

Appendix 2: Excerpt from Janice Tullock Associates Proposal for Staffordshire History Centre citing previous projects

Introduction to the consultants

We propose to provide a team of 2 specialists, Janice Tullock and Emma Parsons, to work with Staffordshire Archives to reach a successful application to the Heritage Lottery Fund.

We are an experienced team that regularly work with organisations to design and make applications for Heritage Lottery funded projects. We have a clear understanding of the requirements of the HLF, developed through experience making applications, working with and talking to HLF officers and trustees on a regular basis. Our successfully funded HLF projects include Archives+ (Manchester), Heritage Quay (University of Huddersfield) and the Brotherton Library, University of Leeds, Eden Rivers Trust, Skills for the Future (2 projects), and Montagu Monuments in Northants. We also help organisations to develop their strategic vision and produce forward plans. As a team we offer experience and specialisms in libraries, archives and museums; strategic planning; consultation; audience development; policy and stakeholder analysis; community engagement and consultation; volunteering and training; marketing and communications; formal and informal learning. We have an excellent understanding of the Heritage Lottery Fund between us and have both acted as HLF mentors, monitors and assessors. Our philosophy is to work in partnership with the client and to deliver projects with people AND heritage at their centre. This helps us to deliver projects which meet the HLF outcomes for people, heritage and communities.

We have worked on a number of projects which have brought diverse partners together for the first time. These have often needed to develop a joint vision and shared aims across the partnership. In Manchester the new Archives+ project brought together 5 archive services with very different service levels and expectations. In Huddersfield, the key collections belonged to the Rugby League and to Sound & Music, both of whom needed to be convinced that the project reflected their needs. In each case we have worked with the client and their partners to ensure we are developing a shared vision for the project, spending time with each partner to understand what they want and how we can deliver this.

Both consultants have a background of working with a variety of clients – and colleagues – and have been able to bring people from diverse backgrounds together to form a common bond across their working lives. Both Janice and Emma are regular public speakers, with Janice a regular lecturer, and are able to use their written and oral communication skills to bear to persuade and inspire their audience.

About Emma and Janice

Janice Tullock leads an archive and heritage consultancy which aims to bring archival skills to the non-archival sector and a range of specialist skills to the archival sector. Janice is a registered archivist and former Archives Fellow on the Clore Leadership Programme, and works mainly by providing access to a wide range of skills through a network of associates. Janice has a number of years' experience as a local government archivist and archives manager in archive services across the country including Kent, Buckinghamshire and Merseyside. Moving to the role of Archives Development Officer at Museums, Libraries and Archives Council North West (MLA NW) resulted in her developing an increased knowledge of the sector and skills in policy development and delivery. Janice has worked as an archives and heritage consultant since 2006, with business growing year on year and an increasing amount of repeat business. In 2013 Janice completed a 3 year project to design and write the first UK wide Archive Service Accreditation Standard. She has been an expert advisor to the Heritage Lottery Fund since 2001 and since 2008 has also provided mentoring and monitoring.

Emma Parsons has worked as a full time consultant with arts, heritage and tourism organisations for over 6 years and was previously Head of Marketing & PR at Imperial War Museum North (2001—2007). She brings a record of successful consultancy across the heritage and cultural sectors in community consultation and evaluation, audience development and marketing, business planning, strategic thinking and project management. Emma has been on the national register for HLF as a mentor and monitor for applicants for 4 years and has worked with 6 clients on their successful HLF bids including 3 archive programmes with Janice for Archives+ in Manchester, the University of Huddersfield's Heritage Quay, and the University of Leeds Special Collections Exhibition Centre. Emma worked with Bolton Museums & Library Service in the last year to project manage their stage 2 HLF bid which was submitted in August 2014. She coordinated the bid to ensure it reflected the organisation's priorities, the needs of the communities it would serve, and delivered the HLF objectives.

Track Record - Relevant projects and experience

Designing a UK wide Archives Accreditation Scheme

Archive Service Accreditation is a partnership managed project which Janice managed from scoping, through design, writing, piloting until the scheme was up and running. This has involved gathering the views and bringing together opinions from 9 major partnership organisations¹ and the whole of the archives sector. At the start of the process many of the partners had different viewpoints on whether the

¹ Partners include the National Archives, Archives and Records Association, Arts Council England, Cymal, Scottish Council on Archives and National Records of Scotland.

project was possible to achieve and how it should be achieved. We used a variety of methods to gather the views of these partners and the archives sector. Through an online co-creation tool we discussed the scheme in detail and using focus groups and seminars we brought together views about the project.

We were able to take on board all the concerns of partners and using the views of the archives sector we were able to design a scheme and write an accreditation standard that meets all the needs of the partners. By involving the archives sector, we were also able to bring the archives sector along with the development of the scheme. The scheme has now been up and running for a year and has become a central part of the archives environment, with support from across the sector.

University of Huddersfield Archives

Heritage @ Huddersfield was bid to the Heritage Lottery Fund by the University of Huddersfield Archives and Special Collections which was successful in 2013. The project aims to secure the long term future of the collections through conservation and cataloguing and to enable the service to explore new ways for users to engage with archives.

Securing the future of the collections will enable staff to develop new and expanded services for users. For users, the project aims to provide:

- New and improved methods of engagement for those interested in the subjects covered.
- An inspiring entry point for those new to the subject and those new to archives.
- Interpretation of the archives and subjects covered.

JT Associates were contracted to research and develop an activity plan which supported HLF's aims of participation and learning. The plan also needed to meet the aspirations of the service for the project and in the future.

JT Associates began by examining the current service and audiences, using our own tools based upon the Archive Service Accreditation and Inspiring Learning for All frameworks. Research was undertaken with potential partners and stakeholders in the area. We worked with the project team and steering group of diverse partners to refine the target audiences for the project. This was followed by detailed consultation with the target audiences, including teachers, students, rugby league fans, users of other archives and contemporary music fans.

Using our experience and knowledge we were then able to take the results of this research and consultation and to use it to design an activity programme for the project. This includes project activity, teaching materials, events, marketing and online activity. We made recommendations which could be delivered by the project

and other which could be delivered by the staff team. Throughout we worked in partnership with the client and consultants undertaking the exhibition design work and conservation management plan.

Outcomes achieved include:

- An activity plan that is value for money, economical and deliverable within the available resources.
- A project that reflected that diverse needs of its partners
- A project that has the audience at its centre and will deliver the intended audience engagement and participation
- A sustainable plan which will thrive beyond the life of the HLF funding

Archives+, Manchester

Archives+ is a new partnership and a new public space which is part of Manchester Central Library and Town Hall Complex Transformation Programme. The project brought together the 5 partners into one space in the new central library in Manchester in the development of a major new exhibition and heritage destination, a programme of public events, community outreach and learning programmes. The project aims to increase access to archives and change the profile archive users by specifically targeting new audiences.

JT Associates were contracted to research and develop an activity plan which supported HLF's aims of participation and learning. We worked closely with the client to get a deep understanding of their needs and ensure that there was ownership of the Activity Plan with key stakeholders. Key ways of working were:

- Ensuring the activities meet audiences' needs:
- Developing activities grounded in best practice:
- Workshops and interviews with each partner to understand their viewpoints and develop a joint ownership of the project from the diverse internal and external stakeholders:
- Strategic development grounded in evidence based research:

Outcomes achieved included:

- An activity plan which is responsive to the needs of audiences
- Target audiences who already feel a connection to the programme
- A ground breaking programme of activities which draws on best practice
- A partnership of 5 archive services which feels ownership of the programme
- A sustainable plan which will thrive beyond the life of the HLF funding
- A successful funding application to HLF for £1.5 million

Janice has returned to the project to evaluate its progress.

Eden Rivers Trust

Emma worked with an associate to develop an Audience Development Plan and Activity Plan for the Eden Rivers Trust, to be submitted at the end of May 2013. The Trust is an environmental charity with little experience of developing audiences or community engagement and the Activity Plan process has included a period of changing perceptions and new ways of working for the project team. The resulting Plan has challenged the team's original thinking behind their project, putting audiences at the heart of their planning, and gained much praise from their HLF Case Officer. The plan included extensive consultation with new audiences, including students, families, hard to reach communities, local groups and teachers.

Montagu Monuments, Northamptonshire

Emma Parsons worked with the Princes Regeneration Trust as their Heritage Access Consultant on a stage 2 HLF application for the Montagu Monuments near Kettering. Her role was to lead on the development of the Activity Plan, including all public and stakeholder consultation, outreach and audience development planning. The Monuments are in a church on the Duke of Buccleuch's estate, and the work involves developing a strong working partnership between church, Estate, local people and potential audiences.

Bolton Museum & Library Service

Emma worked with Bolton's team to develop their HLF bid for a new Egyptology Gallery within the Museum which improved access and interpretation of their collections and offered opportunities for community participation and engagement in its development. Emma project managed the application, bringing in an Interpretation Consultant to work with the Museum staff and designers, and training a member of staff in community consultation techniques to enable a greater programme to be delivered in-house. She coordinated the final submission to ensure a coherent narrative across the different elements of the application and is awaiting the HLF Committee decision in December 2014.