friends of Staffordshire and Stoke on Trent Archive Service to identify new fundraising goals for digitisation equipment. Archive Testbed application for digitisation drop in sessions in rural communities was successful bringing in £4,126 Strategic support for Sandwell Archives continues bringing in £3,000 per annum. £35,000 of funding has been secured through a section 106 agreement for the Rugeley Power Station Archive
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	Work to improve access to Lichfield Collections by cataloguing is ongoing. Annual Conservation programme delivered. Work on ephemera, photographic and puppet collections at the Museum is continuing.

having space to continue to collect for the next 20 years	
2.4 Regularly reviewing our collections development policies and taking a more strategic active approach to collections development, including deaccessioning and disposal	Appraisal of collections is continuing. Collections Development Policy has been reviewed and introduction to all policies has been updated.
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.	Doulton Described project funded by National Archives Cataloguing Grant and Art Fund has been completed. 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. Lichfield Bawdy Courts cataloguing project has begun assisted by volunteers and funded PhD student in partnership with Keele University. Wellcome Trust Funded Asylum project has begun to enrich the catalogue with more detailed descriptions of case notes. Volunteer research to add photographs to Staffordshire Past Track from the Stoke on Trent City Archives and Museum collections has continued.
2.6 Being more active in attracting new users and providing them with different opportunities to engage with collections	Blogs launched for Asylum and Bawdy Courts projects. Family History Advice sessions offered at Stafford, Lichfield History Access Point and though Stoke on Trent Libraries Newly catalogued collections promoted on social media.
2.7 Redesigning/developing buildings to allow us to provide the types of services required in a more cost-effective, sustainable way	New development phase for Staffordshire History Centre commenced December 2019 will review designs for the centre and activity plans. Evaluation of the offer at Lichfield History Access Point is being carried out.
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.	Cross service exhibition team established Distinctive Staffordshire Exhibition delivered in the summer at Staffordshire Record Office. Additional smaller displays delivered at Staffordshire Record Office and History Access Point on the themes of Queen Victoria, D-Day, Moon landings, Civil War, Christmas, and new accessions received.
2.9 Delivering an outreach programme to take collections and resources out to communities beyond its main buildings.	Outreach programme including reminiscence sessions with Libraries continued. Loans of items to other museums including Bantock House and Shugborough has continued.
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	Training sessions delivered to volunteers at the Lichfield History Access Point and Shenstone Library. 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	Work has commenced to review plans for the digital offer in the SHC project by consulting with partners.
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 new collections has been 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 Number of objects loaned: Year-end figure Delivery of MTFs savings: £179,285 overspent due to delays in 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
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	New touring exhibition 'On Your Doorstep' delivered by Museum Service featuring items from museum and archive collection, funded by Arts Council. Support for Nottingham University Place Names project has continued.
3.2 Increasing levels of work with community groups and non-traditional users of the service	Attended one community history fairs at Amerton Worked with Chebsey and Colton local history groups to support their work. Oral history training delivered to Betley Garden restoration trust

	Trained St Mary's Hub (Lichfield) to add their photograph collection to Past Track; they have not progressed it. 28 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 branding is being used for touring exhibitions and at the Lichfield HAP. New SHC development phase will develop a marketing strategy for delivery of the project. 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	Distinctive Staffordshire exhibition delivered in the summer. Pushing up Daisies exhibition being developed with exhibition volunteer group to launch in March 2020.
3.5 Allowing the browsing of book collections wherever possible	SHC development phase developed a space for browsing William Salt Library book collections. Plans will be reviewed and updated in the new development phase.
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	New SHC development phase is recruiting a new consultant to review and strengthen the Learning Plan as part of the Activity Plan but it is dependent on external funding for delivery. School and university placements continue to be offered to students as well as support for distance learning students. Two partnership study days were delivered. Maintained 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	New SHC development phase will review the Activity Plan including delivery of exhibitions, events and community delivered exhibitions.
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 as part of the new development phase. 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: 28 to date Number of attendees at all events and talks delivered by Service: 1,034 to date Number of exhibition appearances: 11 to date

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
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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 including presenting at the Discovering Collections, Discovering Communities conference in Nov 2019. Staff also presented at the West Midlands Museum Development event, Society of Bookbinders conference and Rural Museums conference Case studies have been provided for the LGA on Archive Service transformation, and the Collections Trust.
4.2 Developing a close relationship with voluntary sector organisations, providing the archive and museum sector with support in developing volunteering programmes	Stakeholder engagement for the round 1 SHC bid included VAST who are located next door to Staffordshire Record Office. Work has progressed on the Development Trust.
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. Two museums are mentored: Claymills and Chasewater Railway Advice has been provided to Wombourne PC, Moseley Old Hall, Barton-u-Needwood PC, Rugeley Power Station, Victoria Park
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	New blogs have been launched for the Bawdy Courts, Asylum and new exhibition Pushing up Daisies. Project staff attended an academic conference to promote the Asylum project. Nottingham University continues tweet about the Place Names project. Archives West Midlands promotes the service projects through twitter. 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: 101 museums, 5 organisations re archives and preservation 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
5.1 Developing user participation as a key aim of the service's online offer	Digital plan was tested with stakeholders prior to round submission to NLHF for the SHC project. Consultation with partners has begun in the new development phase.
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. 1,511 images have been added to the Staffordshire Past Track website. Tithes maps have been digitised and a solution for online access is being tested.

5.3 Providing online resources, with a rejuvenated online presence to reach more people on platforms that maximise access.	The promotional programme of Find My Past continued through social media. Additional cataloguing being completed of William Salt Library collection funded by NLHF development phase.
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	Revised opening hours implemented at Staffordshire Record Office following consultation.
5.5 Developing a plan to manage and provide access to born digital archives.	Staff have attended digital preservation training offered by Archives West Midlands. Plan for implementation of new software has been developed.
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.	Have explored addition of payments facility to Staffordshire Name Indexes site with Staffs ICT but this has stalled.
5.7 Implementing a digitisation programme with priority given to items that cannot be physically accessible on demand	292 Staffordshire Tithe Maps have been digitised supported by £13,500 of funding raised by Friends of Staffordshire and Stoke on Trent Archive Service
5.8 Providing access to as many user services as possible through a new web service	See under 5.1
5.9 Developing active partnerships for key digital heritage access points	Lichfield History Access Point continues to offer 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): 1,625,299 to date (30% increase)