



Staffordshire History Centre

Outline Activity Plan February 2016

Staffordshire County Council, William Salt
Library Trust and Partners.

 Staffordshire
County Council



Table of Contents

Our Project.....	1
Aims and objectives	2
Outline Activity Plan.....	6

Our Project

The development of the Staffordshire History Centre Project has taken place over the last twelve months. The Project includes several partners the key ones being:

- Staffordshire County Council & Stoke on Trent City Council through the Archive and Heritage Service
- William Salt Library Trust
- Friends of Staffordshire & Stoke on Trent Archive Service, Friends of William Salt Library
- Diocese of Lichfield
- University of Keele, University of Wolverhampton
- Stakeholders from the family and local history community within Staffordshire and Stoke on Trent
- Voluntary sector

During the year a series of workshops, project board and team meetings have been held to assess our current position and establish our aspirations for the future. Out of this process two key documents have been produced.

['Staffordshire and Stoke on Trent Archive Service: A Vision for the Service 2015-2025'](#)

['The Vision for the William Salt Library Trust 2015-2025'](#)

These two documents provide the background to this Activity Plan and should be read in conjunction with it. Our missions for the Services are:

Staffordshire and Stoke on Trent Archives and Heritage *‘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.’*

William Salt Library Trust: *‘The William Salt Library Trustees, working with the Staffordshire and Stoke on Trent Archives and Heritage Service, will have ensured the integrity and security of the collection and increased its availability and visibility to the public, so that the numbers of users and researchers- on-line and visiting - have increased.’*

Our current provision of services is focussed on buildings-based delivery over multiple sites. Most of our resources go into face to face delivery with less focus on community activities, online access, and exhibition of the collections. Our vision documents include assessments of current use and show a picture of declining onsite use against growing demand for online access.

Some of our buildings no longer provide the right environment for our collections, have space for them to grow, offer public spaces which meet current visitor expectations, and have enough space to accommodate the growing levels of volunteers working with our services.

The Service needs to modernise and transform the way it is delivered to ensure sustainability, high levels and of engagement and ability to continue to collect for the people it represents.

Aims and Objectives

Our new Visions for the next ten years set out our aims and objectives:

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.

We have talked to users and stakeholder about our ten year vision and our options for how we could implement it through two consultations carried out during 2015. The results of these consultations are available in ['Findings of the Staffordshire and Stoke on Trent Archive and Heritage consultation on options for the Service, September 2015'](#).

The key findings were:

- Over 70% of people said that they would prefer more services on one site and a strong activity programme rather than services across multiple sites and a smaller activity programme.
- Over 77% of people said that they would prefer longer opening hours on fewer sites rather than retaining multiple sites with much shorter opening hours.
- There was a high level of support for taking part in activities such as attending an exhibition (the highest response), attending a course, planning the future of the Service, indexing and transcribing records.
- There was interest in attending events in a community centre or a local library.
- People were interested in using online services such as online catalogues, indexes to collections, digitised collections and online support.

A significant proportion of respondents were non-users of the Service (18%). What was clear was that there was a large amount of enthusiasm and support for the plans for the Services and real potential for promoting greater access to the collections it holds. Some of the comments included:

"Digitisation is the future."

"Extend partnerships with online providers to generate income. Look into private investment."

"Greater engagement and collaborative projects with a variety of audiences including academic".

The results of the consultation also showed that certain areas of the county had lower engagement rates with the current service. These included Tamworth, Staffordshire Moorlands, East Staffordshire and South Staffordshire districts. These areas will be target areas for the activity plan alongside Lichfield where the service provision will be changing.

The activities that have been proposed for the Staffordshire History Centre are based on our research during the last year and our experience of delivering a number of successful funded projects in the past. These projects include the Sutherland Papers Project which secured a major archive collection for the future and involved large numbers of volunteers to help index parts of the collection alongside digitisation of key elements. This project enabled the Service to establish formal volunteering opportunities and a dedicated post to support them; this has been maintained and expanded in the last seven years since the project completed. We have had similar success in involving volunteers through the Staffordshire Appeals Project with over 100 people wanting to be involved and 50 people still working with the project to deliver online access, collection care, digitisation and an exhibition. The projects also revealed the appetite for volunteering with our service as long as we can provide enough space and staff support to enable it to happen.

Children on the Move was an oral history project to document memories of evacuees to Staffordshire during World War Two before this record was lost for ever. The project had unexpected success in supporting the wellbeing of the participants as they were able to reconnect with one another and discuss, sometimes painful, sometimes enjoyable, experiences during the war. The project has since been used as a regional case study and supported further academic research. We want to continue this approach to document and support other communities not represented in our collections.

‘Treasure!’ is a community touring exhibition which is taking high quality replicas and interpretation about the discovery of the Staffordshire Hoard on tour around the county and beyond. It was developed with local community groups and has been on tour since 2013 visiting a wide variety of venues enabling greater access to the Hoard to be delivered. Involving local groups in the development of the exhibition helped to ensure the content was appropriate and develop a sense of ‘ownership’ by all partners. We intend to use this method to create exhibitions for the Staffordshire History Centre.

All of these projects were supported by Heritage Lottery Fund and our partners and volunteers. We want to take the learning from these projects and use it to develop a new model of working for the Service. This model will be focussed on Active Partnership as the key to involving people in the planning, development and delivery of the Staffordshire History Centre.

The Outline Activity Plan describes the work we plan to do in the development and delivery stages of this project. The activity is planned to last for four years running from 2019 – 2022 with work starting in several phases. Each area of work has an existing member of Archive and Heritage Service staff overseeing it to ensure sustainability and transfer of knowledge at the end of the Project. During the Project the

Archive and Heritage team will be restructured to focus on the new priorities identified in our Vision and this Activity Plan. The plan will be delivered with the William Salt Library Trust, Friends groups, other key partners and volunteers.

Staffordshire History Centre

Outline Activity Plan

Project		Audience	Delivery	Phase Development (1) Delivery (2)	Delivered by	Costs in project budget
1	Learning <i>Supported by Community History Development Officer post (HLF funded)</i> <i>Links to Archive & Heritage Service Vision 2015-2025:</i> <ul style="list-style-type: none"> <i>An active partnership approach</i> <i>Reaching and engaging with a wide range of people and building new audiences</i> 					
	Develop a new 'Learning Policy'	This will be targeted at a broad range of potential users: Colleges, Universities, Schools and wider 'learning' opportunities	To define how the new <i>Staffordshire History Centre</i> (SHC) will work as a 'learning space'. The policy will be key to creating a sustainable learning offer. It will cover both formal and informal learning and will encompass all our learning spaces to include: onsite displays and exhibitions, touring exhibitions, formal class room learning and on and off site volunteering.	Development (1)	Current Staff: Participation and Engagement Officer New Post: Community History Development Officer	Existing staff budget Activity costs: Employees line

Project	Audience	Delivery	Phase Development (1) Delivery (2)	Delivered by	Costs in project budget
Develop a schools offer: 'Your Staffordshire, Your History'	Schools	Building on work from the 'Learning Policy': to include visits to schools, collaboration on onsite displays and exhibitions Deliver new learning programme	Development (1) Delivery (2)	New Post: Education Consultant Officer Current Staff: Participation and Engagement Officer New Post: Learning Officer	Activity costs: Employees line
Deliver a varied talks programme to develop knowledge of and engagement with both our collections and the histories of Staffordshire	County wide audience, special interest groups, community groups, universities, FE colleges	Internally with partners and across the county. Work with local universities and colleges to support courses	Delivery (2)	Current Staff: Archive and Heritage Team New Post: Community History Development Officer	Existing staff budget Activity costs: Employees line
Career development	Schools, universities, sector professionals in training or at start of career	Work experience school pupils. Offering local young people an opportunity to learn about different career paths. Develop new local history qualification with local universities. University Placements offered as part of a 2 nd year module Career development and internships	Delivery (2) Delivery (2) Delivery (2)	Current Staff: Participation and Engagement Officer Archive and Heritage Team Volunteer co-ordinator	Existing staff budget, support from partners

Project	Audience	Delivery	Phase Development (1) Delivery (2)	Delivered by	Costs in project budget
		Professional career development and mentoring opportunities (All within Museums, Archives, Libraries and Conservation)	Delivery (2)		
Skills and Learning	Volunteers, community groups, special interest groups	Volunteers work on exhibition content and volunteer indexing Investigate an accredited volunteering scheme 'Skills for the future' opportunities incl. internships Delivering a varied talks programme Develop 'Arts Mark' accreditation to support Arts Award programme. This also links to 'Career development' above for some individuals	Delivery (2) Development (1) Delivery (2) Delivery (2) Development (1) & Delivery (2)	Current Staff: Senior Museum Officer Participation and Engagement Officer Archive and Heritage Team Volunteer co-ordinator New Posts: Community History Development Officer Collections Interpretation Asst	Existing staff budget, support from partners Existing staff budget Activity costs: Employees line
Develop partnership bids to increase engagement with and about our	Carers groups, migrant communities	For example carers and support groups; using asylum records and medical history object collections; aspects of domestic life through archive and museum collections;	Development (1)	New Post: Community History	Activity costs: Employees line

Project		Audience	Delivery	Phase Development (1) Delivery (2)	Delivered by	Costs in project budget
collections			end of life stories		Development Officer	
'Learning and Wellbeing' : SHC to become a dementia friendly space		Dementia sufferers, Alzheimer's groups, older people	During the building phase Seek out partnerships, consultation for design Develop and deliver innovative programmes of work to support dementia sufferers using archive, museum and art collections	Development (1) Development (1) Delivery (2)	Current Staff: Head of Archives & Heritage New Post: Community History Development Officer	Existing staff budget Activity costs: Employees line
2	Community Offer – at the Staffordshire History Centre <i>All work informed by Learning Policy (see above)</i> <i>Links to Archive & Heritage Service Vision 2015-2025:</i> <ul style="list-style-type: none"> • <i>An active partnership approach</i> • <i>Reaching and engaging with a wide range of people and building new audiences</i> • <i>Sharing knowledge across the UK</i> 					
Exhibition content for the new Exhibition Space		Stakeholders, partners, community groups, schools, etc.	Developing content with partner organisations (Victoria County History, Staffordshire Arts Service, other museums in Staffordshire) Developing content with volunteers, local history groups, etc.	Delivery (2) Delivery (2)	Current Staff: Senior Museum Officer New Posts: Collections Interpretation Asst	Existing staff budget, support from partners Activity costs: Employees line

Project	Audience	Delivery	Phase Development (1) Delivery (2)	Delivered by	Costs in project budget
Community History Projects		<p>‘The Staffordshire Local History Club’ - History club run along the line of our current Family History Club with support from A&H and VCH</p> <p>‘Staffordshire History’ Blog: run in partnership with community history groups to share research and become a place for researchers to have their work published</p> <p>‘Salt Club’; A new volunteer group set up to support the William Salt Library collection and work with the Project Cataloguer to help get more of it catalogued and accessible online.</p> <p>Oral History projects in areas where our collections are weak, possible projects could be</p> <ul style="list-style-type: none"> • Eastern European migration to Staffordshire • ‘End of Life Stories’ in partnership with Staffs University and local Hospices • Shopping and Entertainment- Changing face of the High Street and public houses 	<p>Delivery (2)</p> <p>Delivery (2)</p> <p>Delivery (2)</p> <p>Delivery (2)</p>	<p>Current Staff: Participation and Engagement Officer Archive and Heritage Team Volunteer co-ordinator WSL Assistant Librarian</p> <p>New Posts: Project Cataloguer</p>	<p>Existing staff budget,</p> <p>In kind support from Stoke on Trent City Archives</p> <p>Support from partners</p> <p>Activity costs: Employees line</p> <p>Seek external funding, with partners.</p>
Developing Volunteering opportunities	Volunteers, community groups	<p>Consultation with volunteers will identify the collections they will be working with. We will develop new opportunities, including:</p> <ul style="list-style-type: none"> • Indexing projects • Conservation work • Digitisation projects 	Development (1)	<p>Current Staff: Participation and Engagement Officer</p> <p>Volunteer co-</p>	Existing staff budget, support from partners

Project		Audience	Delivery	Phase Development (1) Delivery (2)	Delivered by	Costs in project budget
			<p>Research projects and developing exhibitions Carrying out indexing projects</p> <p>Exhibition monitoring Family History Advice and mentoring</p> <p>Develop promotional space for Friends and other groups on the Stafford site</p> <p>Volunteering at satellite venues Family history advice/support Local history advice/support New Local History Groups</p>	<p>Delivery (2)</p> <p>Delivery (2)</p> <p>Development (1) Delivery (2)</p> <p>Delivery (2)</p>	<p>ordinator</p> <p>New Post: Community History Development Officer</p>	<p>Activity costs: Employees line</p> <p>Activity costs</p> <p>Support from partners</p>
Develop and Deliver Communications Strategy		New users, Stakeholders, partners, community groups, schools, etc.	<p>Develop new strategy to communicate the range of activities associated with the new History centre</p> <p>Deliver Strategy to communicate the story of the new History centre and to bring in new users</p>	<p>Development (1)</p> <p>Delivery (2)</p>	Delivered with SCC Communications team	Activity costs: Publicity and Promotions line
3	<p>Community Offer – locality working</p> <p><i>All work informed by Learning Policy (see above)</i></p> <p><i>Links to Archive & Heritage Service Vision 2015-2025:</i></p> <ul style="list-style-type: none"> <i>An active partnership approach</i> <i>Reaching and engaging with a wide range of people and building new audiences</i> <i>Sharing knowledge across the UK</i> 					

Project	Audience	Delivery	Phase Development (1) Delivery (2)	Delivered by	Costs in project budget
'Moving Histories' handling resources	Older people in care, carers, schools	Creating new portable handling and reminiscence resources, using museum and archive collections, in partnership with our users and sector specialists. Resources will include collections relating to domestic life, entertainment, food and drink, work, etc. Linked to 'wellbeing –working with dementia groups'.	Delivery (2)	Current Staff: Senior Museum Officer Museum Development Officer	Existing staff budget, support from partners
Community Roadshow	Family audience, people in geographically remote areas	An innovative outreach programme combining activities, displays, 'meet the expert' sessions and information sharing. It will be developed and delivered in partnership with community groups and designed to work in a range of community venues. The new 'roadshow' will be a flexible, modular and responsive programme reaching rural and urban areas and developing new relationships.	Delivery (2)	Current Staff: Participation and Engagement Officer New Post: Community History Development Officer	Existing staff budget, support from partners Activity costs: Employees line
Develop Satellite partners	Community groups, audiences with low levels of engagement, Partner museums in Staffordshire	Consultation at Lichfield, Burton and areas of low engagement and target those in phase 2 Museum Development work delivered in partnership with Ironbridge Gorge Museums Trust/West Midlands Museum Development programme 2015-2018 use to strengthen links with satellite partners. Deliver new access points at Burton and Lichfield Fiche and film readers: self-service, with family history	Development (1) Development (1) & Delivery (2) Delivery (2)	Current Staff: Principal Archivist (Onsite Access) Senior Museum Officer & Museum Development Officer New Post: Community	Existing staff budget, support from partners Activity costs: Employees line SCC & Arts Council funded work Support from partners

Project		Audience	Delivery	Phase Development (1) Delivery (2)	Delivered by	Costs in project budget
			partner (volunteers) Online family history sources (e.g. Find My Past): self-service, with family history partner (volunteers) Local history books self-service, with local history partner (volunteers) Training where needed and support from Community History Development Officer.	 Delivery (2) Delivery (2) Delivery (2)	History Development Officer	
4	Digital Access to Collections <i>All work informed by Learning Policy (see above)</i> <i>Links to Archive & Heritage Service Vision 2015-2025:</i> <ul style="list-style-type: none"> <i>An active partnership approach</i> <i>Resilience and sustainability</i> <i>Reaching and engaging with a wide range of people and building new audiences</i> 					
In-house digitisation capacity		All	Digitisation equipment required to enable safe in-house digitisation of volumes. In-house digitisation will enable the Service to respond quickly to user demand, reduce the amount of time collections are unavailable to users, and assure better conservation of documents. Keys to Lichfield' and 'Keys to Burton'	Delivery (2)	Current Staff: Senior Archivist (Online Transformation) New Post: Project Digitisation Officer	Activity: IT costs Activity costs: Employees line

Project	Audience	Delivery		Phase Development (1) Delivery (2)	Delivered by	Costs in project budget
'Your Place – Your Past' Locally-focussed digital projects	Worldwide audience, local and family history researchers	Consultation on new projects Fundraising programme to digitise series of records, led by community groups across Staffordshire and Stoke on Trent) e.g. Tithe Maps and FoSSA.	Development (1) Delivery (2)	Current Staff: Senior Archivist (Online Transformation) New Post: Project Digitisation Officer	Existing staff budget Activity costs: Employees line	
'In Touch with the Past'	Local audiences. Local and family history researchers	Ipads and touch screen tables as a means of engaging new audiences (particularly young people and non-specialists), enabling them to interact with documents, objects and images in new and attractive ways.	Delivery (2)	Current Staff: Senior Archivist (Online Transformation) New Post: Project Digitisation Officer	Activity: IT costs line Activity costs: Employees line	
On-line Indexes Staffordshire Name Indexes	Worldwide audience, local and family history researchers	Grow with volunteer support	Delivery (2)	Current Staff: Senior Archivist (Online Transformation) Participation and Engagement Officer	Existing staff budget	

Project		Audience	Delivery		Phase Development (1) Delivery (2)	Delivered by	Costs in project budget
					Archive and Heritage Team Volunteer co- ordinator		
'Gateway to the Past' on- line catalogue		Worldwide audience, local and family history researchers	New web interface for online catalogue, with added digital engagement capability, to work with iPads, touch tables	Delivery (2)	Current Staff: Senior Archivist (Online Transformation)	Activity: IT costs line - check	
'Time and Tithe' project - digitisation of tithe maps		Worldwide audience, local and family history researchers	Digitisation of Staffordshire tithe maps (c. 270 maps) Explore geo referencing, possibly online with 'virtual volunteers'	Delivery (2)	Current Staff: Senior Archivist (Online Transformation)	Partnership funding, support from partners Existing staff budget	
5	Exhibitions Offer – Staffordshire History Centre <i>All work informed by Learning Policy (see above)</i> <i>Links to Archive & Heritage Service Vision 2015-2025:</i> <ul style="list-style-type: none"><i>An active partnership approach</i><i>Resilience and sustainability</i><i>Reaching and engaging with a wide range of people and building new audiences</i>						
Develop Exhibition Space at Staffordshire History Centre To be a venue for local, regional and travelling displays.		Stakeholders, community groups, schools, disability groups, etc.	Identify requirements for display cases, digital display elements, flexible display walls and units, security, environmental controls, access, oral history & film booths. Develop exhibition programme for first 18 months. Installation of the above. Deliver content to the Staffordshire History Centre Exhibition Space		Development (1) Delivery (2)	Current Staff: Senior Museum Officer Participation	Activity costs: Exhibition

Project	Audience	Delivery	Phase Development (1) Delivery (2)	Delivered by	Costs in project budget
				and Engagement Officer	
Identify audiences (core 'family' audience for most exhibitions)	All	Assess existing visitor evaluation for Museum, Staffordshire Record Office, events (Part of Learning Policy development)	Delivery (2)	Current Staff: Senior Museum Officer Participation and Engagement Officer	Existing staff budget
Exhibition content – informed by Learning Policy (see above)	Stakeholders, volunteers, community groups, schools, disability groups, etc.	Developing content with partner organisations (Victoria County History, Arts, Museums, Health practitioners, disability groups) Developing content with volunteers, local history groups Schools, young people, etc. 3 year HLF funded post developing new ways of working with community groups, encouraging participation, etc.	Development (1)	Current Staff: Senior Museum Officer Participation and Engagement Officer	Existing staff budget, support from partners
3 to 4 exhibitions per year	Partners, stakeholders, volunteers, community groups, schools, disability	Mixture of in-house generated and externally-generated touring exhibitions. Core staff to manage exciting, engaging and varied exhibition programme.	Delivery (2)	Current Staff: Senior Museum Officer	Activity costs: Exhibitions Existing staff budget, support from partners

Project		Audience	Delivery	Phase Development (1) Delivery (2)	Delivered by	Costs in project budget
		groups, etc.				
6	Community Touring Exhibitions <i>All work informed by Learning Policy (see above)</i> <i>Links to Archive & Heritage Service Vision 2015-2025:</i> <ul style="list-style-type: none"> • <i>An active partnership approach</i> • <i>Resilience and sustainability</i> • <i>Reaching and engaging with a wide range of people and building new audiences</i> 					
Community exhibition programme		Partners, stakeholders, volunteers, community groups, schools, disability groups, etc.	<p>New and ambitious programme of small to medium scale touring exhibitions, developed with partners and users, based on museum and archive collections</p> <p>Involvement of stakeholders, partners, users and local groups in creating programme. Exhibitions may be generated through externally funded programmes, by re-purposing Staffs History Centre exhibitions, through partnership working.</p>	Development (1)	Current Staff: Senior Museum Officer Participation and Engagement Officer New Posts: Collections Interpretation Assistant	Activity costs: Exhibitions Existing staff budget, support from partners Activity costs: Employees line
Programme of exhibitions		Partners, stakeholders, volunteers, community groups, schools, disability	<p>Small to medium size touring exhibitions for community venues such as museums, libraries, schools, churches, universities and village halls in Staffordshire.</p> <p>Based around our rich and varied archive, art and museum collections, themes could include: rural life, domestic life, industrial history, shops and shopping,</p>	Delivery (2)	Current Staff: Senior Museum Officer	Existing staff budget, Activity costs: Exhibitions

Project		Audience	Delivery	Phase Development (1) Delivery (2)	Delivered by	Costs in project budget
		groups, etc.	gardens, anniversaries, etc., or a focus on a locality (a village, town, or larger distinct area such as the Staffordshire Moorlands or Cannock Chase)			
7		<p>Develop a loans programme to support the wider cultural communities and venues across Staffordshire</p> <p><i>Supported by Collections Interpretation Assistant (HLF funded)</i></p> <p><i>Links to Archive & Heritage Service Vision 2015-2025:</i></p> <ul style="list-style-type: none"> <i>An active partnership approach</i> <i>Resilience and sustainability</i> <i>Reaching and engaging with a wide range of people and building new audiences</i> 				
Develop new Archives and Heritage loans policy		Partners, stakeholders, volunteers, community groups	New policy for joint service and to address new opportunities	Development (1)	Current Staff: Head of Archives & Heritage	Existing staff budget
Existing annually renewable loans		Partner museum audiences	To Accredited museums. Also non-Accredited venues, e.g. National Brewing Centre, Lichfield Cathedral. Staff with curatorial/collections management skills required to assess, organise and monitor.	Delivery (2)	Current Staff: Senior Museum Officer	Existing staff budget
To satellite exhibition spaces		All	Burton and Lichfield. Consultation required to define nature of loans.	Delivery (2)	Current Staff: Senior Museum Officer New Posts: Collections Interpretation	Existing staff budget Activity costs: Employees line

Project	Audience	Delivery	Phase Development (1) Delivery (2)	Delivered by	Costs in project budget
				Assistant	
'Loans Extra' - expanding loans programme	Special interest groups and their audiences	Increase the amount of reserve collection on loan, creating new kinds of loan agreements with groups outside the museum and archive sector, e.g. bespoke agreements for long term loan of tractors and other motor vehicles to private individuals involving restoration and display.	Delivery (2)	Current Staff: Senior Museum Officer New Posts: Collections Interpretation Assistant	Existing staff budget Activity costs: Employees line