

APPENDIX A



TOURISM AND THE CULTURAL COUNTY & THE RURAL COUNTY

Staffordshire Great War Centennial

A Strategy for Commemoration 2014 – 2019

1. Background

The commemoration of the Great War Centennial 2014 – 2019 will be a significant event nationally, regionally, and locally. The Government has already announced its commitment to mark this key anniversary supported by funding from several sources which will assist organisations to develop and deliver their own programmes.

Staffordshire has the potential to be a national focus for the commemoration of the Great War Centennial. The principal assets within the County include:

- The National Memorial Arboretum which is a national and international centre for commemoration
- Cannock Chase hosts both Allied and German war cemeteries
- Great War Camps on Cannock Chase trained over 500,000 men for the trenches from across the United Kingdom and abroad – they survive as some of the most complete Great War archaeological sites in the country.
- Staffordshire Regiment Museum details the history of Staffordshire's regiments and the crucial role they played throughout the conflict, including a series of 'practice trenches'.

As well as these core elements, there are a number of other projects being developed by Staffordshire's museums and cultural organisations.

Therefore, there is a need for a coherent and planned approach to research, marketing, digital activity and external funding to enable the development of the Great War Centennial offer in Staffordshire.

We aspire to develop a high quality offer, providing excellent experiences for our visitors, national and international, young and old.

The County Council has a key role to play in both leading commemorations and also supporting other organisations to deliver their own projects and events.

This strategy outlines

- the outcomes for Staffordshire

- the key themes and work streams for Staffordshire's Great War Centennial
- how they will be delivered
- the lasting legacy of a Staffordshire Great War Trail
- the funding required and how this will be accessed

2. Ownership of the Strategy

Work began in summer 2012 to develop plans for the County Council's role in the commemorations and a working group was established with representatives from Tourism and Cultural County and Rural County to ensure a joined up approach.

This group organised and delivered a conference in October inviting key stakeholders and partners to engage with the development of a county-wide programme.

In October the Archive & Heritage Service, as part of the Staffordshire Museum Consortium, secured £80,000 funding from the Arts Council to scope plans further: to assess audience needs, audit plans, carry out historical research and develop a Great War Trail brand and marketing strategy.

3. Outcomes for Staffordshire

The development of Staffordshire's offer for the Great War Centennial is a key element of Outcome 7 of Staffordshire County Council's Strategic Plan 2012-2017: 'Staffordshire's communities can access, enjoy and benefit from a range of learning, recreational and cultural activities.' Planned activities are linked to the Outcome Plan for 2013 – 2014. The anticipated outcomes are:

- A cohesive offer across the County allowing all communities to participate in the Centennial
- Increased visitors to the County and increased economic spend through the development of a strong Marketing Strategy
- New and enhanced interpretation of Staffordshire's role during the Great War
- A vibrant offer to encourage schools and young people to discover more about Staffordshire and the Great War
- A Staffordshire Great War trail offering both physical and virtual access
- A Great War portal to present digitised collections of archives and cultural objects; a gateway listing events and projects relating to the Great War; and an interactive platform to allow communities and individuals to upload their stories about the Great War.

4. Key themes and work streams

In October 2012 Staffordshire Archives and Heritage was awarded £80,000 by the Arts Council England to develop its plans for commemoration of the Great War Centennial in Staffordshire. The County Council was one of just a few

local authorities to receive funding for the Centennial and it reflected the recognition of Staffordshire's unique offer.

The intention of this project was to scope existing plans for the commemoration of the Great War in Staffordshire, improve the research base, and explore further innovative ways in which the Staffordshire Great War Trail (SGWT) can be developed. A conference in October 2012 was held to invite potential partners and test their appetite for working together to deliver a Centennial programme. It was attended by over 60 delegates indicating there was a keen interest in developing a Centennial programme. The outcomes of this project are detailed under the SGWT theme.

4.1 Key Themes

Staffordshire County Council has identified five themes and educational support which will drive our work on the Great War Centennial Project:

- The Military Legacy: Cannock Chase and the Great War Camps
- Literature and Artistic Interpretation
- Memory and the Home Front
- The Staffordshire Great War Trail
- The Marquis Drive Visitor Centre Project
- A recommendation that the Education Advisory Service develops resources to support the key themes

4.2 The Military Legacy

Staffordshire County Council has entered into a stewardship agreement with Natural England (NE) to manage Cannock Chase. The Chase is recognised for its biodiversity and landscape importance in its Special Area of Conservation (SAC) and SSSI status, and its designation as an Area of Outstanding Natural Beauty (AONB). However, the Chase also contains a wealth of historical and archaeological sites and its relatively untouched nature has meant that these remains survive in good condition. Principal among these heritage assets are the remains of two divisional-sized Great War camps and their associated training landscape which trained over half a million men between 1915 and 1918.

Within this vast landscape two work streams have been identified:

Whitehouse

The County Council, as part of the NE agreement, has capital works money to remove scrub, and interpret the exposed earthworks and concrete bases of Rugeley Camp close to the Whitehouse Car Park. This will include:

- Scrub clearance and continued maintenance of earthworks.
- Maintenance of paths and car park at Whitehouse.
- Development of interpretation of the visible camp earthworks in the Whitehouse area.

Funding Required: TBC. Source Natural England, SCC

Messines Terrain Model

NE funding has also allowed for proposals to be drawn up to excavate, record and rebury the Messines Terrain Model located close to Coppice Hill Car Park, Cannock Chase. This is a rare survivor of a fully scaled terrain model, designed by allied engineers and built by German Prisoners of War. The model commemorated the Battle of Messines Ridge (1917) in which the New Zealand Rifle brigade (billeted at Brocton Camp) played a successful role. This will include:

- Excavation of the Messines Terrain Model with the help of local volunteers.
- Digital and photographic recording of the terrain model.
- Reburial of the model to incorporate root proof barriers to secure its long term survival.
- Interpretation, including the preparation of a physical model and/or a fully rendered digital model which will be displayed at the Marquis Drive Visitor Centre. The potential for 'desolated' examples of the digital model to be incorporated onto the Staffordshire Great War website will be explored when the digital model is being produced.
- Continued management to encourage the growth of heathland species over the model (and prevent the regrowth of trees and invasive scrub).

Funding Required: c.£60,000. Source: Natural England, SCC

4.3 Literature and Poetry

One of the key themes for the Centennial will be literature and poetry linking the Great War Poets to reading and literacy today. The Library and Arts Service will lead a series of events and initiatives around this theme to engage people of all ages in both historical and contemporary literature. This will include:

Literature

- Promoting works and authors popular during the 1914-1919 period through stock displays e.g. Arthur Conan Doyle, DH Lawrence, PG Wodehouse.
- A series of talks at libraries across the county focused on the Great War – the cost will be underwritten through the Reader Development Fund but the events will be self-financing where possible.
- Promote works by local writers who were either active during the period or referred to the Great War.

Poetry

- A celebration of war poetry – from both the Great War; Second World War and a contemporary focus in 2015
- Stock displays to promote poetry from the two main twentieth century conflicts as well as contemporary poetry on war

- A programme of talks across Staffordshire or potentially the West Midlands if funding is available from Poetry on Loan
- Work around the theme of poetry and creative writing using the Staffordshire Poet Laureate and Young Poet Laureate.

Funding required: Within existing resources. Source: Libraries & Arts Reader Development fund

4.4 Memory and the Home front

The focus of this theme is for the Archive and Heritage Service to work with local communities across Staffordshire to unlock and share the hidden story of Staffordshire and the Great War.

The military side of the war has been explored extensively by historians and sources are available online to help people access material more easily. Local access is available to some sources through Ancestry.com available in Staffordshire Libraries and Archive Service offices.

The home front has not been explored to the same depth and for Staffordshire it is this aspect which has the potential to make the Centennial a key way of raising awareness of Staffordshire's role.

This theme will be led by the Archive and Heritage Service and will focus on unlocking local sources and delivering access online via an interactive website. The key activities will include:

- **Great War Remembrance Gallery**
An interactive website which has images of soldiers (and other individuals) from local newspapers to enable people to locate information about their family or community during the Great War. The website will also allow people to upload their images so that it can grow as a potentially national resource and will be part of the Great War portal. Work on this has started with the 2012-13 Arts Council Strategic Support funding.
- **Great War Name Index**
A searchable name index of records held by the Archive Service carried out by volunteers focusing on the rare survival of the Military Tribunal Records. We will also include additional indexes based on archives identified in the Arts Council funded Great War Trail project.
- **Support for Community Groups**
Develop guides and models for research to support local groups and societies in researching the history of their area during the Great War. This would include information and guidance on the key sources available and links to genealogical research in tracing people listed on war memorials.

- **Exhibitions**

For the 2014 season, the County Museum will host a 'Staffordshire at Home in 1914' exhibition, looking at everyday life in the county at the outbreak of war.

The next focus would be 2016 as a mid-point to the Centennial and would be a three site exhibition including the Shire Hall Gallery, County Museum and Staffordshire Record Office. It would require grant funding to research and deliver it successfully.

- **Partnerships with local universities**

The Archive & Heritage Service has a long track record of supporting placements of students from the local universities (Keele University, Staffordshire University and University College Worcester). It has used these placements to support bigger projects in the past such as one on evacuees during World War Two in Staffordshire. During the Centennial student placements would research local archive holdings focusing on the 1914 – 1919 period. We will also look at developing a project to research some Staffordshire names on War Memorials at the National Memorial Arboretum and the war cemeteries on Cannock Chase. Archives and Heritage will support Keele University's bid to AHRC to become one of the national university centres being set up to co-ordinate commemoration of the Great War.

- **Partnership with Libraries and Arts**

Working with Libraries across the county as a venue to host events, voluntary work, reminiscence sessions and inter-generational sessions.

Funding required: £40,000 - £50,000. Source: Heritage Lottery Fund

4.5 Artistic Interpretation

Artistic interpretation of the Staffordshire and the Great War offers potential for new and exciting ways of discovering more about the War and the experience of people in Staffordshire. This theme will be led by the Libraries and Arts Service.

A key piece of work will be working in partnership with Wigan Leisure and Culture Trust Community Wellbeing Arts and Cannock Chase District Council to deliver a theatrical performance on Cannock Chase. This will be based on the historical events of the Great War and the camps on the Chase. This will require funding to deliver and we will work with and support the District Council to apply for a large scale Grant for Arts from the Arts Council. It will offer opportunities for different audiences to be part of the Centennial but from an alternative perspective.

Funding required: c.£100,000. Source: Grant for Arts from Arts Council

The Shire Hall Gallery will deliver an exhibitions programme picking up on a variety of themes around the Great War:

- **Autumn 2014**
WW1 Centennial Commemorations Launch - Shire Hall Gallery Robert Perry - Contemporary Paintings & Drawings of WW1 Battlefields. (Somme, Verdun & Flanders). Exhibition to include new commission of 4 A1 works suitable for touring. There will be a series of activities and talks at the Shire Hall Gallery to launch Staffordshire's Centennial Commemorations.
 - **Sep/Oct 2015**
The Gallery will be a possible venue for Paintings by Victor Tardieu - Countess of Sutherland's Field Hospital. There are ten paintings, all about A3 size in their frames, together with graphic panels and potentially one or two showcases of supporting material.
<http://www.millicentsutherlandambulance.com/>
 - **Sep/Oct 2016**
A three site exhibition at Shire Hall Gallery; County Museum, and Staffordshire Record Office as mentioned under Memory strand.
 - **Sep/Oct 2017**
Identify opportunities for partnership exhibitions/showcases.
 - **Sep/Oct 2018**
A contemporary exhibition - Potentially linked to the theme of remembrance or reflection
- Funding required: £20,000 Source: A mix of grant funding and existing resources

4.6 Great War Trail

Using the successful Mercian Trail model (developed around the Staffordshire Hoard), a Staffordshire Great War offer will be a boost to the visitor economy in Staffordshire. The Arts Council funded project has delivered the following activities:

- Project officer has audited plans developed so far and followed up on links from the Centennial Conference delivered in October by the Centennial Working group.
- A second Centennial Conference was delivered at the end of April (with over 80 attendees) to share the results of the Arts Council funded scoping project.
- HCL Marketing Communications has developed a brand, Marketing Strategy and a website for 'The Great War Staffordshire'
- The same consultant produced an audience needs survey to test the market for the planned programme of events.
- The results of the survey have shown that there is an interest in commemorating the Great War and in particular how the war affected Staffordshire.

- A report has been produced by the Project Officer as a key document to help inform the bids for funding to support the activities identified under the key themes.
- These reports are provided as an appendix to this Strategy.

The 'The Great War Staffordshire' concept will provide:

- A way of linking the key sites across the county and will connect to the Mercian Trail to strengthen the visitor offer in Staffordshire.
- A website highlighting the key remains on Cannock Chase whilst protecting the environment.
- A Great War Portal website to host digitised resources and indexes from collections, promote local events, a Trail for visitors to follow, a blog and news updates, social media, education resources, resources for key partners to use.
- Coordination of events across the County.

Funding required: £20 -£60k for project coordination over 2-3 years –
Source: Arts Council or HLF

4.7 The Marquis Drive Project

It is anticipated that the Marquis Drive Visitor Centre on Cannock Chase will be a focus of the County's Great War interpretation and education efforts for the duration of commemorations and beyond. Several options are currently being explored regarding the use of the Visitor Centre and its immediate area, including:

- The interpretation area of the Visitor Centre to be updated to consider recent work on Cannock Chase regarding the Great War camps and the surrounding training landscape.
- A project bid to be developed to fund an extension and/or redevelopment of the existing Visitor Centre. Discussions are underway with potential partners and SCC has set aside funding to conduct a feasibility study during 2013.
- An examination and possible reordering of the entire Marquis Drive site, including car parking, ranger services, and visitor centre, centring on a new build facility.

Customer insight is currently being collated and a proposed visitor perception survey is to be introduced over the summer to question existing and non service users, site staff and stakeholders about the services and facilities they would like to see at Marquis Drive.

Funding Required and Source: to be confirmed on completion of feasibility study.

4.8 Educational resources

There is a recommendation that the Education Advisory Service (through Entrust) should develop plans and packages to support schools in engaging with the Centennial over the five year period. This will include:

- Focused, and potentially cross-curricular, lesson plans and ideas for engaging pupils with the contribution of the people and places within the historic County of Staffordshire to the nature, impact and continuing legacy of the conflict.
- Support for schools and pupils visits through international links to visit the Staffordshire Regimental Museum and Cannock Chase as well as the 'Western Front' battlefield sites.
- Development of themed written and e-materials that would be available for schools and pupils throughout the period of the commemorations that support local activities as well as promoting poetry, literacy and numeracy.

5. Supporting communities and partners

The County Council will also support local communities and partners to deliver their own programmes and assist them in accessing funding. There are a number of new funding streams available from the Heritage Lottery Fund:

- Sharing Heritage with grants between £3,000 and £10,000 available to groups who want to discover their local heritage.
- First World War Fund launching in May will provide grants of £3,000 - £10,000 to local community projects that involve young people aged between 11 to 25.

Our support will range from advice and support for bids for funding through to brokering partnerships where there are common goals.

At the Centennial Conference in April 2013 the research from the Arts Council funded scoping project was presented and then disseminated to support partners and groups.

It is intended that local organisation addresses, project details, timelines and other information will form the basis of an SCC web page which local groups can access.

6. Outline Communications Approach

6.1 Research

As part of the development of the Staffordshire Great War Trail a marketing consultant (HCL) was appointed to review potential audiences for the Staffordshire Great War Centennial and to inform on the development of a branding strategy and website design. This work was completed through the Arts Council funded project.

The results of the HCL marketing survey will be used by the Staffordshire County Council Communications Team, working with our internal Insight Team. This work will identify potential target audiences for the Great War Centennial Commemoration in Staffordshire and develop strategies on how best to communicate most effectively with these audiences.

6.2 Objectives

Our objectives for the Great War Centennial are as follows:

Increase awareness of the Great War Centennial Commemorations in Staffordshire across a range of audiences (local, regional, national, international).

Increase the number of visitors to the county and also direct those visitors to appropriate events and venues during the commemoration period.

Increase the awareness of the Great War and Staffordshire's role during the conflict among children and young people in the county.

6.3 Strategy

The Staffordshire County Council Communications Team will develop a communications strategy and project specific briefs for the Great War Centennial Commemorations in the county. This work will be developed in conjunction with key stakeholders, project partners and the internal Project Steering Group.

The project will be marketed to local, regional, national and international audiences for the duration of the centennial and we intend to use a range of marketing channels to achieve this. These channels will include the Staffordshire Great War website, social media, documentary filming, online marketing, the printed media and PR.

We will continue to work closely with key partner organisations and a range of media partners to maximise the marketing opportunities afforded by the Centennial. This will include joint publications/events/exhibitions, road shows/lectures, articles, partner newsletters etc. We will also maintain close relations with local organisations through the Staffordshire Great War website to utilise their network of local contacts throughout the Centennial period.

While the five year Centennial commemoration represents an overarching strategic requirement we will use specific Staffordshire-related events and activities as key promotional/marketing opportunities. This will involve marketing to ensure popular and continuing awareness of the centennial while focusing specific attention on key events within the county.

Press releases, quotes from cabinet members and other material for internal and external consumption will be circulated in draft to the members of the SCC Great War Centennial Project Board. The members of the board will

consult other specialists where it is considered that releases may affect their areas of work.

A Campaign Plan will be developed by the Communications Team which identifies specific activities and timescales as well as the general approach to the communications strategy throughout the 5 year commemoration period. To ensure consistency this Plan will be linked to the previously developed Staffordshire Great War Timeline.

A marketing budget should be identified and the Communications Team will work with the SCC Great War Steering Group to source this. There is also the potential for sponsorship arrangements with external/private organisations. The Communications Team will discuss this further with the SCC Great War Steering Group in the near future.

6.4 Implementation

It is recognised that many PR opportunities (particularly at the national level) require a considerable lead-in time. As such early contact with media agencies is preferable. The Communications Team are currently preparing a Media Brief for the Messines Terrain Model excavation to include reference to the international importance of the model and the global nature of the conflict.

We will look to market other Great War related events and activities on the Staffordshire Great War website and on partner media as and when they arise. Other significant projects to be marketed include (not exclusively) the Great War Trail, Memory and the Home Front and the exhibitions associated with the literature, poetry and artistic interpretation.

6.5 Evaluation

The Communications Team will monitor local, regional and national coverage of the Staffordshire Great War Centennial Commemorations as well as hits and visitors to the Great War website. The results of this evaluation will be reported to the Great War Steering Group on a quarterly basis for review.

7. Project Methodology

Specific methodologies will be prepared on a project-by-project basis. Therefore this section focuses on the broader management and quality assurance of the Great War Commemoration Project as a whole.

7.1 Project Board

A Project Board has been set up to steer the SCC Great War Commemoration through the process. This board meets at three monthly intervals and comprises:

Chair: Janene Cox/Ian Wykes (Commissioners)

Specialists: Matthew Blake (Participation and Engagement Officer)
Chris Copp (Senior Museums Officer)
Steve Day (Entrust: Senior History Advisor)
Stephen Dean (Principal Archaeologist)
Hilary Foxley (Rural Development Officer)
Alan Medway (Library Services Development Manager: learning
& Resources)
Joanna Terry (Head of Archives and Heritage)
Graeme Whitehead (Tourism and Marketing Team Leader)

Member Sponsor: Mike Lawrence, Cabinet Member for Communities,
Culture and Localism

Other specialists or relevant individuals may attend Project Board meetings to report back on project elements or be co-opted onto the Board for periods of time.

7.2 Monitoring and Quality Assurance

The Project Board will oversee the commissioning and execution of specific Great War projects with specialists reporting on progress at each three-monthly meeting.

Board minutes will be maintained and stored in the SCC TRIM document management system. A project code for Great War Commemoration documents within TRIM: EC4626.

8. Next steps

This Strategy forms the overarching programme for the County Council. To deliver the programme requires a series of coordinated bids for funding to key funders such as Heritage Lottery and Arts Council England. Political sign off and support for the Strategy is also required.

**Report authors: Janene Cox – Commissioner – Tourism and the
Cultural County
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