



Staffordshire History Centre



 **Staffordshire**
County Council



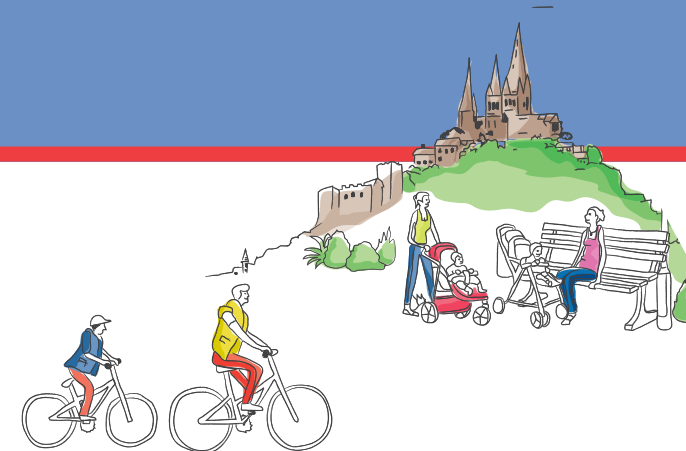
**STAFFORDSHIRE
STOKE-ON-TRENT**
• Archive Service •



**Connecting people to collected
stories and heritage of Staffordshire**

Staffordshire History Centre

Connecting people to collected stories and heritage of Staffordshire



Project Summary

The Staffordshire History Centre Project will connect people to the collected stories and heritage of Staffordshire, Stoke on Trent, the Midlands and beyond. We will deliver a rejuvenated, accessible and sustainable Archives and Heritage Service by preserving collections and heritage buildings currently at risk and will develop new audiences for our heritage, both online and onsite. The transformed service will provide new opportunities to volunteer and engage with collections in different ways. We will achieve this by an Active Partnership with our committed stakeholders, where they are involved at the highest level in managing the service and making decisions. We will develop a major heritage attraction for Stafford and improve the public realm of the town, capitalising on recent changes that bring more people past our front door.

*Staffordshire County Council,
Archives and Heritage Service*

William Salt Library Trust

February 2016



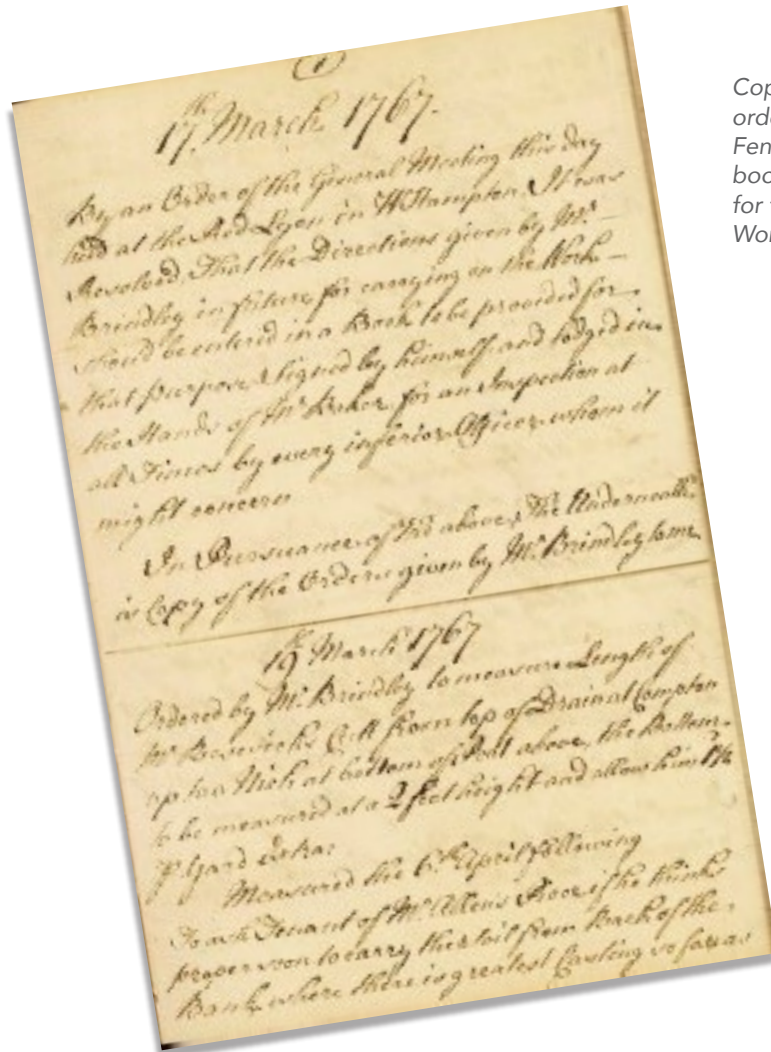
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1. Our Organisation Not used.



Copies of 'Mr Brindley's orders' from John Fennyhouse Green's note books, Under Clerk of Works for the Staffordshire and Worcestershire Canal 1767

2. The Heritage

2a. What is the heritage?

Staffordshire History Centre will create a nationally important archive, special collection library and museum service by transforming access to our collections and will provide a sustainable home and future for the archive, library and museum part collections. Through an Active Partnership with our community we will involve more people in the heritage of the ancient county of Staffordshire. Alongside this we will secure the future of a Grade II* listed building, whilst creating an income stream to support the collections. The project will also create new storage for archive collections that were Designated as Outstanding in 2011, indicating that the collections are amongst the finest in the country in terms of significance and quality. Some of these collections are now at risk in poor storage.

Staffordshire

Staffordshire is a land locked Midlands county, whose position and role at the centre of the industrial revolution means that its influence stretches far beyond its borders. Its diversity includes the Potteries, the centre of ceramic production, through low valleys and on to Chase, an area of outstanding natural beauty. To the south the county reaches the Black Country, with its history of iron, coal and heavy industries. The area is connected by an extensive network of canals that evolved as a result of the county's role in the industrial revolution. Its world-class history includes the stunning Anglo Saxon Staffordshire Hoard, creative skill and industry in the Potteries, magnificent Lichfield Cathedral and the national centre for commemoration at the National Memorial Arboretum. The boundaries of ancient Staffordshire cover much of what is now the metropolitan county of West Midlands.

The people of Staffordshire have had a major impact on the development of the UK and the world. James Brindley, the renowned canal engineer, started his career in Leek. He designed both the Trent and Mersey Canal, begun in 1766, with the first sod cut by Josiah Wedgwood, and the Staffordshire and Worcestershire Canal. Wedgwood set up as a master potter in 1759 and brewers such as Worthington and Bass established themselves around Burton-upon-Trent.

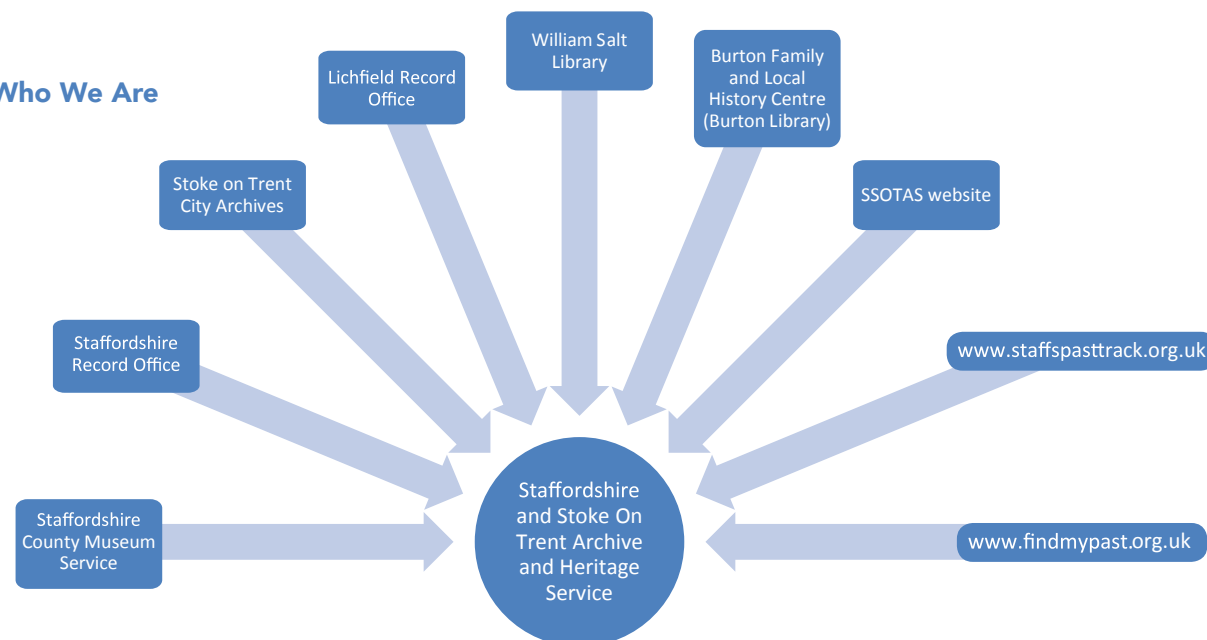
Staffordshire History Centre Partnership

Staffordshire Archives and Heritage (SAH) and the William Salt Library (WSLT), together with their users, volunteers and stakeholders are the applicants for this project. SAH is a respected, experienced and established organisation with a history of saving collections and innovation in access. It has developed this work with the support of organisations such as the Art Fund (Staffordshire Hoard, Minton Archive) and the Heritage Lottery Fund (Sutherland Papers, Staffordshire Appeals Project). The organisations and individuals of SAH care for around 11 million items across service points in Staffordshire and Stoke on Trent and online (see diagram which explains the constituent parts of the service).

The Staffordshire History Project will transform the heritage across all these locations.

Use of the Archive Service in particular is strong and growing. There are clear trends in the growing online access through our direct online offer and provision of access to digitised images via partners. Attendance at events and talks is steady, but we know from other services that this will grow with investment. Events held around the county and particularly in partnership with other partners are very well attended. Volunteer hours and numbers have grown recently, mainly due to the HLF funded Staffordshire Appeals project, however it has been severely limited by the space available. We know that demand is there to increase volunteering from our recent recruitment drives, but it is beyond our current physical and staffing capacity to manage this demand. Finally, it is encouraging to note that people are 100% satisfied with the service.

Who We Are



The Staffordshire History Project will transform the heritage across all these locations.

Targets and outturn of service usage 2013-2015. Indicating pattern of usage and beating targets.

Indicator	Outturn 13/14	Target 14/15	Outturn 14/15
Use of Archive Service	282,991	270,000	334,193
Personal visits and events	17,911		15,621
Online	251,752		306,514
Enquiries & orders	13,328		12,024
Attendances at events, talks etc	3,693	3,400	3,709
Volunteer hours	6,266	6,000	7,333
Customer Satisfaction	99%	98%	100%
New archival collections	222	220	213+



All Saints' Swimming club 1903

Archive and Heritage Service Collections

Our project covers a range of heritage assets of local, regional and national importance:

- The Designated collection managed by SAH is wide-ranging and covers records of various organisations and individuals including several important landed estates for Staffordshire. The archive collections are also of regional importance covering the area of the Ancient County and Diocese. This means that collections extend to Cheshire, Derbyshire, Lancashire, Shropshire and Warwickshire. As well as Designated status, the service has Place of Deposit status awarded by The National Archives enabling it to hold Public Records. The County Museum Service is fully accredited by Arts Council England.
- The collections include the papers of the Marquesses of Anglesey, significant for their long chronological range from 957 to the 20th century and for their breadth of coverage. The papers contain important ecclesiastical archives, including the mediaeval landholding records of the Bishops of Lichfield and charters of the Benedictine Abbey of Burton, the latter commencing in 957 (complementing charters in the William Salt Library). The Sutherland Papers reveal the tremendous changes in industrial Britain between the 18th and 19th centuries as well as Highland Clearances and the development of medieval Staffordshire. The Dartmouth Papers are an outstanding archive for the study of colonial and revolutionary North America, colonial West Indies, India and Africa and defence and commerce in 17th century England.
- The Archive Service is designated by the Bishop of Lichfield as the Diocesan Record Office. Parish records for the historic county are held at Staffordshire Record Office, and diocesan administrative records at Lichfield Record Office. In the Middle Ages the Diocese was one of the largest in England, extending north to Lancashire, west into Shropshire, east into Derbyshire and south into Warwickshire.
- This large archive documents every aspect of ecclesiastical life in this highly influential Diocese from 1297 through to the present. This collection is one of the main strengths of SSoTAS and one of the most complete of its kind held by a UK archive service.
- Collections also cover the life of Staffordshire people, from their schools, churches, houses, businesses, organisations and past times. Personal papers of individuals, from cabinet ministers and bishops to ordinary Staffordshire people, have also been deposited with us.
- SAH also manages the Museum collections for the county. These include important social history, agricultural, costume, transport, domestic life, fine and decorative art, photograph and oral history collections relating to Staffordshire. The museum, art, archive and library collections will form the core of inter-disciplinary exhibitions designed to engage a wide range of users.

William Salt Library Building and Collections

The heritage also includes the William Salt Library (WSL), a Grade II* listed building in the centre of Stafford. The library comprises a Georgian townhouse built in 1730-1735 with attached Victorian cottage, which has housed the collections since 1918. Following its transfer to the William Salt Trust in 1872, the collection was housed first in the cellars of Shugborough and then in Old Bank House on Market Square in Stafford. It is currently housed throughout the library building, with some material in a small attached strongroom. The WSL collection is administered by a charitable trust but managed in partnership with the archive service. The purpose of the Trust is to care for the collection.

The townhouse was altered in the early 19th century, when the bow window to the Trustees' Room was added, and further alterations were made by building a new strongroom in 1994. The structures were designated as a Grade II* listed building in 1951. The buildings are located in the Stafford Conservation Area and are relatively untouched, retaining almost all of their original internal features. The ground floor is used as a public library with three reading rooms; an office and storage rooms occupy the remainder of the ground floor. Rooms on the upper floors of the building are used as staff, trust and volunteer offices (including a digitisation room) with additional shelving used to store books in most offices. A kitchen is located on the first floor of the building.

The building is unsuitable for a public reading room in its current format. The public approach is via a locked Georgian front door at the top of a flight of steps, and is intimidating for users. Wheelchair access is very limited, due to changes of internal floor level. Spaces for study are cramped and the library collection is stored mainly on open shelves in the reading rooms and staff offices which causes management and security issues. There are no public toilets on site; the nearest for users are at the Staffordshire Record Office (SRO) across the courtyard.

The listed building houses the outstanding collection of the William Salt Library, an unrivalled resource for the study of local and family history in the region. The Library Collection is the finest, most complete printed and manuscript collection focused on Staffordshire. It includes many items of national significance such as the Compton Census, a religious census of 1676 of which only two exist, the other being held at the Bodleian Library. It holds five original Anglo-Saxon charters (of which only around 200 survive nationally in their pre-Conquest form), and bear comparison with three surviving examples held at SRO. The library's unique Staffordshire Views includes over 3,000 watercolours, sketches and prints. Its collections complement those of the Archive Service and users visit both Services.



Rear of the WSL, showing the Trustees' room in the Georgian house and the attached cottage, from the courtyard adjacent to Staffordshire Record Office.



Poor storage conditions at the WSL

2b. Is the heritage considered to be at risk?

With, the archive collections, the WSL book and printed collections, the Grade II* townhouse and the SAH service as a whole are at risk.

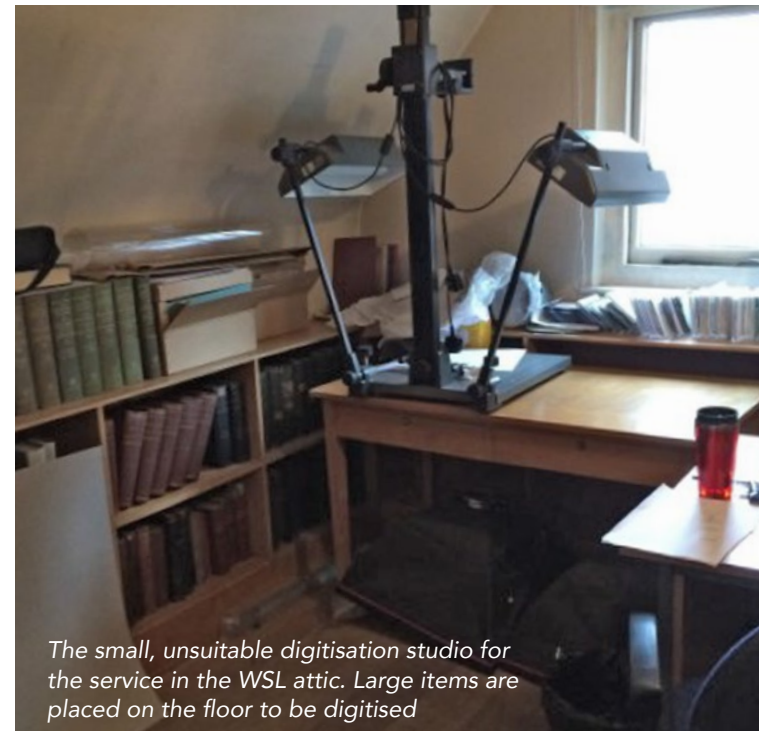
William Salt Library (WSL) Building

WSL building is owned by the Trust and leased to the service. It has been well maintained, but a full condition survey in 2015 stated that it requires some urgent repairs, further minor repairs including redecoration, totalling £50,000. The building is unsuitable for storage of collections or for the provision of a public research room. A 2012 report found that:

- The environmental conditions are unstable throughout the Townhouse and Cottage varying from season to season causing considerable stress on the collections.
- 80% of the building provides unacceptable conditions with just one small purpose built strongroom providing correct conditions.
- The warm and excessively dry conditions in the original building will accelerate the deterioration of collection as it speeds up chemical change in the paper, parchment and bindings.
- The lack of insulation or thermal inertia in the building means it is impossible to provide stable conditions without substantially altering the fabric of the historic building
- There is no fire resistance within the historic building. As the building is timber framed holding paper and books both the building and collections are particularly vulnerable to fire and therefore total loss.

In 2013 a report by Entrust, which examined the feasibility of building fabric alteration to improve its performance as an archival repository, concluded that any such works "are likely to be expensive and the success of such measures only

partially successful." Furthermore, "They are also likely to be destructive of historic fabric and intrusive to an extent which is unacceptable in a Grade II* listed building." WSL is therefore at risk because it is no longer suitable for the purpose for which the trust bought it. It was bought solely to store the collection of WSL but doesn't meet modern environmental requirements. The partnership has explored the possibility of removing the collection and placing the building on the market. Research has shown that it would be difficult to find a buyer and the building might be left empty and at risk. It has been a key aim of our research in the last year to secure a future for this important building.



The small, unsuitable digitisation studio for the service in the WSL attic. Large items are placed on the floor to be digitised

Staffordshire History Centre

Collections Storage

As outlined above:

- WSL rare book and archive collections are at risk due to poor storage conditions.
- Lack of space has led to storage in boxes on tables and unsuitable shelving.
- Lichfield Record Office (LRO) has only four years space remaining in its purpose built strongrooms.
- LRO's 25 year old air conditioning irretrievably broke down in 2015. With replacements costs of over £50,000 and lack of space to expand we cannot justify investment in a building which is no longer fit for purpose.
- The potential closure of the Lichfield Library building means the collections will have to be placed in off-site storage as we have no other space available, resulting in no immediate public access.
- During an inspection by the National Archives (TNA) in 2013 it was recommended that security was improved at Lichfield to prevent documents being brought through public access routes.
- Staffordshire Record Office (SRO) stores collections in purpose built storage which has been extended 3 times, most recently in 2002.
- SRO storage meets all required standards, is approved by (TNA) and has expansion space for 8 years.
- SRO does not have space within current strongrooms to take the LRO and WSL collections currently at risk.

In conclusion the service has two buildings (LRO and WSL) housing its most important and valuable collections which are at risk and are unlikely to achieve Archive Service Accreditation in the future.

Sustainability

Finally, the heritage of Staffordshire is at risk because we need to make the service sustainable in the future. The Archive and Heritage Service and William Salt Library Trust (WSLT) have undergone a detailed examination of our vision for the future. We know that:

- Our resources are shrinking and the way people use the service is changing.
- WSLT must raise funds to fulfil its responsibilities to care for its collection.
- The WSLT is at a critical point in its history. If this project fails the Trust will have to sell the building to raise funds to store the collection in suitable conditions. The costs will mean that offsite storage will be the only viable option meaning the collection will be more inaccessible.

To achieve sustainability we have:

- Reviewed our expenditure and resources and how we will deliver resilient services by working in closer partnership with our stakeholders.
- We explored what services people want, particularly in Burton upon Trent and Lichfield, through consultation.

Without change there is a risk that the service will simply stagnate and wither.



3. The Project

"I was researching a local garden designer and had to visit Lichfield, then WSL, then Stafford Record Office and back to Lichfield. It was exhausting!"

Comment at a stakeholder workshop

3a Introduction to the Staffordshire History Centre Project

The Staffordshire History Centre Project will connect people to the collected stories and heritage of Staffordshire, Stoke on Trent and beyond. We will deliver a rejuvenated, accessible and sustainable Archives and Heritage Service and William Salt Library by preserving collections and heritage buildings currently at risk. We will develop new audiences for our heritage, online, onsite and across the county.

At the heart of this project is the principle that we will achieve all this by working in an Active Partnership with our community. This project has been the result of extensive joint working with this partnership of users, non-users, community groups, Councillors and Trustees, amongst others. We have undertaken a series of consultations, the largest of which engaged with around 1000 people directly and resulted in over 500 completed survey responses. This process is ongoing and received commendation from The National Archives. We want to develop this way of working to find new ways to manage our service in Active Partnership with our community.

Project aims are to:

- Develop our Active Partnership further to examine how we can work together on joint fundraising, income generation, support services, advisory panels, advice services and exhibitions. We will investigate this further during the development phase. Preserve and repurpose the Grade II* listed WSL townhouse cottage in Stafford. We will develop the spaces in this building to create income to support and develop the collections. Specifically we will develop the ground floor of the townhouse as an integral part of the History Centre under a new lease, while WSLT will let the upper floors as offices for start-ups, freelancers etc. and the Cottage as a residential letting.
- Improve the storage of "at risk" collections. We will build new archive storage at a redeveloped SRO to house "at risk" collections from LRO and WSL. We will bring paper-based and digital museum collections with most demand for access such as photographs, ephemera and oral history into the new Centre. This will simplify access for users currently visiting several sites to complete research and enable economies of scale for the service.
- Provide bright, welcoming, new spaces for activity by volunteers, schools and for audience engagement. Create exhibition and refreshment areas, a shop and browsing space for the service giving an easy entry point for new users.
- Provide new ways of engagement with collections for existing and new users, across a wider spectrum of interests. This will include targeted programmes of activities and events to engage with collections across the whole Service, including the Museum collections for the first time.
- Rejuvenate our online offer and deliver more services online.
- Capitalise on the significant changes and investment of £1 billion being made in Stafford Borough and town centre by creating much needed new heritage asset to cater for the increased population in the area.
- Create a new public route through the area providing a link which brings potential users directly past our new, open and welcoming front door.

Staffordshire History Centre

Capital Works

We will create the Staffordshire History Centre (SHC) on the site currently occupied by SRO and WSL. By building a new Atrium link between the two buildings we will create a welcoming, dynamic and open space which will act as a catalyst for establishing new relationships with local people. This space will house a browsing area, reception and facilities and access to low security items such as microfilms and computers. Exhibition space for museum, archive and WSL collections will provide a welcoming entrance point for new users; the most popular activity requested as evidenced in our consultation. The Atrium will face onto a revitalised walkway between North Walls and Eastgate Street. Currently an uninviting carpark, we will encourage people to use this path to move around the town.

New spaces in the SHC will include a new searchroom, space for the WSL collection, an enlarged room for volunteers and school groups which can be divided to meet both needs. We will have a purpose-built digitisation studio which will enable a vastly improved programme of work.

The Atrium will link to the WSL through the space currently housing the WSL strongrooms. The Georgian elevation of the WSL will be retained. The Victorian cottage will be restored to its original layout becoming a standalone property available for letting by the WSL Trust, helping to sustain the future of the building and collection.

Ground floor spaces will be available for History Centre activity as well as hire and use by community groups, in and out of hours. In response to user demand an improved rest space will be created in the townhouse away from the current draughty entrance hall outside the public toilets; it will provide a more social space for visitors.

Upper floors will be made available for rental as eight workspaces to let individually or as a unit. Discussions with the Staffordshire Business Innovation Centre and others have revealed that there is a very positive market for small

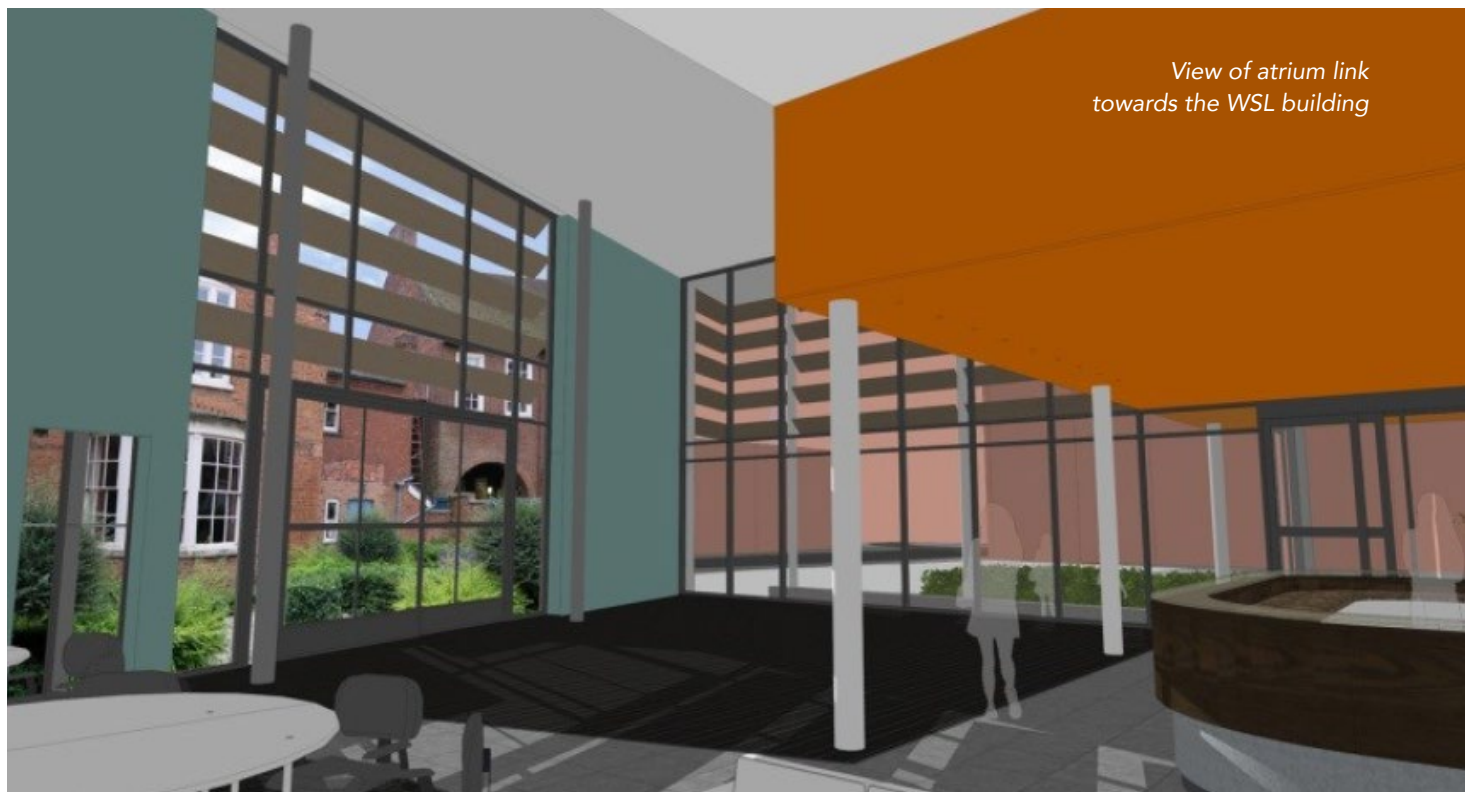
start-up office spaces and a lack of suitable workspaces for individuals, freelancers and creatives in Stafford.

A new PD5454 compliant strong-room will be created behind our current storage facility capable of housing the core collections transferred from Lichfield and WSL. This will be a double-height storage room ensuring value for money and provide an estimated 25 years of expansion space for new collections.

A new local and family history access point will be created to replace Lichfield Record Office. This new access point will be combined with the existing resources at Lichfield Library currently in the Friary Building in the city. There is an opportunity for Lichfield Library to move to a new location in Lichfield city centre in the future years if the Friary Building is sold. However this will not change our

commitment to the new access point which would move with the library. We will meet any moving costs from our own budgets if this happens. Our funding request is to cover activities delivered in Lichfield. The ICT and fit out costs will be covered by the County Council's budget.

The new Lichfield access point will provide access to a range of books, resources and free access to online collections provided via our partner, Find My Past. Findmypast already provides access to 90% of documents currently studied at LRO. We will rejuvenate our access point at Burton to encourage more users and act as a hub for community engagement activity and touring exhibitions which are a major part of this project.



*View of atrium link
towards the WSL building*



2011 exhibition of Anglo Saxon texts

Activity Plan

In the RSA¹/HLF assessment of heritage activity Stafford Borough ranks 77th out of 325 in terms of potential for more heritage activity [i.e. within the top 25% of areas for potential for more heritage activity]. We know we can get more people involved and have created an overview of activity to achieve this as follows:

Developing a Welcoming and Engaging Visitor Offer Onsite

We will use the new, bright and welcoming spaces in the Staffordshire History Centre and in the local history centres at Lichfield and Burton to deliver an engagement programme. The atrium space at SHC will be the first point of engagement after reception and a place for discovery and exploration, engaging with new users as well as an introduction for existing users. We will provide access to information about collections in this low security area using computers, exhibitions and audio/video booths, which will showcase collections (and potentially collect new oral history contributions from users). Technology such as a large touchscreen table will be used to explore items such as maps and directories which are easy 'ways in' to collections for new users. Computers will provide access to all our newly-digitised collections and those delivered by Find My Past. Digital and touchscreen technology will be available at Lichfield and Burton as well to engage with new and existing users. These sites will also be a focus for our community engagement programme.

Learning Offer

With the demise of the LEA subject advisory service and its associated resources, the SHC will become a major resource centre for the education of the young people of Staffordshire. With a 'local history study' being part of the Programmes of Study for National Curriculum History at key stages 1,2 and 3,

the improved accessibility of the centres resources will mean that it will be well placed to help curriculum delivery across the County.

Our learning programme will be developed to deliver a wide range of learning activities to schools, colleges and universities. These will include school visits to the new centre either class room led in the new teaching facility or as visits to the new exhibitions programme. Recognising that schools often have difficulty with transport, we will also create a range of in-school sessions that will be delivered across the county aimed initially at primary schools. We will build upon and increase our engagement with our local universities and colleges to deliver a wide range of or learning activities. This will be delivered by the new post of Learning Officer.

Exhibitions

Our consultation demonstrated that exhibitions were the most popular activity for the non-users who responded to engage with our collections. We will provide 3-4 changing exhibitions a year in the SHC. These will showcase the collections of the WSL, Archive and Museum services together in a multi-disciplinary approach for the first time and provide another opportunity for us to work in Active Partnership. Exhibition content will be developed by the new posts of Community History Development Officer, Collections Interpretation Assistant with community groups, schools and colleges, health units and local history researchers.

Alongside the exhibition programme at the new SHC, we will work with partners to identify community venues for a touring programme of these and other small displays from the collections (see community engagement section). The exhibition programme will be matched with an activities programme developed by the Learning Officer to engage young people and families with our collections.

¹ Royal Society for encouragement of Arts Manufactures and Commerce

Staffordshire History Centre

Digitisation

Our research has shown that digitisation of popular materials and the speed that these are made available is of vital importance to users. This is particularly important in this project as collections are moved from Lichfield to Stafford to be replaced by digital access in the new Lichfield access point (alongside staff and volunteer support, exhibitions and activity programmes).

We will purchase equipment to digitise records and create a new post of digitisation officer who will train volunteers to assist in the process and learn new skills. This builds on experience gained through the HLF funded Staffordshire Appeals project in which our volunteers were trained by existing core funded staff. We have already done some scoping of which records to prioritise in the digitisation programme (detailed in our outline activity plan), starting with those in Lichfield which will be moved to Stafford. We will also consult with stakeholders to seek their views on what should be digitised.

Expanded Volunteering Programme

We will develop a formal volunteering programme to concentrate on developing volunteers' skills. We will work with VAST to support this programme. They are a registered charity that provides services and support to the voluntary and community sector in Staffordshire, as well as encouraging Corporate Social Responsibility practice amongst local businesses and are conveniently located next door to the future SHC. We are already in discussion with them about future joint working to provide a wider range of opportunities and involve a much wider breadth of volunteers.

Responding to user interest, we will also establish the 'Salt Club' of volunteers who will work specifically in opening up access to the resources of the currently under-used WSL.

Formal Learning Programme

A newly focused and extended formal learning programme will be able to capitalise upon the new spaces and facilities in the SHC. Previous work with schools has been restricted by a lack of physical space and staff-time to no more than reactive work with keen teachers who approach us with ideas. In this new project we will harness the interest of enthusiastic teachers to work in partnership with them to develop new programmes of work based on our wonderfully rich collections. We will build on our partnerships with HE and FE organisations, particularly with the University of Keele and Stafford College. We will seek new partnerships with Wolverhampton University who have recently established a base in Stafford. The new Learning Officer will develop formal learning to bring new interest in primary resources across the curriculum. We are keen to discuss ideas with teachers around term-long projects and embedding archive and museum collections into curriculum and school improvement priorities.



Roadshow Eccleshall 2013



Roadshow Cannock 2014

Community Engagement Programme

The new post of Community History Development Officer (CHDO) will work with the wider service team to engage with local groups and communities, particularly prioritising Lichfield and Burton with their new access points as hubs of community activity; as well as targeting areas of low engagement such as Tamworth, Newcastle-under-Lyme and Leek. We will develop our relationships with the health and wellbeing sector, targeting people with dementia and their carers, providing programmes to support their care. We are already discussing initial ideas with the Extra Care schemes in the county and will build on these during the Development Phase of the project when the Community History Development Officer post will be recruited to start building these crucial new community relationships and programme ideas. By starting this engagement work in the development phase, we can continue to deliver our Active Partnership approach that has seen initial success in the last 12 months as we developed this bid. The links that post makes can support our decisions on digitisation, as well as promote the volunteering programme to potential new recruits.

To support local history groups and individual researchers, a series of events and support programmes will be delivered by staff and volunteers who have all been through the same process themselves. They will be trained to offer this 'mentor' programme which we hope will be another way for new volunteers to develop their own skills.

Developing access to collections, including digital means

We will improve access to all collections using a number of means –

- Digitisation will enable digital access;
- A programme of cataloguing of collections to ensure users know what is available;
- Exhibitions will bring more collections into open view not only at the history centres, but also in touring exhibitions to community venues;
- Community engagement programmes will have collections at their heart and use creative means to develop interest with new users;
- Formal learning programmes with schools, HE and FE will bring primary resources to the fore of curriculum-based learning.

The under-used WSL collections need particular attention in terms of cataloguing which will vastly improve access for new users. A new part-time post of Cataloguer will work closely with new volunteers to deliver this vital task and uncover new information.

Our digital programme will develop new content offering alternative 'ways in' to collections to engage new users. Coordinated by the CHDO it will be delivered across the team. A formal learning digital programme will be developed in partnership with teachers to ensure relevance to their needs.

Building Resilience Programme

This project enables us to restructure our resources to move away from focusing on operating multiple searchrooms to provision of a concentrated searchroom facility, with improved access online and greater number and reach of community engagement programmes. This is a transformational opportunity for the service to become more outward-focused and to engage with more and new users. We will restructure our budgets and staffing to reflect this change.

Active Partnership

Our principle of working in Active Partnership underpins this project and was developed in the last 12 months of building a new 10 year vision for the service with our stakeholders and wider public. We are already making progress on how this works in practice, working closely with the WSL Trustees who have also agreed a new vision linking in to ours. We have developed a Heads of Term with the Trust as a start of our new governance arrangements to manage the new project. During the development phase we will create joint management systems to ensure that a fair and sustainable approach is shared across the project. We will also research the partnership governance further, examining alternative trust arrangements which could provide a more cohesive solution.



Staff and stakeholder workshop December 2014

Staffordshire History Centre

We will continue to build upon the ways in which the public can participate in the project and get involved in the decision-making process. For example, we aim to set up a teaching advisory panel to work with us to develop our formal learning programmes, and potentially a similar group on health and wellbeing. We aim to continue to offer ways in which we can listen to and respond to community input.

Training

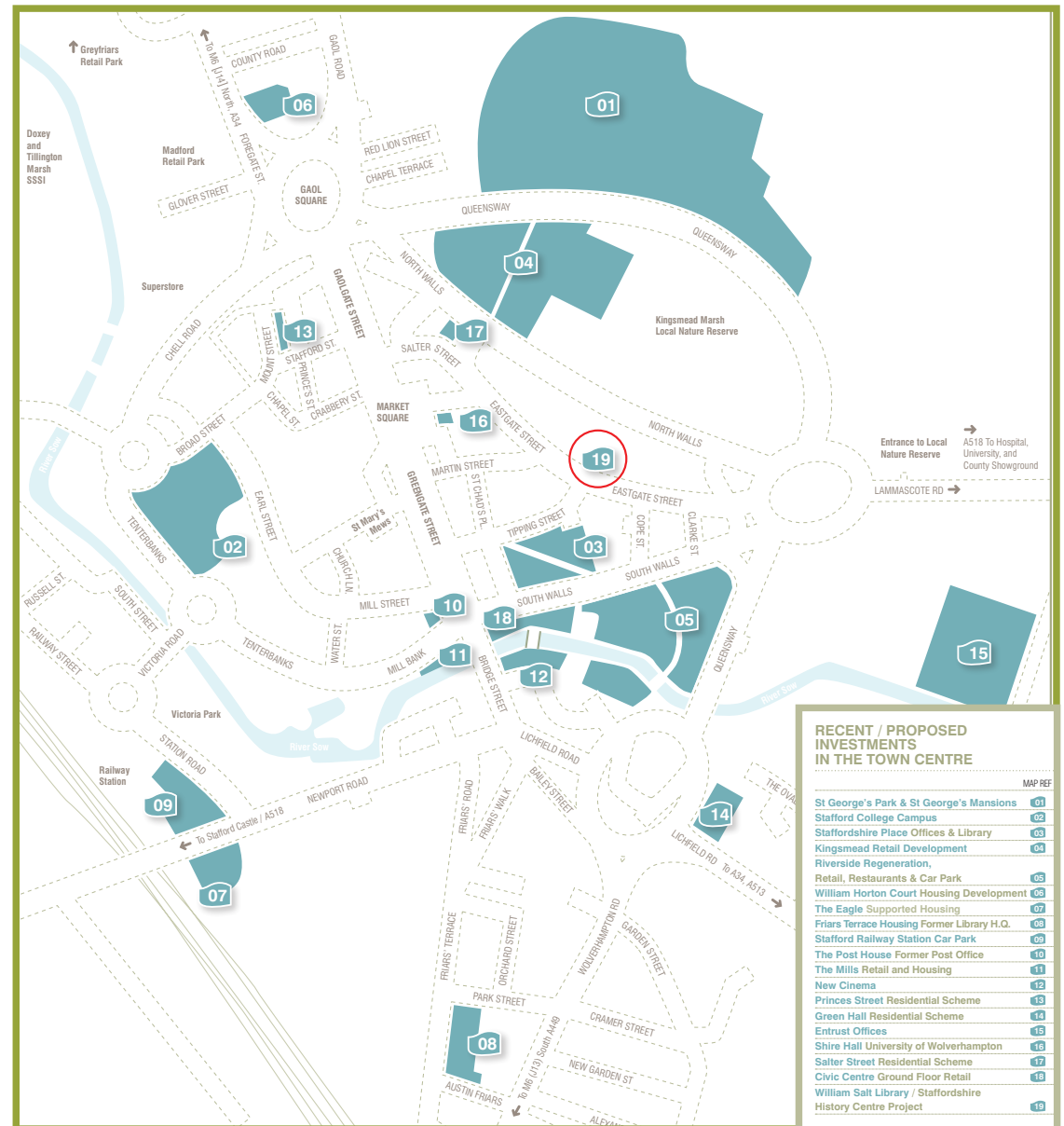
We will deliver a programme of training for volunteers and staff to ensure that we are prepared for this new way of working. Our newly expanded group of volunteers will receive training in a number of areas and develop their skills –

- Digitisation
- Indexing and cataloguing
- Preservation techniques
- Exhibition development and delivery

The training delivery will be a mix of in-house experience shared across the team, and some externally-commissioned training. The project is a catalyst for the Museum team to work alongside the Archives in a more strategic way in future, and they will share their expertise in exhibitions and display.

Developing a New Heritage Offer for Stafford

Stafford is undergoing major changes at present with £1 billion of new investment in the Borough. The location for focus of shopping and cultural activity is changing and the movement of people around the town will also change as a result. The new Stafford Library has opened at Staffordshire Place, just 150 metres from the proposed new Staffordshire History Centre. Behind the History Centre there will be a new Morrison's supermarket bringing more people to that area of the centre. We will create a new walkway past the History Centre into this shopping area, which we think will be a valuable addition to the town and bring non-archive users right past the new Centre. We will consider methods to encourage interest in the History Centre amongst those users of the walkway, with some outdoor engagement in its content.



3b. What need and opportunity will the project address?

In consultation with partners and stakeholders a new ten year vision has been developed (at Appendix 10). Our mission is to connect people to the memories of Staffordshire and Stoke on Trent, by engaging them with the collections we develop and preserve for current and future generations. We have a stated aim that in 10 years' time we will be a model archive and heritage service in terms of:

1. An Active Partnership Approach.
2. Resilience and Sustainability.
3. Reaching and engaging with a wide range of people and building new audiences.
4. Sharing knowledge across the UK.
5. Online presence and remote access.

To achieve these aims we are looking to achieve a series of outcomes at the end of 10 years:

- SAH is developed by an Active Partnership between Councils, users, depositors, partners, volunteers, staff in all areas of the service including: funding, management and delivery.
- SAH has been re-shaped and redesigned to encourage resilience, new ways of working and refocusing its delivery to the needs of users.
- SAH 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
- SAH shares knowledge on new ways of working with other services

We wish to capitalise on the following opportunities:

- In the past year a new relationship between the partners in this project has been created. Groups that had opposed the previous plan now support the current plan. This is a real transformation to having almost all groups and individuals in support of our vision for the service and this

project. We have achieved this through working in a partnership of community, staff and Councillors. People believe that this is their service and want to play a part. We hope that this project will provide the circumstances and resources to enable us to develop a more Active Partnership.



William Salt Library frontage

- The WSL Trust is undergoing a transformation, recruiting new members following a 2015 review of its vision for the future. We wish to capitalise on this to develop and review the basis of our partnership, seeking to ensure that it is sustainable in the future. We want to make the WSL building of real benefit to the collection, not the current millstone round its neck.
- A number of partners have pledged their support to the project, some supported by financial donations. These include:
 - William Salt Library Trust
 - Friends of Staffordshire & Stoke on Trent Archives
 - Friends of William Salt Library
 - Diocese of Lichfield
 - Keele University
 - Wolverhampton University
 - Stafford Borough Council
- House all the archive and rare book collections in storage which meets the correct standards and save at risk collections.
- Develop a sustainable operational model that offers high levels of care of/access to collections.
- Build on the newly-transformed relationship we have developed with our stakeholders and users following our consultation programme in 2015 to show them we can deliver their needs and safeguard the collections.

We have an urgent need to:

- Provide a modern, spacious and welcoming space for visitors and researchers to use, especially new users.
- Attract new users, providing new ways of engagement, including exhibitions.
- Accommodate more volunteers in suitable rooms.
- Provide a modern digitisation studio and expanded programme.
- Improve the online offer which reaches a huge proportion of our users and has the potential to reach more.
- Secure a long term purpose for the William Salt Library building which creates income to support the collection.



3c. Why is it essential for the project to go ahead now?

Collections at Risk

Staffordshire's collections are at risk of damage and loss. Collections in Lichfield are no longer in secure environmental conditions and WSL collections remain at risk. Without this project we will find it difficult to secure Archive Service Accreditation for the whole service and would be in risk of having our Place of Deposit status removed by TNA and losing public records from our sites. We would then also not be able to accept archive gifts in Lieu of Inheritance Tax.

All sites are approaching capacity. Without this project we will need to prioritise which collections we can accept in the future and some will be lost.

Heritage at Risk

The Grade II* WSL building is at risk of being mothballed as not suitable for storage and care of collections. If the building does not contain the collections and a new purpose for it cannot be found as this project proposes, then there is a risk of it failing to have any future use. If our application fails then on the advice of the Charity Commission the building would be put up for sale. In an uncertain market it might then remain empty. The collections would be moved off site with reduced public access. We believe that our research has found the ideal purpose for this building as part of this project.

Retain Momentum of Active Partnership

The development of our partnerships has taken over a year, during which we have listened, talked, discussed and responded to the public. We have created this plan in partnership and all the groups involved have given it their support, despite their opposition to earlier plans.

Without this project our partnership will dissolve and we will find it impossible to find an alternative solution that meets all our needs and on which we can all agree. There will be no possibility of making another application as partnership funding and support will be lost.

We have also succeeded in securing general public support for the project and positive local press coverage. We want to build on this momentum and progress the project now.

Retaining our Partnership Funding

To date we have secured partnership funding of £727,060 for the project from Staffordshire County Council, the Joint Archives Committee, the WSL Trust, the Diocese

of Lichfield, and Friends of Staffordshire and Stoke on Trent Archives (FoSSA). This has been a difficult task in a very tight financial environment for our service. These sums will be lost if the project cannot progress. Pressure on the management of collections and budgets means that we will not be able to re-submit this funding bid if time slips significantly.

Securing Sustainability and Resilience

We know that our service has to change now to become more resilient and we have worked with all our stakeholders to secure a strong long-term plan for the service which the project can deliver.

Roadshow
Tamworth
2015



3d. Why do we need Lottery funding?

The Staffordshire History Centre Project is a transformational project that is beyond our current resources alone.

Staffordshire County Council is subject to a very constricted financial context. The matched funding of £412,060 from the SCC capital programme is specifically allocated for the Staffordshire History Centre project. However, considering the financial constraints that local authorities are under, it cannot be guaranteed that this money can be used for the SAH if this bid fails. Given the level of investment required and external funding applicable for archive and museum services, HLF is our only realistic route to securing this money. Without HLF the project will not proceed and we will lose the partnership funding we have secured.

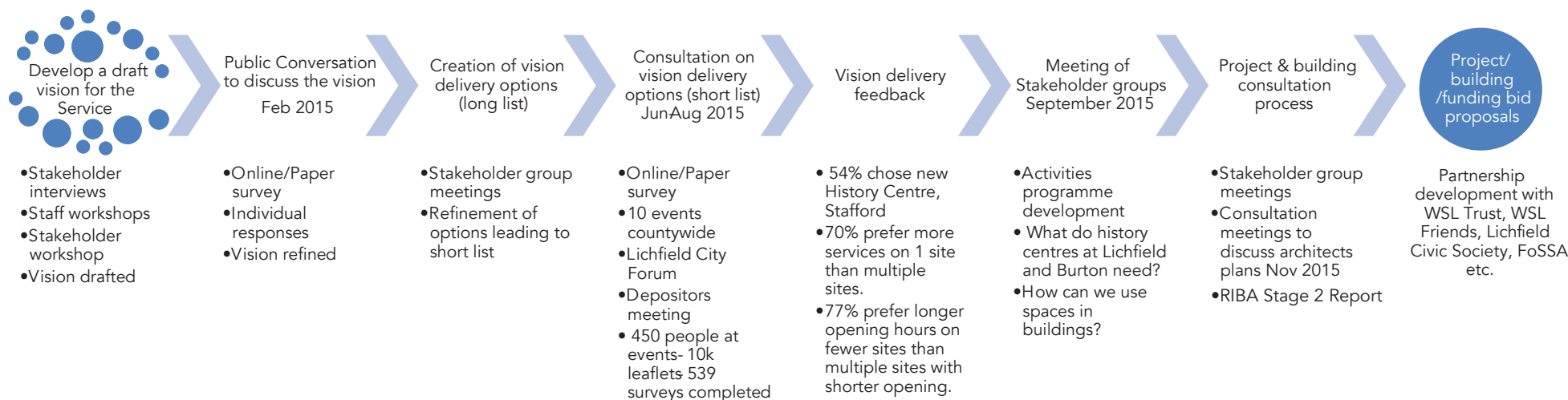
We will use the development phase to work with a fundraising consultant to secure the remaining match funding, targeting donations, trusts and foundations.

3e. What work and/or consultation have we undertaken to prepare for this project and why?

In 2012-14 we assessed several options for the future of the service and developed a business case which was presented to the Council in November 2013. In January 2014 we undertook a consultation process on our plans and a feasibility study examined our plans in detail. This study identified the constraints, costs and concept for building a central record office on the Staffordshire Record Office site. In this period several user groups campaigned against our plans.

Following the rejection of our funding bid to HLF for a new building in 2014 we managed to retain our match funding from Staffordshire County Council and returned to basics by creating a new 10 year vision for the SAH. We all realised that we needed to develop this vision in a partnership between the WSL Trust, Friends of the WSL, FOSSA, the Diocese of Lichfield, Lichfield Civic Society, users, councillors, Keele University, campaign groups and many others. As a result we have undertaken a long term, in depth and innovative consultation process which has never before been undertaken in the archive sector. The National Archives said *"we would like to commend the lengthy and extensive period of consultation being undertaken"* Our desire to work in an Active Partnership with stakeholders has been a direct result of the success of this process.

Outline description of our consultation process



Wider Stakeholder group membership:

*Friends of Staffordshire and
Stoke on Trent Archives*

Friends of William Salt Library

Lichfield Civic Society

SAH staff and Volunteers

SCC and the WSL Trust

Lichfield Diocese

Lichfield Discovered

Stafford Borough Council

*Birmingham and Midland Society of
Genealogy and Heraldry (N Staffs and
Burton Branches)*

North Staffs Historians Guild

Berkswich Local History Group

Archive Service volunteers

Lichfield District Council

St Mary's Heritage Centre, Lichfield

Lichfield Civic Society

Tamworth Local History Group

Lichfield Family History Group

Kings Bromley Historians

Lichfield City Forum

We began by establishing a Project Board of Staffordshire County Council and the William Salt Trust, which would report to the Joint Archive Service Committee, the decision making body. A stakeholder group was formed consisting of representatives of groups such as Lichfield Civic Society, Friends of WSL and included those groups that had campaigned against our previous project. These groups participated in workshops to discuss the findings of a detailed conversation and consultation with the service users, non-users and people of the county. Initially we examined the priorities for the service in the future, considered the context in which it operates and created a prioritised vision for the future of the service. A draft was created through discussion with a wider stakeholder group and issued for public response. Following this the vision was refined and has been the driving force behind the development of this project.

The vision describes how we want to connect people to the collected stories and heritage of Staffordshire, Stoke on Trent and beyond, outlining our ambitions for the service. Working together we developed a long list of nine options for delivery of the vision, which the project board reduced to a short list of deliverable options. This was the basis for a formal, eight week public consultation. Alongside this we ran a major PR campaign supported by Staffordshire County Council. All partners ran publicity campaigns on social media, with SAH issuing a daily tweet to gain feedback. Feedback was via an online and paper survey and through a series of events countywide.

The survey was successful in reaching a wide range of people, both service users and a large proportion of non-users. The result of the consultation (at Appendix 13) was that the majority of people support the option of a new SHC in Stafford, with the transfer of collections from WSL and Lichfield and the development of a stronger activity programme. The survey also provided detailed feedback on activities that the new centre might run.

We continued to work with the wider Stakeholder group and other groups to develop the detail of the current proposal.



*A group considering
the options*

Staffordshire History Centre

During our project the William Salt Library Trust has benefited from support and mentoring from the Prince's Regeneration Trust (PRT) to enable them to develop sustainable solutions for the future of the Trust and the Library. The PRT facilitated a workshop supported to examine the options for the use of the WSL building. This led to the development of the brief for an architect, who has drawn up the architectural proposals. These proposals have been developed with the stakeholder group and have been the subject of two drop in sessions for the general public.

At every stage we have worked together, shared views, expertise and knowledge. Sometimes this has not been easy and we have all learned as the process has developed, but we believe that we have created a stronger, more sustainable project as a result. Moreover, we have all seen the benefits of working in this way and consequently we will continue to strengthen and develop these relationships and ways of working - summarised as Active Partnership, a key part of our proposal.

Architectural consultation at Lichfield Library



Stakeholder Workshop with the Prince's Regeneration Trust

4. Project Outcomes

4a. What difference will our project make for heritage?

Heritage Will Be In Better Condition

The new project will deliver PD5454 conditions for WSL and LRO collections preventing further risk of deterioration, as well as providing storage for 25 years of future collecting. New collections can be secured for future generations.

Whilst the collections at Lichfield will be moved to the new SHC to be housed in better conditions, access will be delivered at Lichfield with a new 'History Access Point' maintained alongside the Library Service. History Access Point' will be established within Lichfield Library to deliver online access to collections, advice and guidance and provide a venue for delivery of activities. This will enable local users to access family and local history records on fiche and film readers, as well as one-to-one support delivered by volunteers. A new post of Volunteer Coordinator will be based at Lichfield and will work with local groups and individuals to provide a support service to local users. Retaining an access point within Lichfield Library means users will still be able to access library resources and staff. We will also develop a new exhibition space at Lichfield library and work with local groups to develop the content and programme for this space.

The WSL listed building will be conserved in the project and its long-term future sustained. The building will be restored in line with recommendations in the Condition Survey (at Appendix 9) and then repurposed to provide space for the History Centre and office space thereby securing the future of the building.

Heritage Will Be Better Managed

The collections will be brought together to transform their management, condition, and wider understanding

of the county's archives. Resources will be concentrated on collection care, access and participation, and learning, instead of the maintenance and operation of multiple sites. There will be storage space to allow for expansion over 25 years and enable the service to continue collecting for the future.

Development of this project has included time spent with partners and stakeholders to develop a 10 Year Vision for the Service, agreed by the County Council and WSLT. Using extensive consultation across the county ensures that future delivery and management is based on local need and demand. This is a significant step change in the way that the heritage is managed. The 10 Year Vision has been adopted with support of stakeholders and users, with a key principle being to actively involve them in future management, to deliver benefits to the heritage, to people, and to communities.

Heritage Will Be Better Interpreted and Explained

With the benefit of having all the collections in one central SHC researchers and browsers will be able to make connections across collections, and support the staff team to use this insight in their cataloguing, offering 'ways in' to collections that would not be possible across disparate sites.

SHC will offer a multi-disciplinary approach to collections which will also bring benefits to users leading to an increase in understanding of their heritage. Having manuscripts, books, documents alongside objects, visual art, film and sound archives will give opportunities for engaging interpretation and new ideas as well as offering researchers new areas to study.

The collections require a significant amount of digitisation to be led by a new post of Project Digitisation Officer who will work closely with volunteers (and the new post of Volunteer Co-ordinator) to support the process. The Active Partnership principle developed with our stakeholder groups has led to their request to actively fundraise to increase the levels of digitisation possible, delivering a 'digital on demand' programme supported by local groups.

The new History Centre will include space for a changing exhibition programme to showcase collections as well as community work. We will aim to show 3-4 exhibitions per year. Exhibition content will be developed by the new post of Collections Interpretation Assistant (CIA) and broader staff team, working directly with community groups such as health and care groups, schools, and local history groups. This new approach will bring in multiple voices from the wider community. Experienced Museum staff will provide advice and practical design expertise.

"Archives are no longer about the completely physical - they have to embrace new technologies to reach more people and raise the profile of our rich heritage; all ages need to be shown what is available and to explore historical items in contexts that bring them alive and make them vivid."

Consultation respondent, 2015

4b. What difference will our project make for people?

Heritage Will Be Better Identified and Recorded

The move to a central SHC will give impetus to a programme of cataloguing of collections, particularly those of the WSL, to integrate them for visitors and online users to search more easily, and make connections across collections. A new post of Project Cataloguer (WSL Collection) will lead on this. This process will enable the team to continue to improve their knowledge of collections, their preservation and conservation, as well as to deliver improvements in storage and access.

The project will also stimulate a process of incorporating disparate collections kept by societies, individuals and companies to fill in gaps in our current collections and ensure that the County's archives are brought together in one place, in high quality conditions, sustainable long-term.

A programme to develop oral histories will be part of the project, to capture memories and contemporary accounts for the archive's future use. The programme will not only fill gaps in the archive, but also work to engage with non-users, emphasising how important living history is to the service, and how relevant people's own memories and ideas are to the Service. The new History Centre will include 'booths' to capture and showcase oral histories and film.

(This project) is the preferred option for the 'friends' as it will safeguard the future of the listed WSL building and preserve this unique library for the nation. It would also continue to present a fine, historic frontage to the archive office and, more importantly, keeps archives at the heart of the county town

Friends of the William Salt Library on why we support Option A.



Staffordshire Views Collection

People Will Have Developed Skills

A new programme of volunteering will be developed with an emphasis on skills and personal development. Building upon our existing group of volunteers who currently support the archive with collection management activity but with a significant change of emphasis towards the volunteers' needs. We will develop this idea in detail during the development phase, working with partners VAST to explore ideas around the provision of accredited volunteering opportunities, targeting those looking for new skills such as the unemployed, returners to work, and students and exploring opportunities to develop 'Skills for the Future' programmes with our partners. We would like our new volunteering programme to offer skills in archive management and researching, but also to offer opportunities to people who want to develop their 'soft' skills, such as working in groups, confidence-building and presentations. We envisage volunteers supporting our community engagement programmes, helping our work with schools and local groups, sharing their knowledge and building their own experience as they do so.

Active Partnership will also see us developing increased support for groups to develop their skills in using archives. We aim to deliver a programme of events and courses with local history groups with an emphasis on shared learning, as well as offering them meeting space.

Our staff will also develop new skills and knowledge throughout the project and we will prioritise time for staff training and development. With the new posts added to the team we will bring in new skills and will spend time sharing knowledge across the staff group.

People Will Have Volunteered Time

The new volunteering programme outlined above will emphasise the learning of new skills and personal development. We envisage a significant increase in the number of volunteers, as well as diversifying the type of people who volunteer. Working with VAST, we will target new groups of potential volunteers, who already support volunteering across the county.

Volunteers will support the service and develop their own skills and knowledge across a variety of tasks and projects –

- Cataloguing and indexing collections
- Conservation
- Supporting local history groups
- Developing governance of the trust
- Project management
- Digitisation
- Supporting and advising family history researchers
- Mentoring new users
- Supporting events and learning programmes
- Fundraising
- Audience development projects
- Developing exhibition content
- Developing oral history projects

Partnerships with stakeholder groups will take on a more formalised rôle with a new Head of Terms agreed with the WSL Trust, as well as new more active roles for our two friends groups - FoSSA and FWSL and other local groups involved in the project. The members of these and wider heritage groups are all volunteers and we will

support them in fundraising for local activity and projects including digitisation.

We will establish a new set of volunteers – the 'Salt Club' – who will support the cataloguing and digitisation of the William Salt collection to improve and increase access. This group will build upon the support that has been shown in the last 2 years to maintain the Library building and collections and give an active role to those who have sought to increase access.

People Will Learn About Heritage

The SHC will encourage sharing knowledge amongst everyone who uses it.

Our community consultation programme in 2015 highlighted the huge value given to staff knowledge by our existing users, and we will harness that to best use with an activity programme of events, courses and exhibitions that aim to share our knowledge. Remote and digital users will still be able to access this knowledge as we aim to provide a 'virtual support' role staffed by our team to help with online enquiries in real time during office hours.

We also want to make more of the breadth of knowledge and experience of our users – and potential new users. We will facilitate regular sessions in the History Centre where archive users can share their tips and knowledge on researching, as well as supporting mentoring and 'buddy' schemes for new users. Our events programme will include sessions on how to use the archive and how to research family history which can be led by volunteers and staff.

The SHC will take a multi-disciplinary approach to our collections in its programming of events and exhibitions, as well as in the access to digitised collections. In doing this, we hope that users will make more connections across collections, be more engaged and increase their learning not only on specific subjects but also in how to use primary sources. We will work with our HE and FE partners to deliver joint content in this learning programme, including the University of Keele and Stafford College.

A key part of the project is to increase our formal learning programmes ('Your Staffordshire, Your History') and to target work with Universities and also with schools. A new post of Learning Programme Officer will lead on this work. We will spend time in the Development Phase exploring ideas around programme content and delivery and working with tutors and teachers to develop sessions, resources and projects together to deliver Curriculum priorities and learning objectives that meet the formal learning providers' needs. We aim to take a cross-curricular approach, to emphasise the use of archives in learning beyond traditional subjects of History and English, and to develop some bespoke projects to embed archive use into local formal learning. We will work with our current school and University partners (eg. University of Keele, Stafford College) as well as look to attract new ones as we learn how best to suit their needs during the Project Development Phase.

Some of the formal learning programmes we develop will also inform our wider programming to engage with new users in areas of current low engagement. For instance, the University of Keele's History department currently participate in community work using history research to inform new drama and theatre which provide new and engaging 'ways in' to archives for people. We want to offer a careers programme as part of our

learning activity, to support people of all ages into work. We will formalise our work experience opportunities for schools and Universities and offer career development internships for those looking to start a career in the archives / museums / heritage sectors.

People Will Change Attitudes and Behaviour

The project will develop a service that engages well with its communities, based on their active involvement in its development and delivery. It will have a high profile central venue in the SHC, local access points in Lichfield and Burton, as well as the existing centre in Stoke on Trent, but also see us delivering programmes and projects in areas of low engagement such as Newcastle, Leek, and Tamworth. With this wider reach, working with more people and a diversity of people, we will increase awareness of the collections and encourage more people to see that the archives have relevance to their lives. The project will change perceptions from 'not for the likes of me' to become a service that connects with people's lives. More people will use the archives as a result.

Working with schools and Universities will also increase awareness of archives and their relevance for young people, who will share this with parents and friends. We will work with teachers, tutors, and trainee teachers (on ITT courses) to embed the use of primary sources and archives in their teaching to be passed on to their students over the years.

Our programme to gather oral histories will also support this outcome, showing people that their memories are part of our county's collections and promoting the idea that the archive content is democratic, telling stories and histories of 'people like you' to widen our relevance. As part of this programme we will work with health workers to integrate archives and oral histories into health and wellbeing programmes across the county. We particularly want to work with dementia patients and their carers to develop

support programmes with archives at their heart, learning from wider sector work such as the House of Memories in Liverpool. We already have good links with the Extra Care schemes and an aim to make the new Centre 'dementia-friendly' and will develop this programme strand during the Development Phase.

People Will Have An Enjoyable Experience

Our public consultation showed a positive response to the idea of moving to one central SHC resource for researchers to access everything they need in one visit. Many existing researchers found it frustrating and disheartening having to visit a number of different offices to find the documents they needed and were disheartened by their experience of the service. The new Centre will make researching a much more satisfying and enjoyable experience and we hope that this will encourage more researchers to share their learning with other users.

The digitisation programme within the project will also make significant improvements to accessing the collections, again making research a more satisfying and enjoyable experience. We will develop new 'ways in' to the collections, alongside searching facilities, which will open up new avenues and new topics to our users.

The SHC will include all the public facilities that its users have suggested in our public consultation including meeting space, quiet study and more sociable spaces, as well as refreshment areas and display spaces, making it a more user-friendly and enjoyable place to use.

The new exhibition space within the History Centre can be used by local groups and schools to display their own work, giving them opportunity to share the fruits of their work in the archive as well as bring enjoyment to those whose work is displayed.

4c. What difference will our project make for communities?

More People and a Wider Range Of People Will Engage With Our Heritage

The project will transform the service from one where resources are focused on delivery from multiple buildings to one that has an outward focus to develop a service for more of its existing users and to develop new audiences across the county.

New staff posts will be created and existing posts will have a new focus on understanding audience needs and working with partners. Two new posts in particular will aim to develop and engage new users - a Community History Development Officer (CHDO) and Volunteer Co-Ordinator (VCO). These two posts will work closely with communities and partners to deliver a programme of learning, skills development, health and wellbeing, and engagement with the collections.

The project will be a catalyst for a more audience-focused approach for the service. Users will be actively involved in the development of the service – as volunteers, as Friends and fundraisers, as well as on advisory groups. By involving users alongside the staff team to plan and develop our programmes, we will deliver a more relevant, engaging service and see usage levels increase.

Our activity programme of community engagement will target non-users and areas of current low engagement which currently have little archive provision as well as supporting the change in provision in Lichfield. This is an opportunity to work with our existing stakeholder groups in Lichfield to provide a rich and vibrant heritage service in a city that has strong community interest in the subject.

The community programme will include a series of 'roadshows' building on our Museum on the Move

project, taking collections and ideas out on the road to rural and remote areas which have previously had little access. This will include handling collections, backed up with a series of workshops and events to develop engagement and learning. This will form part of our health and wellbeing programmes, targeting older people in care and their carers.

The new CHDO will work closely with the Participation and Engagement Officer to target work with schools and Universities, community groups and health and wellbeing providers, as well as increasing the usage by local history researchers and groups. Our volunteering programme will target people looking to develop their skills and knowledge, including the unemployed, career-changers, returners to work, as well as young people looking for a start in a heritage-based career.

The Organisation Will Be More Resilient

Resilience and sustainability of the service is at the core of our bid for funding and our new 10 year vision.

a) governance and partnerships

The concept of Active Partnership runs through our new 10 year vision and is most relevant in the way we plan to work with our key partner, the WSLT. The Trust owns the library building and collection, with the Council responsible for day-to-day management. Planning for the SHC has created a long overdue opportunity to review the governance of the WSLT in the light of the creative partnership proposed with SCC.

By physically connecting the Library building with the current Record Office to build the SHC, we acknowledge the need for new terms to be agreed. The new governance arrangements are already underway, with a Head of Terms agreed in January 2016 and a new Vision for the William Salt Library agreed by its Trustees in May 2015 to connect into that for the Council's service.

A conversion of the unincorporated trust to a Charitable Incorporated Organisation is clearly essential to ensure the Trust maintains clear aims and objectives and incorporates best practice into its new incarnation. This exercise, currently under way, will ensure the WSLT - and its trustees - are fit for the purposes now envisaged, creating a stronger and more effective voluntary body.

This development marks a deepening of the positive relationship with the Trust, and a new partnership with a joint, shared vision for the future at its heart.



Roadshow Tamworth 2015

The last 12-18 months have seen a similar positive change in the relationship between the service and its wider stakeholders, who have moved from opposing plans for change to active support and involvement. The change is the result of more transparency and consultation between the groups involved, which we will continue. We will be developing this resilient way of working in the Project Development Phase as we explore models of governance for active partnerships.

b) securing the future of a listed building

The future of the WSL in Stafford has been uncertain given the poor conditions in which its collection is stored. The listed status of the building makes physical improvements a challenge and the building is no longer fit for the purpose of housing an important collection.

The WSL Trustees have been working closely with the SAH team to explore options for the collection and for the building, with the aim of not losing the Library's unique atmosphere, or the open access to parts of the collection that users enjoy. Over the last 12-18 months this exploration has involved workshops with staff and stakeholders, and with the Prince's Regeneration Trust, meetings with the Conservation officers, and discussions with estate agents and property surveyors in a thorough appraisal of options for the building.

The Trust's and Council's preferred option, identified with the support of the groups above, is to move the collections into the SHC to deliver excellent environmental conditions and increase access for new users. The WSL building will be connected to the new Centre with a new link, thus sharing its significant heritage with more people. The spaces in the WSL building will be a mix of uses to achieve sustainability –

- Rented open office space upstairs delivered as a Business Innovation Centre for the growing self-employed and freelance community in Stafford;
- Meeting room and break-out space for History Centre users;
- Toilets and kitchen area for History Centre users;
- A self-contained 2-bedroom cottage for long-term rental.

The rented office space and cottage will both bring in long-term income to the Trust to support their charitable activities and long-term sustainability of the listed building.

c) strategic way of working

The Archive & Heritage Service will have to make substantial changes to its operations in future years to achieve substantial financial savings. This has meant a fundamental review of its delivery, coinciding with the development of this project.

The development of the new 10 year vision, and Active Partnership approach with extensive consultation over future plans is a major step change for the service. This will continue to be developed with a number of 'advisory groups' established as the project progresses to ensure we keep our focus on user needs.

We will be moving towards a more outward-facing approach to improve our resilience, including prioritising audience development, user involvement, and partnership-working. By moving resources away from maintaining multiple buildings which needed major investment to be fit for purpose, towards a more centralised service making best use of all our assets and knowledge and an audiences focus, we will work strategically to achieve a more resilient service.

d) rationalising operating costs and generating income

The service operates in a challenging financial context and needs to rationalise operating costs and generate income in order to be sustainable long-term. We need to be more explicit in how the SAH Service contributes towards the Council's strategic priorities, and work to deliver outcomes in learning, skills, and community wellbeing.

By moving resources away from maintaining multiple buildings with long opening hours we will rationalise our operating costs and focus more outwardly on working in local communities, with schools and Universities, and with health and wellbeing groups. We will develop the skills of local people through an expanded volunteering programme and learning activities. We will prioritise investment in digital access to collections enabling more people to use the archive at a lower cost. The potential increase in digital users will raise awareness of the service, and bring future support and help to sustain the service in the future.

The new use for the William Salt Library building will generate income from office space and from long-term rental accommodation. The existing Friends groups of the Archive Service and the William Salt Library have both pledged to fundraise for the project, and wider stakeholder groups in Lichfield are also keen to raise funds for projects in their area. This support will be formalised in the Project Development Phase.

The Local Area Will Be A Better Place To Live, Work And Visit

The project will deliver a History Centre in Stafford, re-invigorate use of local archive centres in Lichfield, Burton and Stoke, and provide a programme of community projects, touring exhibitions and events across the county in areas of low engagement. Community programmes will bring new learning and enjoyment to local people, as well as developing a sense of pride in their local history, and the county's contribution to the UK and beyond through its archives. Opportunities to develop content in exhibitions and record oral histories will give local people a sense of belonging, and contribute towards community cohesion.

The volunteering programme will offer the chance for local people to develop new skills and experience, improving job prospects, confidence and foster a spirit of working together across the county.

New shared office spaces in the William Salt Library will be available for use by small businesses, self-employed and freelancers, providing an inspiring and creative place to work for those unable to afford a permanent office. We will be developing this further in discussion with the Business Innovation Centre during the Project Development Phase. They have already indicated there is a gap in the market for shared creative 'hotdesk' office space in Stafford that this could fill.

New rental cottage formed from a section of the William Salt Library will provide new accommodation in a listed building in the heart of the central Stafford.

Around 40% of current archive users come from outside the county and by providing a 'one stop shop' with a central service in Stafford, their experience of the

archive will be more positive, increase user satisfaction levels and usage levels, and therefore tourism spend.

In addition all public areas will be accessible to people in wheelchairs and will be fully DDA compliant, tested by consultation with users and an access audit.

The Local Economy Will Be Boosted

The new History Centre is located in an area of Stafford town centre under development and will be a key contributor to changing the face of that area.

The construction phase of the project will create opportunities for local businesses and boost the local economy.

The Staffordshire History Project is included in the Stafford Borough "District Deal" plans as a key project under economic development priorities for Stafford Town Centre Review.

Environmental Impact Will Be Reduced

Our project will enable efficiencies to be made in building management and energy consumption reducing environmental impact. Sustainable methods of construction and well thought through multi-purpose/flexible use of space will contribute to the long term energy savings.

Currently our visitors have to make multiple visits to three sites to carry out their research. Our project will bring all collections to one site reducing number of journeys required by a car, this will reduce carbon emissions. We will encourage people to use alternative ways to travel as Stafford train station is only 10 minutes walking distance from the new Centre.

The new, 'passive' environmentally controlled strongroom will be designed according with PD5454

standard for the archival storage of materials. The construction of the strongroom will be a 'building within a building', where a lightweight, weather resistant outer shell shields an independent insulated core structure (with a high thermal mass and minimal air permeability), such that natural temperature and humidity cycles can be controlled with minimal use of artificial heating and dehumidification systems. The outer rain-screen cladding will be designed as a skin, allowing the circulation of air to cool the inner core. Cool air will enter at the base via automatic grilles and discharge via the chimney feature at roof level (being drawn upward by a combination of stack and venturi effects).

The new exhibition area has been designed to incorporate Brise Soleil features that will reduce solar gain to minimise summer cooling requirements. The space will require a degree of environmental control suitable for the types of exhibition materials being displayed. Similarly, the new search room will also require a degree of environmental control to ensure that archive materials are not exposed to detrimental conditions. These spaces will be served by a plant room within the new link building, this will minimise duct runs and maximise the efficiency of the system.

The presence of the new centre and outreach activities will help to support local economy and the wider tourism within Staffordshire and affect local tourism economy. More exhibitions and events will encourage a greater number of visitors to the Centre and events off site. The construction phase of this project will create opportunities for local businesses and boost the local economy.

4d. What are the main groups of people that will benefit from our project?

The project aims to both increase the number of visits from existing users, as well as to significantly diversify the user base by engaging with new communities and groups.

Informed by our consultation the project will increase existing users by targeting -

- Researchers – of family and local history – both individuals and groups
- Colleges and Universities – tutors and students
- Primary Schools

To diversify the user base the project will target existing non-users –

- Health and wellbeing providers and groups, particularly Dementia sufferers and their carers and support groups, eg. Extra Care schemes
- Potential volunteers amongst the unemployed and returners to work looking to develop their skills and experience
- Community groups
- Communities in areas of low engagement – i.e. Tamworth, Newcastle, Leek, Cannock
- Local small businesses and self-employed looking for office space and resources

4e. Does our project involve heritage that attracts visitors?

If yes what are our existing visitor numbers?

Project source	Total number of individual visits
Stafford	6,490
Lichfield	2,558
Stoke	3,171
Burton	262
Online	306,514
Events and outreach	3,709
Total	322,704

If yes how many visitors a year do we expect on completion of our project?

Project source	Total number of individual visits
Staffordshire History Centre personal visits	20,000
Events onsite and offsite	5,000
Touring Exhibitions	15,000
School/HE/FE	2,000
Online	429,119
Total	471,119

4f. How many people will be trained as part of our project?

Volunteers	New staff	Trustees and friends	Local history groups
81	7	36	15
Total			139

4g. How many full time equivalent volunteers do we expect will contribute to our project?

We estimate that approximately 106 volunteers will donate 1434 days per year. The volunteers will work in several areas to support the project.

The Sutherland project, HLF-funded, enabled us to develop our systems to monitor volunteer hours in a specific project. We have used this knowledge to build up our calculation of volunteer hours for this much more extensive use of volunteers.

4h. How many full time equivalent posts will we create to deliver our project?

There will be a number of new posts to deliver the Activities –

- Community History Development Officer 1.0 fte
- Project Support Officer 1.0 fte
- Learning Officer 1.0 fte
- Collections Interpretation Assistant 0.6 fte
- Project Cataloguer (WSL Collection) 0.5 fte
- Project Digitisation Officer 0.2 fte
- Volunteer Co-ordinator 0.4 fte

These posts will be managed by staff within the existing Archive & Heritage Service to ensure that the knowledge and skills developed will remain in-house long-term and also to share knowledge of collections and communities with new postholders. New posts are shown in the diagram in green, existing posts in blue.

The part-time posts are adding in capacity to our existing team to enable us to deliver this project and to ensure we can sustain the impact once the funding ends.

5. Project Management

5a. What work will we do during the development phase of our project?

We will continue to build on the work of the last 18 months, assisted by Janice Tullock Associates consultants and Roberts Limbrick Architects, to develop our new vision and RIBA stage 2 design for the History Centre. This work has informed us about the level of work we will need to do during Development Phase, the outline costs and resources we will need to implement it.

Over the next 18 months we will prepare for Stage 2 submission and implement the following key tasks which will shape Project Delivery Phase. To do this we will:

- Commission and recruit required resources
- Produce building design to RIBA Stage 3
- Negotiate Land Lease with the WSL Trust
- Produce detailed Activity and Conservation plans
- Develop Business Plan including one for the WSL building
- Produce Management and Maintenance plan
- Prepare detailed costs information
- Prepare Fundraising strategy
- Prepare detailed Project Delivery Plan
- Develop Learning Offer with Education Consultant
- Carry out detailed risk analysis and prepare detail risk register
- Develop strategy for Active Partnership
- Progress legal work on Partnership Agreement between SCC & WSL Trust
- Prepare Briefs for goods and services for Delivery Phase

- Prepare Job Descriptions for new positions
- Continue work with stakeholders and carry out necessary public consultations
- Obtain necessary approvals
- Prepare for Stage 2 submission for Delivery Phase

To progress capital works we will appoint an architect led design team who will prepare architectural information for Stage 2 submission. We will tender for this work on the open market by placing an advert in OJEU, the Contracts Finder and SCC Contracts database shortly after permission to start Development Phase is granted by HLF. The competitive tender process will take into account the assessment of specialist skills and experience required when dealing with the listed buildings and purpose built archive storage facilities. The design team will be procured through a Restrictive Tendering procedure going through Pre-Qualification Questionnaire (PQQ) and Invitation to Tender (ITT) stages.

The appointed design team will be expected to lead on the design development and implementation work, to progress building design to RIBA Stage 3, carry out site investigations and surveys, draw up master plan for the scheme and prepare proposed building works for Planning, carry out public consultation and necessary engagements with statutory consultees including Historic England, TNA, HLF, Arts Council England, general public and project stakeholders, prepare procurement strategy for the construction contract.

Staffordshire History Centre

We will work with the National Archives to ensure that the new facility will deliver a service which can achieve Archive Accreditation and meet PD5454 standard. We will appoint Project Support Officer and Community History Development Officer who will support existing SCC staff with project development and delivery.

We will appoint service consultants to assist with the development of the Activity Plan and Conservation Management Plan. With their support the Archive and Heritage team will develop a detailed four year Activity Plan, produce detailed costs for activity implementation ensuring to arrange three to four exhibitions per year. We will conduct further public consultations with existing users and non-users, friend groups, stakeholders, staff and public. We will appoint an Education Consultant to develop our Learning Offer and test it with teachers, our local universities and colleges.

In partnership with the WSL Trust and the WSL Friends we will explore further options for the future use of WSL building. We will commission legal team to draft a new Partnership Agreement between the SCC and the WSL Trust and also agree terms for land lease. We will engage with the Charity Commission and support the WSL Trust in developing new governance structure for the future management of the collections and the WSL building.

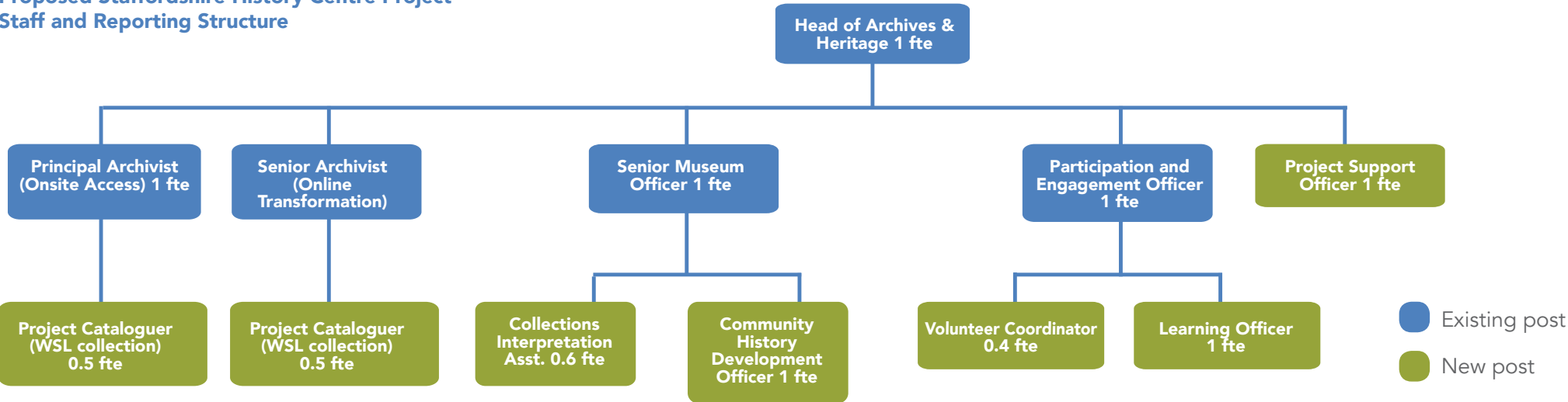
We will commission a consultant to develop a detailed Business Plan for our project including models for income-generating operations such as use of the upper floors of the WSL building. Following a market testing exercise the detailed plan of expenditure and income will be drawn up and risk assessments carried out to identify potential risks, propose solutions for actions in mitigation and allow appropriate contingency to finance them if necessary.

We will complete a Management and Maintenance plan, develop a detailed project delivery plan, firm up project costs and seek necessary approval from the SCC Cabinet, JAC, WSL Trust and other funders.

We will appoint required resource to coordinate fundraising activities, research potential fundraising opportunities, prepare fundraising strategy for the delivery of this project and after HLF funding ends, engage and support relevant groups in fundraising activities, develop and submit bids to secure and maximise matched funding.

We will prepare job descriptions for the additional posts to deliver the activity programme and draft documentation briefs ready to go to tender as soon as permission to proceed is received from HLF.

Proposed Staffordshire History Centre Project Staff and Reporting Structure



5b. Who are the main people responsible for the work during the development phase of our project?

The Project Governance Structure demonstrates the reporting lines and the decision making process to be used throughout the project lifecycle including the Development Phase of this bid.

The stage by stage decision making sits with the Project Board who meet bi-monthly, or by exception more frequently, to review project progress, approve changes, sign off proposals and completed work packages. The key decisions outside the Project Board's remit for example regarding levels of matched funding and proposed major changes in service delivery are escalated up for approval by recommendations from the Project Board (senior officer level) to the Joint Archive Committee and the SCC Cabinet (members level). Cabinet meetings are held monthly and JAC meets quarterly.

The Project Board is led by the Project Executive **Joanna Terry**, Head of Archives and Heritage. Joanna has an overall responsible for ensuring that the project meets its objectives and delivers service benefits, she ensures that the project maintains its strategic focus, that it has clear authority and that the works, including risks, are actively managed. She is the chair of the Project Board, represents the interests of the business and is ultimately accountable for the entire project.

Janene Cox, Commissioner for Tourism and Culture and **Jamie MacDonald**, Head of Strategic Property in their Senior Suppliers' roles provide specialist knowledge and experience of the main disciplines and work packages involved in the production of the project's outputs. They represent the supplier interests within the project and provide the supplier resources; they represent those who are designing, creating, facilitating, procuring or implementing the project's outputs. They are accountable for the quality of all products delivered by suppliers.

Also on the Project Board **Wayne Coombe**, Commissioning Lead for Stafford District and **Wayne Mortiboys**, Commissioning Lead for Lichfield District. Their role is to represent wider user groups and all those who will use or benefit from the project and its outputs. They sit on the Project Board to ensure that users' needs are specified correctly and that the project outcomes are met in accordance to those needs. As the work progresses, it is their responsibility to monitor what is being produced ensuring that the outputs meet user needs.

This project is delivered in partnership between SCC and the WSL Trust therefore the overall responsibility for the Development Phase is shared between Joanna Terry Head of Archives and Heritage and Michael Evans the Chairman of the WSL Trust.

Michael Evans is the Chairman of The William Salt Library Trust. He is a retired Colonel Royal Marines, ex-NHS Health Authority Chief Executive and now a Deputy Lieutenant, with considerable experience as a trustee of local charities and as a fundraiser.

Michael is supported by a skilled and experienced Board of Trustees which includes a solicitor; the finance director of a company in Stoke-on-Trent; the cabinet member in Stafford Borough Council with responsibility for business growth and innovation, town centre revitalisation across the Borough; and the Head of Marketing in a national car retail company. There are also three users/researchers including a university lecturer, editor of the Victoria County History. Two trustees will play leading roles:

Mithra Tonking (Vice Chair), a senior administrator in the Diocese of Lichfield and the chairman or trustee of

other local charities. She will lead on the development of governance for the Trust.

David Marriott. Before retirement he was CEO of the Together Trust, a big specialist and care charity; advisor on charity sector leadership with Manchester Business School; Assistant Director of Education in Nottinghamshire and head teacher of a large secondary school in Burton-upon-Trent. He will lead on the development of the Sustainability project in the WSL building and will advise the History Centre on opportunities for the activity programme in schools.

The Project Team led by Joanna Terry and reporting to the Project Board comprises:

- a number of professionals from the SCC services to lead on the specific streams of activities such as procurement, external funding, archive service delivery, finance, planning, property, legal, communications and community engagement.
- representatives from the Friends of the William Salt Library, Friends of the Archive Service, and Chair of Lichfield Civic Society. They provide a project assurance role and challenge the way the project is being delivered.

A smaller team meets weekly to progress work and includes:

- **Joanna Terry** - Head of Archives & Heritage.
- **Tina Nixon** - Project Manager Capital Projects is responsible for planning, co-ordinating, tracking project progress on a day-to-day basis.
- **Andrew George** – Principal Archivist responsible for public service delivery and will focus on the delivery of the new access points in Lichfield and Burton and support the Community Offer.

- **Tim Groom** – Senior Archivist responsible for online access and transformation including the online catalogue and delivery of digitisation of collections. He will lead the delivery of the digital offer for the Project.
- **Chris Copp** – Senior Museum Officer responsible for the Museum Service with experience of delivering grant funding projects and exhibitions. He will lead the delivery of the Exhibitions Offer, and Loans Offer through the project.
- **Matthew Blake** – Participation and Engagement Officer for the Archives & Heritage Service and Library & Arts Service. He is experienced at working with volunteers, higher education professionals, and delivering grant funded projects and exhibitions to widen participation with collections. He will lead the Learning and Community Offer for the Project.
- **Richard Nichols** – Senior Conservator responsible for collections care, monitoring and advising on environmental conditions. He is a highly experienced conservator with experience of advising on new storage facilities and delivering exhibitions in the right environment. He will lead on the standards and environmental conditions for the building work within the project.

While preparing for the Development Phase we have identified that for a complex project like this involving a wide range of activities and multidisciplinary workstreams we will need a dedicated Project Support Officer who will coordinate project activities and communications between project team, project board and range of other stakeholders. We will also need to recruit a Community History Development Officer who will (please complete here)

In addition to the above we will need to commission a highly skilled Design team and appoint expertise from external organisations and private sector to support our existing staff to develop:

- Building design
- Activity and Conservation Plan
- Business Plan
- Partnership Agreement
- Management and Maintenance plan
- Fundraising strategy
- Active Partnership

The complete design team will include an architect, structural engineer, M&E engineer, Quantity Surveyor, and Principle Designer who will fulfil the former CDM co-ordinator role.

All appointed consultants will work alongside established project team and will report to the Project Executive through Project Manager.

We will ensure that for any work where the value of goods and services is:

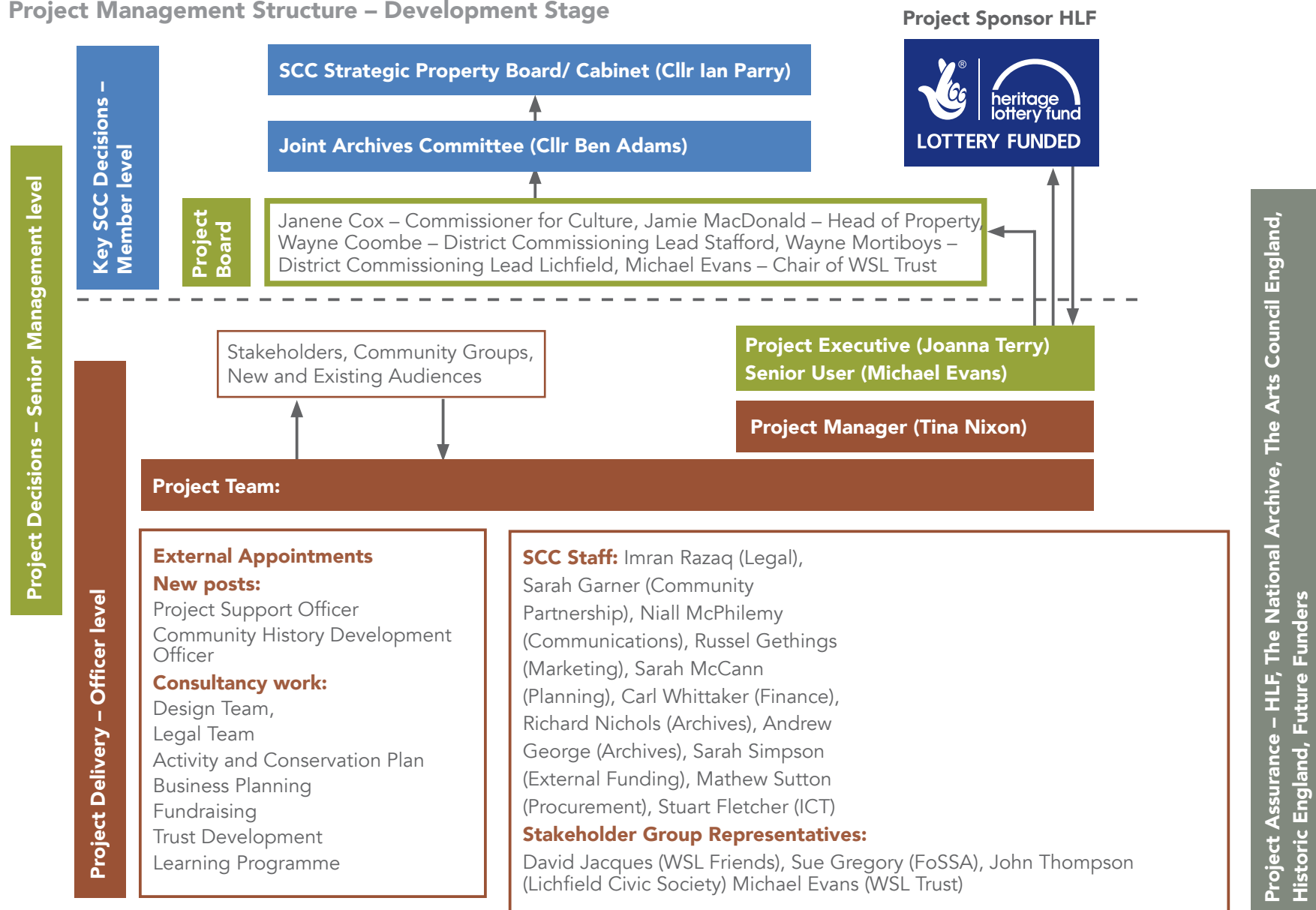
- Below £10,000: two written quotes will be obtained;
- £10,000-£100,000: three written quotes will be sought;
- £100,000-£172,514 (EU threshold): a public advert will be placed;
- Over £172,514: full OJEU procurement procedure undertaken, in line with the Public Contract Regulations 2015.

All procurement of goods and services will follow SCC Financial Regulations and HLF Procurement Guidance.

We will seek project assurance from the HLF, TNA, Historic England, Arts Council England and future funders to ensure that project is developed to high quality and in line with necessary standards.



Project Management Structure – Development Stage



5c. Timetable for the Development Phase.

The table right outlines the key tasks to be completed in the development phase of our project.

Activity Description/Tasks	Duration/Deadlines	2016												2017											
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Bid submission (Round 1)	Feb 2016																								
HLF Decision	May 2016																								
Permission to Start	Jun 2016																								
Development Phase	19 months																								
Recruitment (Advertise and Interview)	Jun 16 - Sep16																								
Project Support Officer starts	Sep 16 - Dec 17																								
Comm. History Development Officer starts	Sep 16 - Dec 17																								
Tender for Design team (PQQ and ITT)	Jun 16 - Dec 16																								
Design Development to RIBA Stage 3:	Dec 16 - Sep 17																								
first draft	Dec 16 - Feb 17																								
site surveys	Jan 17 - Feb 17																								
pre-planning advice (Planning, HLF, TNA and Historic England)	Jan 17 - Feb 17																								
engagement with key stakeholder groups	Jan 17 - Feb 17																								
second draft	Mar 17 - Apr 17																								
communications and publicity	May 17 - Jun 17																								
public consultation (proposed design)	May 17 - Jun 17																								
analysis of and response to consultation from Activity Planners	May 17 - Jun 17																								
final design and RIBA 3 Report	Jul 17 - Aug 17																								
sign off design by PB and WSLT and JAC	Jul 17 - Sept 17																								
Commission Legal team (Quotes and Interviews)	Nov 16 - Jan 17																								
land lease agreement	Jan 17 - Jul 17																								
new deal and business management agreement (SCC and WSLT)	Jan 17 - Jul 17																								
engagement with Charity Commission	Jan 17 - Jul 17																								
Commission Business Plan Consultant (Quotes and Interviews)	Feb 17 - Mar 17																								
Business Plan development including market testing	Sep 16 - Nov 17																								
Commission Education/Learning Consultant (Quotes and Interviews)	Jul 16 - Sep 16																								
Develop Learning Programme	Oct 16 - Sep 17																								
Commission Activity Plan Consultant (Quotes and Interviews)	Jul 16 - Sep 16																								
Commission Conservation Plan Consultant (Quotes and Interviews)	Jul 16 - Sep 16																								
Activity and Conservation Plan development:	Oct 16 - Sep 17																								
analysis of existing context	Oct 16 - Nov 16																								
agree target audiences and consultation plan	Dec 16 - Jan 17																								
first draft (Conservation Plan)	Oct 16 - Apr 17																								
deliver consultation plan as part of activity planning	Feb 17 - Apr 17																								
respond to consultation - incl. designers and architects	May 17 - Jun 17																								
develop activity programme	Jun 17 - Jul 17																								
consult with TNA and future funders	May 17 - Jul 17																								
present draft Activity and Conservation Plans to HLF at RIBA stage 3 meeting	Jul 17 - Aug 17																								
engagement with key stakeholder groups (all plans)	Oct 16 - Aug 17																								
respond to HLF feedback and produce final activity plan and conservation plan	Sep 17 - Oct 17																								
sign off Activity and Conservation Plans by PB and WSLT and JAC	Sep 17 - Oct 17																								
Commission Fundraising Consultant (Quotes and Interviews)	Jul 16 - Sep 16																								
Develop Fundraising Strategy:	Oct 16 - Sep 17																								
research and draft Fundraising Plan	Oct 16 - Sep 17																								
fundraising events	Oct 16 - Sep 17																								
fundraising bid applications	Oct 16 - Sep 17																								
partnership activities and events	Oct 16 - Sep 17																								
Develop Management and Maintenance Plan	Jul 17 - Oct 17																								
Develop Technology Plan for Delivery Phase	Aug 17 - Oct 17																								
Develop Communications Plan for Delivery Phase	Oct 17 - Nov17																								
Prepare tender briefs for Delivery Phase	Jul 17 - Nov 17																								
Prepare job descriptions for Delivery Phase	Jul 17 - Nov 17																								
Cost modelling and cash flow forecast for Delivery Phase	Oct 16 - Nov 17																								
Detailed Project Delivery Plan for Delivery Phase	Aug 17 - Oct17																								
Risk assessment and management workshops for Delivery Phase	Various																								
Progress reports to HLF	Various																								
Final Business Case	by Dec 2017																								
Approvals: HLF/Project Board/JAC/Cabinet/WSLT	by Dec 2017																								
Bid Submission (Round 2)	Dec 2017																								

Project Board (PB), WSL Trust (WSLT), Joint Archive Committee (JAC), The National Archives (TNA)

5d. Risk assessment for the development phase.

Risk description	Likelihood 1 - Unlikely 2 - Likely 3 - Highly Likely	Impact 1 - Low 2 - Major 3 - Severe	RAG Status Gross Risk Score (D1 x E1)	Key Controls /Mitigating Action
Fundraising commitment for matched funding is not realised	1	3	3	Appoint dedicated resource to develop fundraising strategy and co-ordinate fundraising activities. Work closely with fundraising groups to ensure targets achieved.
Unforeseen site conditions increase costs and cause delays	2	2	4	Build in sufficient contingencies and time buffers to cover unforeseen costs for construction element and service/activity delivery.
Lack of partner support or consensus	2	2	4	Partners already part of Stage 1 preparation, involved in decision making and consultation. Continue approach and put project agreements in place.
Legal agreement between the SCC & WSL Trust takes longer than expected	2	2	4	Agree realistic timescales with the involved parties. Set up deadlines and monitor progress
Lack of support from Council to use car park for new build	2	3	6	Project is already high profile with cabinet member support and commitment in capital programme. Engage with SCC teams and SBC teams to ensure sufficient parking provision if not on site then off site
Insufficient staff resources to develop and deliver project	2	2	4	Create temporary posts to support project delivery
Changes in Project Structure or personnel effects delivery and causes delays	2	2	4	Anticipate changes in advance, review & share roles and responsibilities between team members. Keep project well documented ready to handover to future team causing minimum delays
Charity Commission delays legal work	2	2	4	Engage at an earliest opportunity, establish strong links and contacts, clearly state urgency & deadlines for completion and outcomes
Roles and responsibilities/appointments of consultants are relevant/correct	1	2	2	Performance expectations to be clear.
Stakeholder and communications management	1	2	2	Prepare robust communications plan, engage with key stakeholders on regular basis.
Local groups challenge the project	2	2	4	Evidence need for the project. Conduct public consultation, open proposal to wider audience, engage and strengthen links with supportive groups, proactively communicate project progress to all stakeholders and public through newsletters, press and other media
Negative responses/lack of interest in consultation	2	2	4	Prepare communications plan in advance. Arrange for strong targeted publicity prior consultation events. There is already high profile for the project.
Objections re alterations on listed building	1	2	2	Work closely with Historic England to ensure proposed building works are acceptable
The likelihood of the risk occurring on a scale of 1-3: 1<25%; 2=25% to 45%; 3>45%				
The impact the risk would have if it where to occur, on a scale of 1-3 affecting budget, quality and timescales				

5e. Who are the main people responsible for the work during the delivery phase of our project?

The same project governance structure will remain in place. The Project Board will continue to meet to manage the project and hold it to account. The Project Team will continue to advise the Board and carry out individual workstreams.

The person with overall responsibility for the project is Joanna Terry, Head of Archives and Heritage. Joanna is responsible for the strategic management of SAH and Staffordshire County Museum Service. Joanna is also Librarian for the WSL. Joanna has 20 years of experience of working in archives, 14 as a qualified archivist. She was Assistant County Archivist for SAH 2003 until April 2011 when she took over as head of the service. During this time she successfully led the public service to achieve full compliance with the Charter Mark Standard and transition to the Customer Service Excellence Standard. Since becoming head of service she has successfully integrated the Museum Service and SAH to become Archives and Heritage. She leads a team of 32 people. Key achievements have included leading the project to digitise parish registers, wills and marriage bonds and developing a Staffordshire WW1 Centennial Strategy for the County Council. Joanna is secretary of the Chief Archivists in Local Government Group and has presented case studies to the Archive Sector on a Collaborative PhD project with Keele University and the Staffordshire Great War Centennial. She has experience of managing large and small projects including HLF projects.

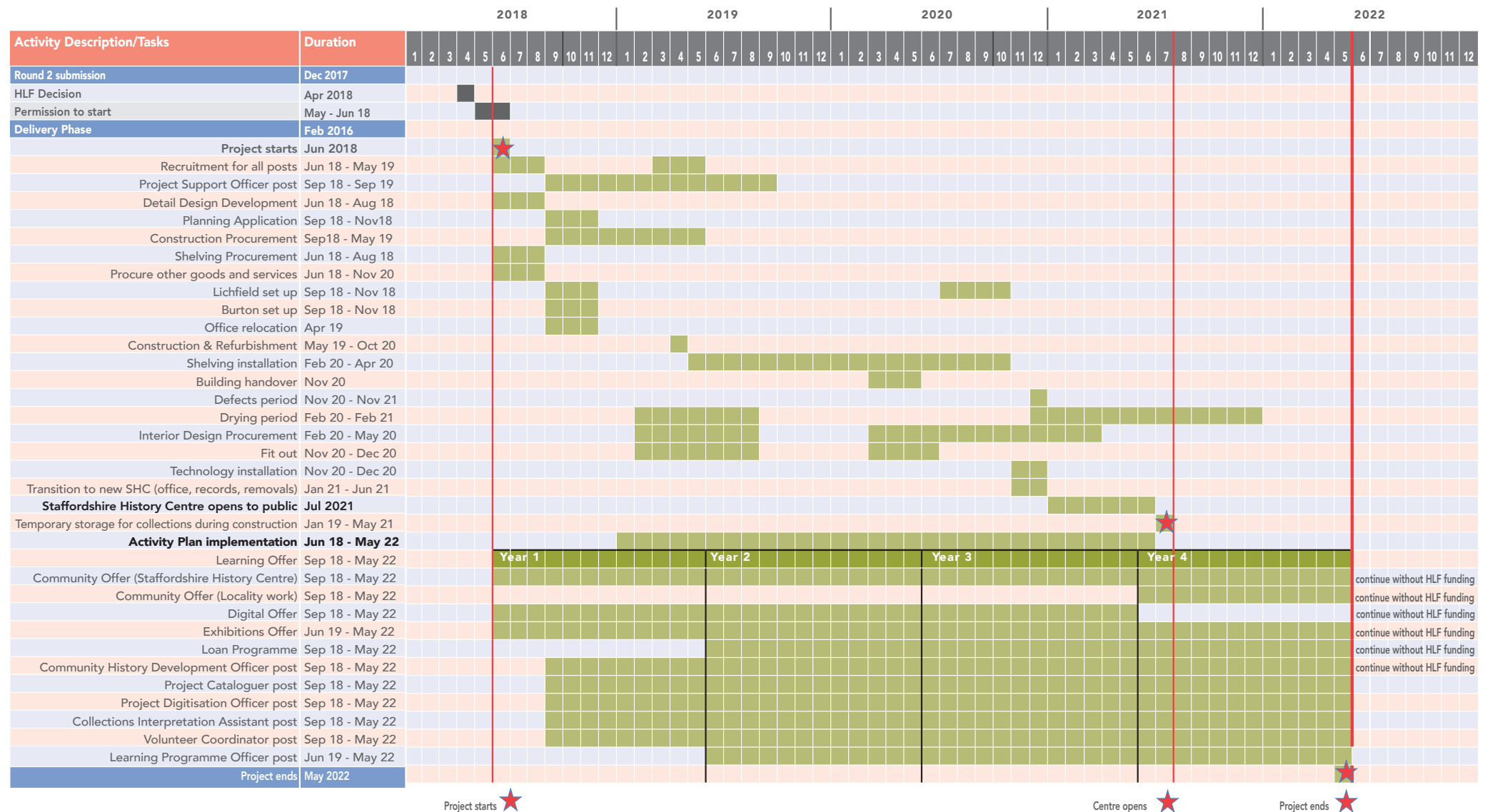
Joanna will be supported by members of the Archive & Heritage Management Team as detailed in section 5b.



Images from the Minton collection and Lotus shoe collection



5f. Timetable for the Delivery Phase.



5g. Risk assessment (Delivery Phase).

Risk description	Likelihood 1 - Unlikely 2 - Likely 3 - Highly Likely	Impact 1 - Low 2 - Major 3 - Severe	RAG Status Gross Risk Score (D1 x E1)	Key Controls /Mitigating Action
Appointed contractors cease trading	1	3	3	Carry out pre-tender checks to identify trading status. If in doubt purchase insurance bonds to minimise financial implications and reduce delays in delivery
Development costs increase prior to start on site	2	2	4	Ensure estimated costs are based on present time prices, add inflation to all future costs, allow sufficient contingency
Archaeological remains discovered onsite cause delays	2	2	4	Commission feasibility studies and site surveys in advance, seek specialist advice to manage this process
Protected wildlife discovered onsite cause delays	1	2	2	Allow time to apply for necessary approvals / licencing
Fundraising commitment for matched funding is not realised	1	3	3	Appoint dedicated resource to develop fundraising strategy and co-ordinate fundraising activities. Work closely with fundraising groups to ensure targets achieved.
Stage 2 HLF bid is unsuccessful	2	3	6	Ensure submission is well developed and information well presented. Work closely with the HLF allocated case officer to identify and resolve potential reasons for rejection. Seek feedback from HLF incorporate proposed changes and resubmit the bid at the next opportunity.
Costs increase due to design changes and new activities	2	2	4	Stick with the plan; communicate to partners and stakeholders the costs and implications if design changes.
Unforeseen site conditions increase costs and cause delays	2	2	4	Partners already part of Stage 1 preparation, involved in decision making and consultation. Continue approach and put project agreements in place.
Lack of partner support or consensus	2	2	4	Arrange for the project agreement to be put in place
Legal agreement between the SCC & WSL Trust takes longer than expected	2	2	4	Agree realistic timescales with the involved parties. Set up deadlines and monitor progress
Lack of support from Council to use car park for new build	2	3	6	Project is already high profile with cabinet member support and commitment in capital programme. Engage with SCC teams and SBC teams to ensure sufficient parking provision if not on site then off site
Unable to deliver on time	2	2	4	Agree realistic timescales, allow for slippage in project delivery plan, appoint dedicated PM resource to ensure deadlines are met.
Disruptions to public services during delivery phase due to building work	2	2	4	Engage with service users in advance and publicise changes well in advance. Prepare robust transition management plan including contingencies.
Damage to archive material during transition/removal phase	1	3	3	Appoint specialist removal contractor with previous experience of similar moves.
Insufficient parking for staff and visitors	2	2	4	Work with the SCC teams and Stafford Borough Council to ensure sufficient parking is provided. Promote alternative way of traveling, investigate off site parking options
Insufficient staff resources to develop and deliver project	2	2	4	Create temporary posts to support project delivery
Changes in Project Structure, loss of key staff	2	2	4	Anticipate changes in advance, review and share roles and responsibilities between team members. Keep project well documented ready to handover to future team causing minimum delays
Roles and responsibilities/appointments of consultants are relevant/correct	1	2	2	Performance expectations to be clear.
Stakeholder and communications management	1	2	2	Prepare robust communications plan, engage with key stakeholders on regular bases.
Local groups challenge the project	2	2	4	Evidence need for the project. Conduct public consultation, open proposal to wider audience, engage and strengthen links with supportive groups, proactively communicate project progress to all stakeholders and public through newsletters, press and other media
Negative responses/lack of interest in consultation	2	2	4	Prepare communications plan in advance. Arrange for a strong targeted publicity prior consultation events
Objections re alterations on listed building	1	2	2	Work closely with Historic England and local Planners to ensure proposed building works are acceptable
Shelving /storage capacity not realised	1	2	2	Ensure that shelving specialist have input during early stages of building design development
Design cannot provide sufficient DDA access and car parking spaces	1	2	2	Clearly state the DDA and Car parking requirements in project specification and project brief. Consult with the Highways in advance of the scheme to plan these arrangements
Building design and quality of the scheme does not meet customer expectations	1	3	3	Work closely with staff and stakeholder groups during building design development to ensure that feedback is incorporated in the final design.
Failure to obtain planning permission	1	2	2	Seek preplanning advice from planning authority. Work closely with Planners and other key stakeholders during design development. Appeal against planning decision if Planning is rejected.
Building drying period is longer than estimated	2	1	2	Work closely with the construction contractor to identify realistic time for building to dry, allow sufficient time in the project programme for this period, build in contingency buffers
Site constraints for the construction	2	2	4	Detail risk analysis to be done with the appointed contractor.
Design can not meet all pre-planning advice indications	2	2	4	Work closely with Planners and other key stakeholders during design development to resolve potential issues before planning application is submitted
Unforeseen site constraints could stop scheme development or cause major delays	1	2	2	Commission Feasibility Study and conduct site investigations before committing to the scheme.
Changes in scope/brief effect design and costs	2	2	4	Ensure work specification is clearly defined prior commissioning, monitor spending against budgets
Cannot achieve PD5454 Standard for Storage and Exhibition of Archival Materials	1	2	2	Specify clearly in the tender documents this is a necessary requirement, build in Pass/Fail score to ensure this is achieved
Design changes due to technical error	2	2	4	Ensure appropriate quality control process is in place to avoid errors.
Activity plan implementation commitments cannot be achieved	1	2	2	Produce realistic plan, ensure sufficient resources allocated / appointed for Activity Plan implementation
The likelihood of the risk occurring on a scale of 1-3: 1<25%; 2 =25% to 45%; 3>45%				
The impact the risk would have if it where to occur, on a scale of 1-3 affecting budget, quality and timescales				

5h. When do we expect the delivery phase of our project to start and finish?

It is estimated that Delivery Phase will start in June 2018 and will finish in March 2021.



Treadwheel Stafford Gaol 1870



Staffordshire Views Collection

6. After the project ends

6a. How will we maintain the outcomes of our project after the grant ends and meet any additional running costs?

The maintenance costs of the new History Centre will be met by Staffordshire County Council as a commitment to the project. The maintenance of the Townhouse and Cottage will be met through income generated by the William Salt Library Trust through letting areas to new tenants including the County Council for the ground floor areas as part of the SHC. The activity programme will be designed as a catalyst to develop partnership working which will lower the delivery costs in the long term. For instance, the development of health and wellbeing projects will act as pilots for future delivery, with the aim of embedding them within the ongoing programmes delivered by Public Health or within future commissioned programmes. It is intended that this will offer a real legacy for young people with the County and City.

The new staff posts will be managed by the existing Heritage and Archives team with every effort made to share the knowledge and skills of the new team across the existing team with a view to future sustainability. Activities will be prioritised that can be front-loaded in the project, with the aim of future sustainable delivery by the existing team. For example, a programme of schools sessions and resources will be developed during the project working closely with teachers, that can then continue to be delivered at the end of the project using existing or casual freelance staff, with costs covered by charges to schools.

*Staffordshire History Centre
main entrance view*



6b. Risk assessment (post project delivery).

Risk description	Likelihood 1 - Unlikely 2 - Likely 3 - Highly Likely	Impact 1 - Low 2 - Major 3 - Severe	RAG Status Gross Risk Score (D1 x E1)	Key Controls /Mitigating Action
WSL building model is not sustainable	1	3	3	Ensure that Business Plan contains contingencies to address this risk. Start promoting new facility prior project completion, create and maintain high profile, establish strong links with organisations / businesses that will be interested to use this facility
Insufficient parking for staff and visitors	2	2	4	Work with the SCC teams and Stafford Borough Council to ensure sufficient parking is provided. Promote alternative way of traveling, investigate off site parking options
Quality of scheme does not meet customer expectations	2	2	4	Work closely with stakeholders during design development and incorporate feedback
Staff training and adaption takes longer to achieve	1	2	2	Build in realistic timescales, start training programme early
Running costs are more expensive than estimated	1	3	3	Allow time to plan costs in advance and build in contingencies
Energy efficiency is not achieved	2	3	6	Ensure building meets appropriate standards
Failure to attract new audiences, visitors and volunteers	2	2	4	Implement communications plan early; promote new facility widely to target groups; work with district councils to promote facility via tourism teams.
Service reductions /further savings / cuts	2	2	4	Develop post project fundraising strategy for the future to continue supporting the project, work with partners and local groups, continue use of volunteers.
The likelihood of the risk occurring on a scale of 1-3: 1<25%; 2 =25% to 45%; 3>45%				
The impact the risk would have if it where to occur, on a scale of 1-3 affecting budget, quality and timescales				

6c. How will we evaluate the success of our project from the beginning and share the learning?

The Heritage & Archive Service already collect and monitor some quantitative and qualitative information from users but will develop this further to ensure that the team can learn from the project and measure its success. We will work to ensure we have baseline information for 2016/17 to measure against progress by commissioning an Evaluation Consultant in the development phase to develop a framework of data and impacts to collate and analyse.

The quantitative data on user levels will be collected on a daily basis with a report going to the Project Board twice a year for analysis with any remedial action identified. The Project will also be held accountable to the Joint Archives Committee and William Salt Library Trust. These reports will also be shared at wider staff meetings for discussion to ensure that future planning is informed by visitor data.

The external consultant will deliver a wider evaluation of the project in its delivery phase to bring in a programme of qualitative consultation to understand the impacts and outcomes on audiences. The evaluation framework they develop will support an analysis of the extent to which the project aims and outcomes for heritage, people and communities have been reached. The consultant will measure change over time and make recommendations on how to develop the impacts in a sustainable way after project funding ends.



Bamfords oil cake crusher. Early C20th.

7. Project costs

Estimated Project Costs

Description	Development Phase	Delivery Phase	Total
Build Costs:			
Construction	£0	£2,705,000	£2,705,000
Professional Fees	£139,800	£259,600	£399,400
Equipment	£0	£389,600	£389,600
Legal	£10,000	£10,000	£20,000
Temp Accommodation	£0	£70,000	£70,000
Contingency	£35,800	£322,600	£358,400
Sub-total Build Costs	£185,600	£3,756,800	£3,942,400
Activity Costs:			
Employees	£99,720	£438,530	£538,250
Contracted	£75,800	£18,000	£93,800
Volunteer	£57,360	£653,210	£710,570
Other	£18,570	£313,470	£332,040
Contingency	£25,150	£142,320	£167,470
Sub-total Activity Costs	£276,600	£1,565,530	£1,842,130
Total Project Costs	£462,200	£5,322,330	£5,784,530

Financed by:

Description	Development Phase	Delivery Phase	Total
Cash (including £412,060 from SCC Capital Programme)	£62,060	£665,000	£727,060
In Kind	£66,790	£691,740	£758,530
HLF Grant Request	£333,350	£3,965,590	£4,298,940
Total Project Funding	£462,200	£5,322,330	£5,784,530
Match Funding	28%	25%	26%
HLF Funding	72%	75%	74%



Staffordshire Views Collection

Glossary

Staffordshire History Centre Project Glossary

Term	Meaning	Acronym
Staffordshire County Council	The upper tier local authority for Staffordshire.	SCC
Stoke on Trent City Council	Unitary local authority for Stoke on Trent.	SoTCC
Staffordshire and Stoke on Trent Joint Archives Committee	Committee of members from SCC and SoTC appointed to deal with all matters relating to archives and archive services in the County of Staffordshire and the City of Stoke-on-Trent.	JAC
Staffordshire & Stoke on Trent Archive Service	Archive Service jointly funded by SCC and SOTC and managed by Joint Archive Committee	SSoTAS
County Museum Service	Museum Service run by SCC, led by same manager as Archive Service.	CMS
Staffordshire Archive and Heritage	Service name for Joint Archive Service and County Museum used within SCC.	SAH
William Salt Library Trust	Charitable organisation established in 1872 that owns the William Salt Library collection and building.	WSLT
William Salt Library	The service name for the Library run by the trust	WSL
Townhouse	19 Eastgate Street Georgian building owned by WSLT	Townhouse
Victorian Cottage	18 Eastgate Street adjoins 19 Eastgate 19 th century building owned by WSLT	Cottage
Staffordshire Record Office	Headquarters for Archive Service, County Record Office owned and managed by SCC, part of SSoTAS.	SRO
Lichfield Record Office	Diocesan record office, owned and managed by SCC, part of SSoTAS	LRO
Stoke on Trent City Archives	Record office for Stoke owned and managed by SoTCC, part of SSoTAS	SoTCA
Staffordshire History Centre	New centre proposed to hold collections of SRO, LRO and WSL, and centre for access to all of them plus County Museum Service.	SHC
Friends of the William Salt Library	Group established in 1975 to fundraise for and support the WSL building and collections.	FWSL
Friends of Staffordshire and Stoke on Trent Archive Service	Group established in 2003 to fundraise for and support the SSoTAS	FoSSA
Diocese of Lichfield	Church of England Diocese covering Staffordshire, N Shropshire, Black Country and previously Derbyshire and parts of Warwickshire	Diocese
The National Archives	The official archive and publisher for the UK government. Sector lead for archives.	TNA
The Arts Council England	Organisation which champions develops and invests in artistic and cultural experiences that enrich people's lives. Support a range of activities across the arts, museums and libraries and provides leadership and funding for the sector.	ACE
VAST	A registered charity, providing services and support to Voluntary Organisations, Community Groups, Charities and Social Enterprises (VCS) in Staffordshire as well as Corporate Social Responsibility services to local businesses.	VAST



Staffordshire
Hoard discovered

HLF Bid

Staffordshire
History Centre
opens

2009

2016

2021

Produced in Active Partnership by:

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