

Appendix 1 Archive and Heritage Service Delivery Plan 2023/2024

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.

Lead Officer: JT, LF

Key service delivery themes	Work streams	RAG rating	Performance update
A Existing Partnerships	Launch and promote Development Trust with: William Salt Library Trust, Keele University, Friends, Depositors	Green	Development trust met in November and has appointed all trustees. Identified a plan for fundraising. Crowdfunding and a talkathon proposed.
	University partnerships: Keele University – collaborative PhDs, VCH, Paupers	Green	Successful term one of adult learning course. VCH ongoing. Hannah Smith leading her volunteer group looking at slavery in Staffordshire. Another collaborative PhD lined up with David Ballantyne on anti-racism movement in N Staffs in 1970s. Pauper group has completed, might be a pop-up exhibition.
	Nottingham University – Place Names and support creation of AHRC funded application in 2023/2024	Green	Notts group is back with new web resources. Good working relationship and still support them if they get their AHRC funding.
	Work with Library and Arts Service & St Mary's to fully reopen the HAP, re-establish the service and support volunteering	Green	HAP has a pool of volunteers settled in their role. Two of them came to Christmas party and spoke positively on it. Being used more. Christmas card session popular, brought new

	Support Friends committees with their social and fundraising events	Green	<p>people in. We continue to work with partners over access to the HAP.</p> <p>Head of Service and Collections Manager attended AGMs. Friends of Staffordshire & Stoke-on-Trent Archive Service to transfer the funds held on behalf of the service. Chair of WSL met and Head of Service attend Friends of William Salt Library to update them on work to redevelop the library.</p>
B New Partnerships	Embed Staffordshire History Network and newsletter	Green	Network over very well established. We have 106 organisations represented in the membership list with over 40 actively engaged. Newsletter readership is 530. Planning ahead for 6 months to cover whole of the historic county. Got useful infographics.
	Support New Victoria Theatre Archive committee	Green	LF attends annual meeting usually in April. Now in person at the New Vic.
	Working with Historic England support Chatterley Whitfield group to secure the archives in the appropriate repository or community archive.	Green	They have joined the SHN network. Lisa attended a meeting and Helen has also provided assistance. Historic England are involved and our meetings are with them.
C Volunteer programme	Review policies, recruitment and processes for young volunteers.	Green	Trialled work experience placements with young volunteers. We are looking at safeguarding procedures for all volunteers within SCC.
	Continue recruitment to roles that support SHC	Green	Paused after Volunteer Coordinator resignation. Only role recruiting to HAP and Staffs and Slavery Group at moment.
	Develop volunteering on site at Stoke	Green	Already have volunteers for move, plan to develop alongside reopening plans. Stoke reviewing how to take forward safeguarding within City Council.

Performance Measures	<p>Number of volunteer hours given to the Service: April to December 2,840. Predicted outturn 3,700 which is 100 hours more than 2022-2023.</p> <p>Customer satisfaction rating – 97.7% good and very good on distance use survey. Previous year was 99%.</p>		

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.

Lead Officer: CC, JON, LF

Key service delivery themes	Key workstreams	RAG rating	Performance update
A. Financially secure, new team members welcomed, whole team supported through change	Develop organisational change with teams at Staffordshire & Stoke for improved service offer	Green	Workshop style staff meetings in place to plan for move. Stoke planning going well in archive team on weekly basis. Develop relationship with Strategic Manager when appointed. Still on course for balanced budget in County Service, with slight underspend. Stoke has spending freeze.
	Deliver balanced budget, fully utilised to develop the service offer	Green	
	Develop matched funding applications for SHC	Green	Artist Tony Stallard responded and wants to work with us on ACE light art bid. Museum Development fund bid for volunteer equipment £1,770 – received this and just completing spend. Funds from Marches Network
	<ul style="list-style-type: none"> • ACE projects bid for light artist (not NLHF match funding) • Explore other funding opportunities 	Green	

	<ul style="list-style-type: none"> Public appeal 	Green	<p>are being dispersed and for our reserve will be £10.4k. Bid to TWA digitisation for £3k was unsuccessful but still taken project forward within own resources.</p> <p>Development trust has met and planning appeal. Bid to TNA engagement fund re Sense of Place project has been submitted.</p>
B. Service accreditations met	<p>Implement and monitor actions from archive accreditation report</p> <p>Submit museum accreditation return</p> <p>Review policies at JAC and WSLT:</p> <ul style="list-style-type: none"> Local Studies Policy – SCC & Stoke (2 pols) Access Policy Appraisal and Disposal Policy & Collections Information Policy Collections Development, Conservation, Documentation policies – Museums Digital Preservation Fundraising Strategy Marketing Strategy <p>Deliver compliant storage environment</p> <ul style="list-style-type: none"> SHC Stoke/PMAG move Liaise with TNA 	<p>Green</p> <p>Green</p> <p>Amber Amber Green</p> <p>Green</p> <p>Amber Amber Amber</p> <p>Green</p>	<p>In progress.</p> <p>Completed. Will need to do full return next year.</p> <p>Stoke policy completed. Reviewing need for Staffs Policy. Collection Manager leading this now as required for Museum Accreditation. Completed Completed & approved</p> <p>Delayed to lack of capacity and skills. In progress but delayed. In progress but delayed.</p> <p>All plans are agreed and in progress. Continue to liaise to Mike Rogers from TNA.</p>
C. Collections management	<p>Review annual archive conservation and preservation programmes</p> <p>Update and test Emergency Plans</p>	<p>Amber</p> <p>Green</p>	<p>Conservation programme has been impacted by moves in both parts of the service. Planning to restart post moves.</p> <p>Revised emergency plan is completed and issued to staff. Has been tested by various site issues across whole service. Emergency team were briefed on changes.</p>

	<p>Deliver Museum Conservation Plan and Documentation Plan</p> <p>Conservation clean WSL collection and return to SHC</p>	<p>Green</p> <p>Amber</p>	<p>Ongoing but less remedial conservation this year. Review both next year.</p> <p>WSL collection stored at 56 Eastgate St however has been impacted by other priorities.</p>
D. Collections development	<p>Disposals from museum & archive collections</p> <p>Identify collections suitable for back-cataloguing by volunteers or for project work</p> <p>Deliver annual Collections Development work (See Collections Team plan for details)</p> <p>Deliver Rugeley Power Station project</p> <p>Deliver Pandemic War Diary oral history and digital collecting</p> <p>Liaise with COVID Public Inquiry SCC team</p> <p>Prepare Archive, Local Studies Library and Ceramics Library collections ready for the move of Stoke-on-Trent City Archives from its current location to its new location</p>	<p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p>	<p>Completed May 2023</p> <p>Ongoing</p> <p>Work ongoing.</p> <p>Exhibition and website delivered. Pop up exhibition touring until February 2024.</p> <p>29 interviews completed & 24 transcripts to end Dec 2023. Five detailed synopses. Can request funds for the book but need to take update on the project.</p> <p>Ongoing</p> <p>Collections almost ready to move. Waiting until building final completion.</p>
E. Manage our buildings to ensure they are safe, more cost-effective	<p>Monitor arrangements for living with COVID and ensure buildings are compliant</p> <p>Revise health and safety risk assessments for existing buildings and for temporary base</p>	<p>Green</p> <p>Green</p>	<p>Covid regulations now part of H&S risk assessments. Managing impact on small with WFH if applicable.</p> <p>All revised and had fire marshall training.</p>

and sustainable	Maintain our buildings and monitor annual servicing arrangements with Property Services	Green	Stoke risk assessments updated and includes lone working. Ongoing
F. Training and development of staff and volunteers	Implement year two training programme for staff and volunteers from Activity Plan	Green	Training ongoing for staff and volunteers not necessarily in the order of the plan.
	Deliver We Talk annual review conversations and identify training and development needs	Green	All completed.
Performance Measures	Percentage of collections with at least a collection-level description online (annual figure) 79.45% of all collections are fully listed online and 99.5% of all collections have at least a collection description. (to end March 2023) Number of documents issued 1,456 up to Dec 2023. Predicted outturn 1,900 which is 1,000 lower than previous year. Number of objects loaned (annual figure) Balanced budget (JT) Budget forecast to balance with underspend to JAC reserve. Accreditation status (JT/CC) Approved accreditation		

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

Lead Officer: SE,CC

Service Delivery Activities	Key Milestones	RAG rating	Performance update
A. Deliver a rejuvenated public service enabling people to engage with the collections across a range of subjects and disciplines	Deliver Staffordshire History Day Support Staffordshire History Festival Sep-Oct and evaluate engagement <ul style="list-style-type: none"> • Heritage Open Day • Adult learning • Pop up programme 	Green Green	Delivered online and evaluated. Extra study day in November delivered. Supplied programme and participated in events, and evaluation. Launched walking tours.
B Engage new audiences with the service	Deliver SHC Activity Plan <ul style="list-style-type: none"> • Develop formal learning offer • Establish co-production projects • Expand volunteering opportunities • Develop events & activities targeted at specific audiences including families • Deliver a ThanksToYou offer for lottery players / celebrate the project online 	Green	Three school sessions in development includes Beneath our feet. Ongoing co-production and consultation with various groups for the SHC co-curation & school offer. Volunteer recruitment paused until new co-Ordinator in post, group outputs reviewed, and a new group planned. HAP volunteers recruited. Seasonal family offer developed and delivery is ongoing at libraries. Annual thanks to you offer delivered. Regular blog posts celebrate the project.
C. Marketing and promotion	Deliver Digital Engagement Plan and assess new channels Create & deliver SHC Marketing Plan	Amber Amber	Got microsite for both services. Website procurement almost ready to go. Steer came to leave new channels to SCC to look out. Procurement of marketing consultant due.

<p>D. Online and physical exhibitions</p>	<ul style="list-style-type: none"> • CLandage pop up exhibition • Rugeley Power Station large and Pop Ups • Beneath our feet • Food – title to be confirmed 	<p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p>	<p>Touring extended to mid-2024.</p> <p>Large exhibition completed, pop up touring until 2 Feb.</p> <p>Launched 27 Jan and exhibition tour arranged.</p> <p>Under development – ‘Know your Onions ’ more interactive for young people. One after is seaside holidays.</p>
<p>E. Access to William Salt Library collections</p>	<p>Trial access to WSL pamphlets</p> <p>Plan for implementing location codes particularly on CALM</p>	<p>Green</p> <p>Green</p>	<p>Trial complete and access in place.</p> <p>Draft plan complete and being progressed.</p>
<p>F. Learning</p>	<p>Deliver Learning Plan as set out in the Activity Plan:</p> <ul style="list-style-type: none"> • Develop a formal learning offer for KS1 to 5 using a co-production ethos • Establish partnership working with local heritage education venues • Develop a creative work experience placement offer • Establish a local teacher network <p>Support University and school students on professional placements (focus on over 18s)</p> <ul style="list-style-type: none"> - 2 at Stoke - 2 at Staffordshire 	<p>Green</p> <p>Green</p>	<p>Three sessions in development – ongoing co-production into the new school year with the same cohorts. Content was tested in the summer family programme. Use half terms to test more content.</p> <p>Two Assemblies created and used to test content.</p> <p>Strong partnership working established with college/schools, heritage venues and support given from subject advisors. Working on Abbots Bromley project.</p> <p>Feedback gathered from trial work experience placements.</p> <p>Network established with a MS teams channel but limited engagement in summer term – rethinking communication techniques. Possibly newsletter instead. 58 members.</p> <p>On pause at Stoke</p>

	Create and trial the adult learning offer with Keele University	Green	3 under 18s placements done and 2 over 18s done plus 2 planned. Enquiries for 2025 being taken. Term 1 complete and evaluated and got Term 2 ready to go.
G. Access and equalities	Complete access consultation	Green	Recruited to access forum which is virtual and linked to their expertise.
	Deliver SHC Access Strategy	Green	Agreed this is physical and intellectual access to History Centre including quiet times, audio, visual enhancements, social stories etc.
H. Engagement with cross-disciplinary exhibitions	Deliver SHC Interpretation Plan	Green	Agreed the fabrication of exhibition units. Finalising content for curated wall display. Working on digital labels, welcome screen, agreed colour schemes based on We Are Staffordshire.
	Support loans at Shugborough Hall with National Trust	Green	Ongoing
	Deliver loans programme in consultation with partners and stakeholders	Green	Ongoing
Performance Measures	Number of talks and events delivered by Service 88 up to Dec 2023, which is already a 62% increase on previous year. Number of attendees at all events and talks delivered 3735 up to Dec 2023, which is already double the previous year. Number of exhibition appearances 17 up to Dec 2023, which is 7 more than previous year.		

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.

Lead Officer: JT, SE

Service Delivery Activities	Key Milestones	RAG rating	Performance update
A. Sharing knowledge with the wider archive and museum sector	Participate in Archives West Midlands	Green	Continue to attend trustee meetings and working on projects. JT stands down 2024, to consider another team member from the service.
	Contribution of papers to sector conferences and training seminars	Green	Engagement team presented at Museum Devt conference. Did a blog for ARA learning going out online on coproduction.
	Develop case studies to share at sector events and respond to calls for evidence	Green	Volunteering case study shared by Archives West Midlands June 2023. SHN was in A year in Archives by TNA.
	Participate in Marches Network and work with regional MDO programme	Green	Ongoing and network signposts to it.
	Deliver SHC Evaluation <ul style="list-style-type: none"> • Appoint consultant • Evaluate year one 	Green	Consultant (The Audience Agency) appointed First report produced.
B. Developing a close relationship with voluntary sector organisations	Facilitate German War Cemetery exhibition moves	Green	Completed
	Advise on collections/fundraising for German war cemetery	Green	No advice requested.
	Set up stakeholder group to shape design and programming for SHC	Green	Critical friends group established.

C. Reviewing and developing its income generation programme.	Annual review of income, fees and charges	Green	Completed awaiting JAC approval.
	Review existing commercial online offer	Amber	Had one meeting with procurement, stalled due to capacity issues.
	Deliver SHC project Business plan	Green	Met with business enterprise team re WSL office space.
	<ul style="list-style-type: none"> Develop SHC charging policy Develop Learning offer pricing policy Work with WSL on office space rental 	Green Green Green	Learning still to be priced once complete. Operation of WSL office space discussions ongoing.
D. Supporting and advising heritage groups across the county on their development	Maintain Staffordshire History Network	Green	Ongoing and delivering fifth meeting.
	Museum mentor for two museums to maintain accreditation and support GEM mentoring programme	Green	Mentors for Chasewater Railway (CC) and Claymills (HJ)
	Support and advise groups on caring for their collections	Green	Ongoing
	Advise NBHT and partners on development of heritage centre in Burton	Green	Ongoing Also advising Chatterley Whitfield and North Staffs Railway Museum (part of Churnet Valley).
Performance Measures	Number of organisations actively engaged with in an advisory capacity: 61 instances of support given to 37 different organisations compared to 66 for previous year complete.		

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

Lead Officer: SE, CC

Service Delivery Activities	Key Milestones	RAG rating	Performance update
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A. Develop new online platform	Commission new website - Appoint contractor - Launch website	Amber	Draft procurement template and T&Cs almost complete but has been delayed by complexity. Domain name agreed. SHC and Stoke microsites work well.
B. Deliver new online content	Staffs Name Indexes – add new/extended indexes	Green	Diocese of Lichfield Wills index extended. Two more added Stoke City Police 1910-1941 and Special Constables 1916-1926.
	Staffordshire Pastrack – add 750 new images	Green	1,100 images added to end Dec 2023.
C. Align onsite and digital services	Review online service during closure	Green	Ongoing discussion through AHMT. Reviewed access at Staffs site and Stoke. Microsites in place.
D. Provide access to born digital archives.	Internal training on current digital archives provision	Amber	Unable to progress re lack of capacity due to SHC project. Unable to install DROID software as blocked by ICT due to security concerns.
	Progress regional work with Archives West Midlands	Amber	
	Implement Digital Preservation software	Amber	
E. Digitisation programme	Implement programme identified in Activity Plan <ul style="list-style-type: none"> • McCann photos • Evode & Re-solv collection • Town maps • Aerial photos 	Green	McCann digitisation underway (317 to end Dec). Re:solv collection box listing complete and working on cataloguing. Icam digitising 1945 aerial photographs.
F. Social media	Review use of social media accounts in light of audience research	Green	Reviewed and done.
	Review new branding to social media	Green	Branding has been updated. Digital group meet quarterly to review.
Performance Measures	Visits to Service websites (all online offer) 353,864 to end Dec 2023 which is already a 16% increase on previous year. Social media impressions/reach/likes/views 226,175 to end Dec 2023 which is already 24% increase on previous year.		