

Report to Staffordshire History Centre Project Board- Options Appraisal with the Stakeholder Group

Introduction

This report outlines the appraisal of 9 options for the Staffordshire History Centre project by representatives of invited stakeholder groups in both Stafford and Lichfield in May 2015.

This process followed on from the regular meetings of a stakeholder group between December and April this year to develop a vision for the Heritage and Archives Service, and from there to identify a number of options to deliver the vision. The 9 options developed cover a wide range, from those which require no additional funding, to others which require substantial external funding.

The options were discussed by stakeholders in the context of budget savings that need to be made by the service, as well as the need to improve storage conditions at Lichfield Record Office and the William Salt Library for the service to comply with Archives Accreditation standards. Current usage levels were also presented, alongside the national trend away from personal visits to Record Offices in favour of digital use.

Options

The 9 options for the delivery of the vision for the service were created with the stakeholder group in March 2015. The options cover a deliberately wide range of scenarios. The full detail of each option is at appendix 1, with headlines below:

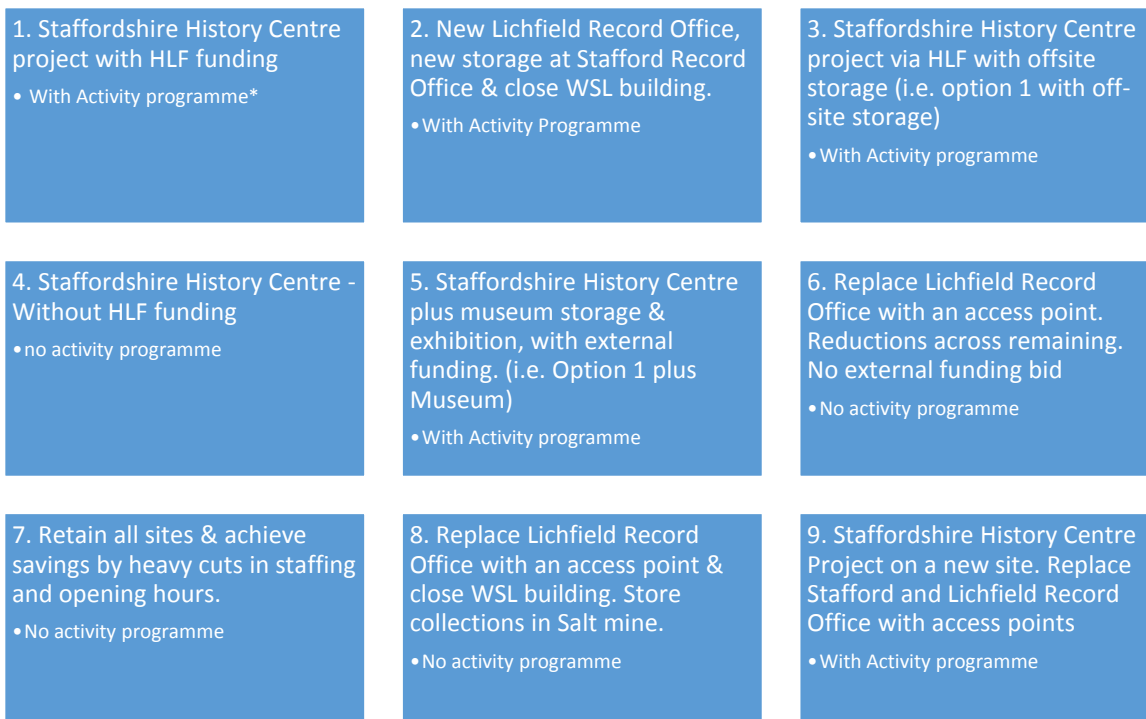


Figure1: Headline descriptions of the 9 options appraised

* Activity Programme: delivery of projects with groups and partners, community engagement, exhibitions, events, digitisation, volunteering.

Process

The stakeholders were involved in 2 workshops – 17 people attending in Stafford on 15 May, and 18 attending in Lichfield on 18 May, including a number of staff from the service.

The workshop involved a presentation updating the group on the work so far, including the vision, and then a look at the 9 options. The group were divided into 3 smaller groups who then looked at each option in detail, listing its pros and cons, and then scoring it marks of out 5 against a list of 7 criteria as follows –

- Is it deliverable within the Service budget
- Is it likely to be funded by Staffordshire County Council
- Is it likely to be funded by the Heritage Lottery Fund (note – more useful to read as ‘is it attractive to external funders’)
- Is any change to the status of the William Salt Library building likely to have the support of the WSL Trustees
- Does it offer value for money
- Is it sustainable in the long term
- Does it deliver the vision for the service

The scores for each criteria were added and a total score out of 35 allocated to each option. No weighting was given. As each of the 3 groups fed back their scores, a total score for each option representing the full workshop score was given and the priority order of the options was assessed. Individuals were given the opportunity to suggest rejecting any options or voting for their favourite.

Stakeholder Group Findings – Pros and Cons of the Options

Stakeholders were asked to discuss each option by examining the Pros and Cons of each option. These have been transcribed and can be found at Appendix 2.

Worth Funding; Exciting; Progressive

Option 1

Less clear timeline - when do we have to consider external storage?

Option 3

Makes Sense; Pressure on Stafford Site; It's the wrong option.

Option 5

Feedback from each of the groups at both locations was similar for each option. Extracts:

Retains Service in Lichfield; Doesn't satisfy the needs of the service; Not the best option.

Option 2

This is a suicide mission; No activity programme = no new audiences = dying duck

Option 4

Ideal; Delays – finding site; Unaffordable; Time span; Vision good

Option 9

Stakeholder Group Findings – Scoring the options

The scores given to each option at each workshop are shown below, with ranking in bold –

<i>Option</i>	<i>Option no.</i>	<i>Stafford workshop score</i>	<i>Stafford workshop ranking</i>	<i>Lichfield workshop score</i>	<i>Lichfield workshop ranking</i>	<i>total score</i>	<i>ranking by total score</i>
Staffs History Centre + funding bid	1	92	1	83	1	175	1
New Lichfield RO, new storage Stafford RO¹, close WSL²	2	30.5	9	34	8	64.5	9
Staffs History Centre + funding bid + offsite storage	3	76.5	3	63	4	139.5	3
Staffs History Centre without funding bid	4	38	6	31	9	69	8
Staffs History Centre + Museum	5	80.5	2	70.5	2	151	2
Lichfield RO closed, reductions across others, no funding bid	6	41	5	40.5	7	81.5	6
Retain all sites, heavy cuts to achieve savings	7	37.5	7	43	6	80.5	7
Lichfield RO closed, WSL Building closed, storage in Salt Mines	8	37	8	45	5	82	5
Staffs History Centre on new site, access points Stafford & Lichfield	9	59	4	66	3	125	4

The Stafford workshop ranked the options in the following order, high to low – 1,5,3,9,6,4,7,8,2

The Lichfield workshop ranked the options in the following order, high to low – 1,5,9,3,8,7,6,2,4

With the scores added together, the overall order of ranking is – 1,5,3,9,8,6,7,4,2.

Options 4 and 8 are the main anomalies between the 2 groups (option 4 ranked 6th in Stafford and 9th in Lichfield; option 8 ranked 8th in Stafford and 5th in Lichfield).

The 2 groups picked out the same top 4 options (with just places 3 & 4 in a different order). Option 2 with a new Lichfield Record Office was in the bottom 2 for both groups.

A couple of variations were suggested. One was to look at a revenue-based bid to start digitisation of the collections before any capital works to ensure public access was prioritised before any collections are moved. Another was to consider no capital development other than moving all storage off-site to address the conditions and long-term space. This variation would concentrate on external revenue funding for an activity and digitisation programme.

Recommendation / Next steps

It is recommended that the 9 options are shortlisted to form a more cohesive set to use in the next phase of public consultation about the project over the summer. It is important to include an option that best represents ‘no change’ – in this case option 7 which retains all sites. However,

¹ RO Record Office

² WSL William Salt Library

there *has* to be change to make the budget savings required, so this option cuts back on staffing and opening hours to find the savings.

The option list could be cut back to remove options 8,4, and 2 – all of which scored poorly with the groups and with the Officers. This leaves 6 options for public consultation:

1. Staffordshire History Centre project with HLF funding • With Activity programme*	3. Staffordshire History Centre project via HLF with offsite storage (i.e. option 1 with off-site storage) •With Activity programme
5. Staffordshire History Centre plus museum storage & exhibition, with external funding. (i.e. Option 1 plus Museum) •With Activity programme	6. Replace Lichfield Record Office with an access point. Reductions across remaining. No external funding bid •No activity programme
7. Retain all sites & achieve savings by heavy cuts in staffing and opening hours. •No activity programme	9. Staffordshire History Centre Project on a new site. Replace Stafford and Lichfield Record Office with access points •With Activity programme

If these options were shortlisted, our consultation would ask people which aspects of each option they supported. We would then consider each option further by looking at how each option would effect customer service and offer. For example for each option we could ask users and potential users about :

- Their level of interest in the activity programme, eg. community engagement, volunteering, digitisation, events, exhibitions.
- Their level of interest in visits to the Record Office sites without an activity programme.
- Their expected level of use of Record Offices without access to all documents (in the case of off-site storage).
- Their expected level and type of digital access.
- Whether the projected opening hours would suit consultees
- The level and type of need of expertise that users and potential users might want to access (in person and online)
- The location of record offices and how it would affect the use of the office.
- The requirements of users and potential users for access points, eg. open hours, content, staffing, location.

Appendix 1 – The 9 Options

Option 1– Create the Staffordshire History Centre Project with external funding

This option will enable the service to work in Active Partnership with its community to secure the future of its Nationally Designated collections, widen the number and range of people using the collections and to provide people with new ways to connect with archive and museum collections. It will also support the service to be more sustainable in a variety of ways, including research and planning for fundraising, income generation and digital preservation.

It will achieve this by:

- Creating an expanded programme of activity including:
 - Expanded and improved learning programme
 - Expanded volunteering programme, including accredited volunteering and offsite volunteering
 - County-wide activity programme
 - Create new, improved website with more services online and more opportunities to participate online.
 - Marketing, publicity & branding programme
 - Create exhibition/browsing space in the building
 - Develop new partnerships for delivery
- Sustainability and resilience development programme, to achieve Accreditation
- Redeveloping current Stafford Record Office to store collections currently held at Lichfield Record Office and William Salt Library. This would provide new public areas for exhibition, activity, volunteering and research and provide storage to put collections currently at Lichfield and William Salt Library in correct conditions AND allows for the acquisitions of new collections for around a 20-25 year period. Retain Stoke on Trent office.
- New service browsing space would be estimated to be open 37 hours per week and during at least 21 hours (ideally more) providing a searchroom service for archive/rare book access. Staff run.
- Replace the current Lichfield Record Office with a new access point to the collections would be created at town centre venue in Lichfield. This would consist of :
 - Access to collections via digital and microfilm.
 - A digitisation on demand service.
 - Programme of events and projects.
- Joining the current William Salt Library (WSL) building to the redeveloped Stafford Record Office to provide new space for exhibition, activities and volunteering. The new areas will retain a large percentage of the WSL books on open access and aims to transfer some of the atmosphere of the WSL to the new site.
- The upper floors of the William Salt Library Building would be used for income generating activity to support the collection & cover running costs.
- Restructuring the service's staff structure – including new posts to deliver community engagement, volunteering, online content etc.

Issues with this option:

Would need a solution to the issues around the William Salt Library lease.

Funding for this option:

SCC contribution; Heritage Lottery Fund grant: Fundraising; Match funding from volunteer time; Match funding from partners. This option would require a bid to HLF at a national level, which is more difficult to achieve than a regional bid (ie. regional = grant request of under £2million.)

Option 2 – Staffordshire Archives and Heritage – changes: funding reductions, close William Salt building, new Lichfield Record Office & expansion at Stafford via HLF

This option will enable the service to work in Active Partnership with its community to secure the future of its Nationally Designated collections, widen the number and range of people using the collections.

It will achieve this by:

- Creating an expanded programme of activity including:
 - Expanded and improved learning programme
 - Expanded volunteering programme, including accredited volunteering and offsite volunteering
 - County-wide activity programme
 - Create new, improved website with more services online and more opportunities to participate online.
 - Marketing, publicity & branding programme
 - Create exhibition/browsing space in the building
 - Develop new partnerships for delivery
- Redeveloping current Stafford Record Office to hold records currently held in the William Salt Library. This would provide additional storage in correct conditions AND allows for the acquisitions of new collections for around a 20-25 year period, but not provide space for exhibitions and volunteer activity.
- A new record office would be created in Lichfield. Retain Stoke on Trent Office.
- The William Salt Library Building would be used for new purposes.
- Both Stafford and Lichfield Record Offices would be open for a more limited number of hours per week, currently estimated as 6 hours for Lichfield and 15 hours for Stafford.
- The site in Lichfield may also contain a Staffordshire Hoard exhibition
- Restructuring service's staff structure – including new post to deliver community engagement.
- Applying to HLF for funding in a phased programme to develop the Stafford and Lichfield sites over a long period of time

Issues for this option:

Finding a use for the WSL building that meets WSL Trust & Charity Commission needs.

Uncertainty of securing funding for 2 buildings each with shorter opening hours & fewer resources than existing.

Takes longer to achieve and would cost more as a result. There would be a chance that the later phases would not be achieved. May be difficult to find a suitable site in Lichfield.

Option does not secure sufficient savings. Land purchase will increase costs.

Reductions in opening hours may be seen as reducing the service below a viable level & threatens ability to achieve Accreditation

Running two capital projects may be difficult for the service and is unlikely to result in a higher level of outcomes.

The service retains its concentration on running buildings. It would not be possible to refocus staff away from providing a searchroom service to providing access in different ways.

Option 3 – Staffordshire History Centre with offsite storage & HLF funding (ie. option 1 but with off-site storage)

This option will enable the service to work in Active Partnership with its community to secure the future of its Nationally Designated collections, widen the number and range of people using the collections and to provide people with new ways to connect with archive and museum collections. It will also support the service to be more sustainable in a variety of ways, including research and planning for fundraising, income generation and digital preservation.

It will achieve this by:

- Creating an expanded programme of activity including:
 - Expanded and improved learning programme
 - Expanded volunteering programme, including accredited volunteering and offsite volunteering
 - County-wide activity programme
 - Create new, improved website with more services online and more opportunities to participate online.
 - Marketing, publicity & branding programme
 - Create exhibition/browsing space in the building
 - Develop new partnerships for delivery
- Sustainability and resilience development programme.
- Developing a new offsite store to house a variety of archive collections. Collections would no longer be stored or accessible at Lichfield Record Office and William Salt Library. This allows for the acquisitions of new collections for around a 20-25 year period. Retain Stoke on Trent Record Office.
- New service building would be estimated to be open 37 hours per week and during at least 21 hours (ideally more) providing a searchroom service.
- Replacement of Lichfield Record Office with a new access point to the collections created in town centre Lichfield. This would consist of :
 - Access to collections via digital and microfilm.
 - A digitisation on demand service.
 - Programme of events and projects.
- Joining the current William Salt Library building to the redeveloped Stafford Record Office to provide new space for exhibition, activities and volunteering. The new areas will retain a large percentage of the WSL books on open access and aims to transfer some of the atmosphere of the WSL to the new site.
- The upper floors of the William Salt Library Building would be used for income generation activity to support the collection.
- Restructuring staff structure – including new posts to deliver community engagement, volunteering, online content etc.

Issues with this option:

Compared to option 1 up front capital costs are less (needs investment to make a unit suitable for specialist storage) but has an ongoing revenue cost.(i.e. rent for storage)

Requires the search for a new storage site which will delay the programme.

Does not provide a good level of access to collections and will require staff time refocused to retrievals.

Funding for this option: Ongoing rental, fundraising, SCC funding and HLF grant

Option 4 – Staffordshire History Centre without Lottery funding

This option will enable the service to work in partnership with its community to secure the future of its Nationally Designated collections.

It will achieve this by:

- Expanding the current Stafford Record Office to store collections currently held at Lichfield Record Office and William Salt Library. This would provide new public areas for exhibition, activity, volunteering and research and provide storage to put collections currently at Lichfield and William Salt Library in correct conditions AND allows for the acquisitions of new collections for around a 20-25 year period. Stafford Record Office to be open 21 hours per week. Retain Stoke On Trent office.
- Replace Lichfield Record Office with a new access point to the collections created in town centre Lichfield. This would consist of :
 - Access to collections via digital and microfilm.
 - A digitisation on demand service.
 - Limited Programme of events and projects.
- Joining the current William Salt Library building to the redeveloped Stafford Record Office to provide new space for exhibition, activities and volunteering. The new areas will retain a large percentage of the WSL books on open access and aims to transfer some of the atmosphere of the WSL to the new site.
- The upper floors of the William Salt Library Building would be used for income generation activity to support the collection.
- Restructuring staff structure
- No investment in activity programme or digital services

Issues for this option:

This option would require long term investment in fundraising.

It does not allow for investment in developing new audiences or providing new services and means of engaging with archives. This means that the end product is less likely to reach new audiences.

It would be more difficult to fundraise for a building without the activity programme – and it has a massive funding gap. (ie. £millions)

This option would require a new SCC decision which may be difficult to achieve given it fails to deliver on access & engagement, or find new users.

Funding for this option:

Staffordshire County Council and external fundraising.

Option 5 – Staffordshire History Centre plus museum storage/exhibition & Lottery funding (i.e. Option1 plus Museum)

This option will enable the service to work in Active Partnership with its community to secure the future of its Nationally Designated collections, widen the number and range of people using the collections and to provide people with new ways to connect with archive and museum collections. It will also support the service to be more sustainable in a variety of ways, including research and planning for fundraising, income generation and digital preservation.

It will achieve this by:

- Creating an expanded programme of activity including:
 - Expanded and improved learning programme
 - Expanded volunteering programme, including accredited volunteering and offsite volunteering
 - County-wide activity programme
 - Create new, improved website with more services online and more opportunities to participate online.
 - Marketing, publicity & branding programme
 - Create exhibition/browsing space in the building
 - Develop new partnerships for delivery
- Sustainability and resilience development programme.
- Redeveloping current Stafford Record Office to store collections currently held at Lichfield Record Office, William Salt Library AND Shugborough. This would provide new public areas for exhibition, activity, volunteering and research and provide storage to put collections in correct conditions AND allows for the acquisitions of new collections for around a 20-25 year period. Retain Stoke-on Trent Record Office.
- Stafford building would be estimated to be open 37 hours per week and during at least 21 hours (ideally more) providing a searchroom service.
- Replace Lichfield Record Office with a new access point to the collections created in town centre Lichfield, consisting of:
 - Access to collections via digital and microfilm.
 - A digitisation on demand service.
 - Programme of events and projects.
- Joining the current William Salt Library building to the redeveloped Stafford Record Office to provide new space for exhibition, activities and volunteering. The upper floors of the William Salt Library Building would be used for income generation activity.
- Restructuring staff structure – including new posts to deliver community engagement, volunteering, online content etc.

Issues for this option:

This is an expensive option and therefore more difficult to fundraise for. This solution would require more match funding and lead to a national level bid to the HLF (again, more difficult).

The Stafford site does not have the space to deliver this option without off-site storage. It would also be expensive to fund exhibitions within the William Salt Library building due to the nature of the building.

Option 6 – Staffordshire Archives and Heritage - changes: funding reductions and replace Lichfield Record Office with an access point

In this option the service would replace Lichfield Record Office with an access point elsewhere in the town centre. William Salt Library building would be retained as a collections storage site. Savings would be made by reducing staffing and opening times drastically across all sites. A funding bid would not be made to the HLF. Service would be open 21 hours at Stafford and access to the WSL collections would be via Stafford Record Office reading room (i.e. advance notice). Reduced outreach programme.

Issues for this option:

Collection storage and conditions are not addressed.

Could be issues re fulfilment of WSL lease

Would be more difficult to achieve Archive Service Accreditation

Sustainability of the service reduced

Option 7 – Staffordshire Archives and Heritage – retain all sites & achieve budget savings required

In this option the service would retain all its current sites. It would replace current air conditioning at Lichfield Record Office. William Salt Library building would be retained as a collections storage site, with access via the Stafford Record Office (advance ordering). Savings would be made by reducing staffing and opening times substantially across all sites. It is likely that Stafford Record Office would be open around 15 hours a week and Lichfield Record Office 6 hours a week. A funding bid would not be made to the HLF. There would not be an expanded activity programme.

Issues for this option:

The service retains its concentration on running buildings. It would not be possible to refocus staff away from providing a searchroom service to providing access in different ways.

Uncertainty of securing funding for 2 buildings each with shorter opening hours & fewer resources than existing.

Reductions in opening hours may be seen as reducing the service below a viable level & threatens ability to achieve Accreditation

Does not address future storage issues.

SCC would need to fund a new storage and access point at any new Lichfield Library in the future.

Could be issues re WSL lease fulfilment

Archive Service Accreditation would be more difficult to achieve.

Option 8 – Staffordshire Archives and Heritage – changes: Funding reductions, replace Lichfield Record Office with an access point and close the William Salt Library building. Store collections in Cheshire Salt Mine

In this option the service would replace Lichfield Record Office with an access point. William Salt Library building would be closed as a collections storage and access site. Collections from Lichfield and William Salt Library would be stored in the Cheshire Salt Mines. Savings would be made by reducing staffing and opening times drastically across all sites. A funding bid would not be made to the HLF.

Issues for this option:

This option places an ongoing revenue cost on rental of storage which may be hard to maintain

Items stored offsite would only be retrievable after 48 hours' notice. Would it be possible to only store digitised material off site?

Future use for William Salt Library needs to be identified.

This option does not deliver the vision or achieve the level of savings required.

Option 9 – Staffordshire History Centre with HLF funding on a new site

This option would develop a History Centre on an entirely new site in the county, either developing an existing building or a new-build. It would include an engagement and activity programme with an application made for HLF funding.

This option will enable the service to work in Active Partnership with its community to secure the future of its Nationally Designated collections, widen the number and range of people using the collections and to provide people with new ways to connect with archive and museum collections. It will also support the service to be more sustainable in a variety of ways, including research and planning for fundraising, income generation and digital preservation.

It will achieve this by:

- Creating an expanded programme of activity including:
 - Expanded and improved learning programme
 - Expanded volunteering programme, including accredited volunteering and offsite volunteering
 - County-wide activity programme
 - Create new, improved website with more services online and more opportunities to participate online.
 - Marketing, publicity & branding programme
 - Create exhibition/browsing space in the building
 - Develop new partnerships for delivery
- Sustainability and resilience development programme.
- Building a new Staffordshire History Centre on a completely new site. The collections storage and access at Lichfield Record Office, Stafford Record Office and William Salt Library would be moved to the new building. New access points would be created in Lichfield and Stafford.

The William Salt Library building would be used for income generation. Lichfield Record Office would be closed and Stafford Record Office would be sold. The new building would provide public areas for exhibition, activity, volunteering, research, provide storage to put collections in correct conditions AND allows for the acquisitions of new collections for around a 20-25 year period. Retain Stoke on Trent Record Office.

- New access points to the collections would be created, consisting of:
 - Access to collections via digital and microfilm.
 - A digitisation on demand service.
 - Programme of events and projects.
- Restructuring staff structure – including new posts to deliver community engagement, volunteering, online content etc.

Issues for this option:

The future uses of William Salt Library, Lichfield Record Office and Stafford Record Office buildings would need to be secured before a bid for funding was made.

2 access points would be created and need to be funded.

Likely to take longer to happen as there may be a lengthy search for a difficult to find town centre site.

Not an efficient use of existing good quality storage at Stafford, which may be difficult to sell.

This option will be expensive and will require more match funding and a more difficult national level bid to HLF.

Appendix 2 Summary of Pros and Cons for each option by Workshop Participants

Option 1: Staffordshire History Centre project with HLF funding

<i>Pros</i>	<i>Cons</i>
Clear plan for WSL , feasible Ideal plan.	Mixed feelings about access acknowledged
Consolidation on one site- storage. Good future, chance for activities	Restricted footprint - needs creative design
Retails historic footage. Outreach not bolt on but integral. Max £ benefit out of existing buildings. Good opps for attracting new users. Main street access. Town centre location. Space could generate income in short term - storage for other people?	New staff
Worth funding	WSL lease
Meets vision	William Salt Library Building issues
Deliverable	HLF funding - national level
Acceptable to WSL	
Exciting	
All of the good stuff - activities etc	
All collection in correct conditions, growing space	
Exhibition space. All on one site	
Retains the William Salt Library Building	
Large % on open access	
HLF funding	
Best opening hours	
Achieve accreditation	
Progressive	

Option 2: New Lichfield Record Office, new storage at Stafford Record Office & close WSL building.

<i>Pros</i>	<i>Cons</i>
Retains 2 record office with limited access	Not best option for WSL (no plan) or economically
	Essentially 2 projects. Land costs high in Lichfield
Managing staff more complicated	Managing staff more complicated
Retains service in Lichfield	Less Browsing. Harder to research. Less user friendly
Expanded volunteering programme	Harder to attract users. Higher?
Expanded learning programme using HLF money	HLF capital funding for 6 hours opening seems highly unlikely
Expanded activity programme	WSL issue
	Narrow service focus; doesn't satisfy the needs of the service
	Opening hours minimal

	Hard to achieve HLF funding
	Still on 2 sites
	Closure of William Salt Library to the public
	Competition for volunteers

Option 3: Staffordshire History Centre project via HLF with offsite storage

<i>Pros</i>	<i>Cons</i>
More room for physical access? Cheaper extension? Question of scale?	Expertise- Capital required
More room for physical access? Cheaper extension? Question of scale?	
All of the good stuff- Activities	May have impact access, remove duplications
Best Opening hours	A semi-permanence about it
Retains WSL building	Less clear timeline - when do we have to consider external storage - outgrown space
Large% on open access	Needs new storage site for least used material
Up-front capital costs less	Time on production increased
HLF funding - maybe regional bid	William Salt Library issues

Option 4: Staffordshire History Centre - Without HLF funding

<i>Pros</i>	<i>Cons</i>
Retains docs in proper conditions	No activity programme
Not reliant on HLF for funding	Investment no benefit
All records on one site in right conditions	Limiting service
Can combine collecting	"This is a suicide mission"
Keeps William Salt Library Building for exhibitions activities	No activity programme = no new audiences = dying duck
Accrue digitise collection	Reliant on other organisations for too much. Vulnerable. Fundraising constant.
	No HLF money
	No investing in collections

Option 5: Staffordshire History Centre plus museum storage & exhibition, with external funding. (i.e. Option 1 plus Museum)

<i>Pros</i>	<i>Cons</i>
Reduction in buildings maintenance	More expensive
Makes sense for photographs to come over/ephemera	Pressure on Stafford site - no expansion space
	Doesn't tally with the demand for access to museum resources (reverse) Don't need such rigorous storage requirements
Oral and photographic	It's the wrong option, because the museum collection don't have to be in the same place as the museum

Onsite offer would be better	
Same as option 1 but joint cultural offer	Same as option 1 but funding more difficult. Stafford Site not really big enough

Option 6: Replace Lichfield Record Office with an access point. Reductions across remaining. No external funding bid

<i>Pros</i>	<i>Cons</i>
Some outreach	Not practical - would still cost money, no good for service and risk to collections
Cheap	Worst case scenario
	Cutting with little visible gain
	Too Many why bother
	Not all collections in correct conditions, no growing space
	No activity
	Only open 21 hours
	No access to William Salt Library Building
	No accreditation

Option 7: Retain all sites & achieve savings by heavy cuts in staffing and opening hours.

<i>Pros</i>	<i>Cons</i>
A "stand by" option	Still risk to buildings
None	Minimum of service and receding reputation issues
Decay and Decline - no new collections	No long term solution - only? Time
Cheap	More likely option if not external funding
Manageable within current resources	Large costs for LRO for minimal service
	Decay and Decline - no new collections
	Opening hours minimal
	No HLF investment
	Accreditation dubious
	Potential issues release of William Salt Building
	No outreach programme
	No additional storage
	No open access to William Salt Collections

Option 8: Replace Lichfield Record Office with an access point & close WSL building. Store collections in Salt mine.

<i>Pros</i>	<i>Cons</i>
Storage conditions very good	Concern Everything being delivered from off site
Can be done sooner, may save capital costs	Less responsive, build in additional costs for retrieval - revenue costs e.g. transport
Solves storage problems	Not good for resources/records themselves necessarily
Good for digitised material	No activity/other access that can be revenue raising
	Minimum service option

	Access weaker
	Its useful only for parts of the collection
Collections in Correct conditions	No HLF funding
	Lichfield and William Salt Library docs only available at 48 hours' notice
	High revenue cost
	Closure of William Salt Building
	Need to Sell William Salt building

Option 9: Staffordshire History Centre Project on a new site. Replace Stafford and Lichfield Record Office with access points

<i>Pros</i>	<i>Cons</i>
Vision	Delays- finding site etc
All collections in correct condition, space for growth	Little benefit from sale of site
Activity& online programmes	Need to find (purchase?) new site
Sustainability programme	Needs most capital of all options - v difficult
Visitor facilities	Need to identify how to dispose of existing buildings
Ideal - purpose built (may not need such a large access point)	Unaffordable
Risk what next Stafford Record Office	Staffing cuts
	High capital cost
	Still question of suitable site - easy to access
	Risk what next Stafford Record Office
	Lose existing investment
	Time span
	Doesn't include museum