

Service Demand 1: The Archives and Heritage Service is developed by an Active Partnership between Councils, users, depositors, partners, volunteers in all areas of the service including: funding, management and delivery.

By 2025:

- Staffordshire and Stoke on Trent Councils will see the service as having the lead role to play in the county and city, caring for their historically-valuable collections, and enabling their enjoyment and use by residents and visitors alike
- The work of the service will be viewed as relevant to a wide range of organisations and individuals through joint delivery and commissioning of projects
- Fundraising by stakeholders has increased significantly

Service Delivery Activities	Key Milestones
1.1 Valuing and respecting the involvement of our partners in our service and actively crediting their participation and identity	Project Board and Project team meetings are established for the Staffordshire History Centre HLF project and include representatives from partners, friends groups and stakeholders. Project meetings continue for the Marches Museum Network and Ironbridge Museum regarding joint programme of work.
1.2 Developing and strengthening existing partnerships	Joint delivery of Museum Development work with Ironbridge Gorge Museums Trust ongoing (second year of current three year programme) Joint delivery of Victoria County History project continues with Keele University (second year out of four year agreement).
1.3 Developing new partnerships with enthusiast and specialist interest groups	Keele University/Staffordshire Pauper Project is established with volunteer group meeting on Fridays. Joint study day delivered in November 2016. Project at Stoke working on Michelin archive with the company continues to catalogue the collection. National Cataloguing Grant bid succeeded to catalogue the Royal Doulton Archive held at Stoke; £37,000 awarded.
1.4 Empowering users and stakeholders to contribute regularly to the development of policies and plans	History Centre Project team membership was reviewed and includes representatives from Lichfield Civic Society and St Mary's Heritage Centre in addition to Friends of Archive Service and William Salt Library. Stakeholder engagement on Lichfield History Access Point was carried out in November 2016.
1.5 Creating a range of regular consultation activities such as teachers or user panels. Users feel they are involved in developing the service	Consultants appointed to deliver HLF History Centre Project Activity Plan will include extensive consultation in 2017/18. Archive Service participated in PSQG Visitors to British Archives Survey in October 2016. Overall satisfaction remains high at 100%.
1.6 Developing a training and support programme for stakeholder fundraisers	The training plan for volunteers and stakeholders will be covered in the HLF funded development work for the Staffordshire History Centre.

1.7 Developing accredited volunteering and apprenticeship programmes in partnership with other providers	The accredited volunteering and apprenticeship programmes will be covered in the HLF funded development work for the Staffordshire History Centre.
1.8 Expanding the volunteer programme in terms of numbers and roles undertaken, to add value to the service alongside the professional staff team	Staffordshire Appeals project increased number of volunteers and provided roles for digitising collections and delivering presentations on the project.
Performance Measures	Number of volunteer hours given to the Service estimated 9000 by end of year Number of hours of engagement with partners estimated 840 hours by end of year

Service Demand 2: Archives and Heritage Service has been re-shaped and redesigned to encourage resilience, new ways of working and refocusing its delivery to the needs of users.

By 2025:

- The service is housed in buildings which are accessible, welcoming and comfortable. The customer experience is warm, welcoming and inspiring. Users are easily able to use and engage with collections and share their knowledge.
- The service holds collections which reflect present and past life in Staffordshire and Stoke and are appraised to ensure they meet our collection policies.
- All archive and special collections are housed in PD5454 compliant storage.
- All museum collections are housed in appropriate storage.

Service Delivery Activities	Key Milestones
2.1 Ensuring that the service is financially solvent and stable, and/by increasing its mix of external funding	Staffordshire History Centre Project bid to Heritage Lottery Fund submitted Feb 2016 Scoping for service reorganisation begun Work on Archives Accreditation begun submission due January 2017. Service promotion via summer consultation and Connect Awards. Policy reviews carried out Three bids for cataloguing submitted; one successful to catalogue public health records funded by the Wellcome Trust. A

	<p>second is still being considered.</p> <p>County Museum and Shire Hall Gallery Accreditation returns submitted October 2016. Awaiting response.</p> <p>Success in bidding for ACE Museum Resilience funding to deliver touring exhibitions, digitisation, learning and reminiscence work 2017-2018</p>
2.2 Examining and developing new areas of income generation to support the service, together with stakeholders	<p>Support provided to assist FoSSA with fundraising for tithe map digitisation project by preparing c105 letters to parish councils and approaching local members' fund.</p> <p>Minton Collection Conservation Project; grant awarded by both NMCT and The Art Fund to provide a project conservator for one year</p> <p>Strategic support for Sandwell Archives delivered. Conservation support delivered for Walsall Archives Both brought in income for the Archive Service.</p> <p>New funding model with developed with partners for Staffordshire Pasttrack</p> <p>New sustainable funding model for Staffordshire Past Track delivered with partners</p>
2.3 Ensuring the long-term security of collections by housing archive collections in PD5454 compliant storage, housing museum collections in the best possible conditions, and having space to continue to collect for the next 25 years	<p>Annual conservation and preservation programmes delivered to the Archive Service and William Salt Library</p> <p>Minton conservation project in progress, conservator in post, basic conservation studio established at Stoke City Archives</p> <p>Working group to establish electronic locations database for strongrooms established. 1,000 shelves recorded.</p>
2.4 Examining our collections development policies and taking a more strategic active approach to collections development, including deaccessioning and disposal	<p>Review of Appraisal & Deaccessioning Policies completed and action plan developed.</p> <p>Archival appraisal at time of receipt and cataloguing is continuing.</p> <p>Annual appraisal of museum holdings continuing.</p> <p>Museum Service Collections Development Policies reviewed and approved.</p>
2.5 Reviewing and improving our collections information to be more efficient and user-focused with an improved collections interface which allows people to contribute information. Volunteers playing an integral role, working with staff, to develop collections information. Online resources have strong indexes and catalogues to maximize access.	<p>Collaborative Doctoral Award project with Liverpool University Geography Dept. has started, two students in place.</p> <p>The Wellcome Trust project (detailed cataloguing of Medical Officer of Health papers) has been completed</p> <p>Annual current cataloguing and back cataloguing programmes delivered. A large amount of retrospective conversion of existing paper catalogues and new collection-level descriptions online for other collections has also taken place.</p> <p>Volunteers voted to select collection for cataloguing as part of annual programme, and last year's winning vote has been catalogued.</p>

	<p>Museum volunteers improving object descriptions and photographic descriptions on Pasttrack.</p> <p>Stoke volunteer project agreed to add photographs to Pasttrack from a collection held at the Potteries Museum and Art Gallery</p>
<p>2.6 Being more active in attracting new users and providing them with different opportunities to engage with collections</p>	<p>Four events delivered to support Local & Community History Month</p> <p>Staffordshire History Day took place in May 2016 (to coincide with Staffordshire Day).</p> <p>Support for Staffordshire Hoard Partnership continued</p> <p>Active promotion of collections through social media particularly new accessions, highlight being the Minton Collection with its own website, also anniversaries and other topical items, and contributions to the national Explore Your Archive campaign</p> <p>Family History Club maintained and mentor sessions for beginners</p>
<p>2.7 Redesigning/developing buildings to allow us to provide the types of services required in a more cost-effective, sustainable way</p>	<p>Stakeholder event delivered at Lichfield in November 2016.</p>
<p>2.8 Providing a new means of engagement for users through a new exhibition space. Some exhibitions are co-created by users and stakeholder groups building on the existing work developed by the Museum Service.</p>	<p>Seven on-site archive displays featuring documents or collections were produced and publicised online:</p> <p>County Museum 'Favourite Things' exhibition and Community Quilt project delivered 2016.</p>
<p>2.9 Delivering an outreach programme to take collections and resources out to communities beyond its main buildings.</p>	<p>Museum reminiscence work with libraries has been maintained and is ongoing.</p> <p>Co-ordination of the touring of 'Treasure' Staffordshire Hoard community exhibition was successfully completed in September 2016</p> <p>Support was given to Ingestre Hall exhibition with objects loaned from Museum collection</p> <p>The Staffordshire Appeals touring exhibition was taken to Chasewater, Perton, Hanley, Newcastle, Codsall, and Cannock Chase Museum.</p>
<p>2.10 Strengthening our presence around the county by working with Active Partners, such as libraries and heritage groups, to deliver access points in existing community spaces, reaching more people</p>	<p>Worked with libraries to deliver two training sessions to South Staffordshire library staff and new library volunteers on family history resources online. Also delivered family history surgery at Penkridge Libraries.</p> <p>Supported access to Ancestry and FindMyPast in Stoke-on-Trent Community Libraries through provision of one to one support sessions.</p>
<p>2.11 There is a new focus on providing online resources and a rejuvenated online presence to reach more people, balanced with a programme to engage more people with the original documents</p>	<p>A programme of adding Museum and Archives images to Staffordshire Pasttrack has been in progress throughout the year and is ongoing.</p> <p>Progress has been made in investigating further possibilities for a new web interface for Gateway to the Past online catalogue to improve customer experience. This work will form part of the HLF development phase.</p>

<p>2.12 We acknowledge that these new ways of working will need staff resources and training and will build on the expertise we have developed in our existing programmes to deliver a more joined-up, cross-disciplinary service.</p>	<p>In-house training was delivered for staff, placements, and volunteers covering new accessions and collections, CALM cataloguing software, and emergency plan. Staff visited other offices as part of knowledge exchange programme.</p>
<p>Performance Measures</p>	<p>Percentage of collections housed in appropriate storage: Museum 90%, Archives 82% Percentage of collections with collection-level description online: Archives estimated 92%, Museums 100% Customer satisfaction rating: 100% (PSQG survey) Delivery of MTFS savings: on track</p>

Service Demand 3: Archives and Heritage Service 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

By 2025:

- The service is THE focus for the history and collections of Staffordshire.
- Collections have diversified.
- The Service has at least retained its current numbers of researchers in the searchroom and promoted the use of original documents, while increasing the number of users attending activities, browsing facilities and using the service online.
- The service has built on its support amongst local communities and increased the membership of Friends organisations and their active involvement with the Service.
- Public awareness of the diverse themes and treasures within the collection has grown, including that of the William Salt Library

Service Delivery Activities	Key Milestones
<p>3.1 Testing, developing and embedding new ways of engaging with people and new ways for them to engage with the collections across a range of subjects and disciplines</p>	<p>‘Favourite Things’ exhibition completed and evaluated. ‘Kitchen Goes To War’ bid in preparation for bid in February 2017. Battle of the Somme film shown alongside ‘14’ poetry and animations installation. Staffordshire Appeals & Trench Art exhibition at Museum of Cannock Chase Jan-Feb 2017</p>

<p>3.2 Increasing levels of work with community groups and non-traditional users of the service</p>	<p>Delivered a series of talks across the county (see Performance measures)</p> <p>Supported Tamworth History group, supported successful Friends of Cannock Chase HLF bid and 'Revealing Voices' radio Stoke oral history HLF bid.</p> <p>Completed Staffordshire Appeals project</p>
<p>3.3 Investing in marketing, promotion and use of social media to reach new users</p>	<p>Newsletter reviewed: awaiting Communications team support to deliver new e-newsletter</p>
<p>3.4 Providing ways to browse the collections online and onsite through permanent and temporary exhibitions</p>	<p>(Activities part of 2017-2018 Staffordshire History Centre HLF Development Stage work)</p>
<p>3.5 Allowing the browsing of book collections wherever possible</p>	<p>(Activities part of 2017-2018 Staffordshire History Centre HLF Development Stage work)</p>
<p>3.6 Developing a strong learning programme in an active relationship, working closely with teachers, tutors and initial teacher training courses to raise awareness of how archives and heritage can deliver the national curriculum</p>	<p>Keele University classes delivered.</p> <p>St. Luke's School, Silverdale out of school study session delivered to support their HLF bid.</p> <p>VCH, Paupers and Place Names study days delivered in partnership with VCH, Keele University, Nottingham University. Sheridan study day to be delivered in March in partnership with Leeds and Aberystwyth Universities.</p> <p>Paupers community research group developing project for AHRC bid later 2017.</p>
<p>3.7 Developing a set of resources to interpret its collections based on the interests and motivations of a wider audience and using these to engage with new users</p>	<p>(Activities part of 2017-2018 Staffordshire History Centre HLF Development Stage work)</p>
<p>3.8 By integrating collections across the Archives and Heritage Service, increasing new audiences' access to and engagement with cross-disciplinary exhibitions</p>	<p>Resonance exhibition tour completed in May 2016. 65,848 visitors in total, 7 venues visited 2015-2017.</p> <p>'Treasure' Staffordshire Hoard exhibition tour completed Sept 2016. 103,250 visitors in total, 24 venues visited 2013-2017.</p> <p>Robert Perry paintings exhibition delivered at Brampton Museum, Newcastle-under-Lyme.</p>
<p>Performance Measures</p>	<p>Number of talks and events delivered by Service 25 estimated by end of year</p> <p>Number of attendees at all events and talks delivered by Service 3,350 estimated</p> <p>Number of exhibition appearances 13 estimated by year end</p>

Service Demand 4: The Archives and Heritage Service shares knowledge on new ways of working with other services

By 2025:

- The service acts as a national focus for sector knowledge in active partnerships, including volunteering. This has involved partnerships with the National Archives, Arts Council England and the Archives and Records Association.
- The service supports other museums and organisations which hold objects and archives in their collections to ensure they are secure and accessible.

Service Delivery Activities	Key Milestones
4.1 Exploring new ways of working and sharing this knowledge with the wider archive sector, gaining further insight in response	Archives West Midlands launch completed. Case studies submitted (but not chosen) for DCDC conference in October. Case study on WW1 Centennial work and Place Making accepted by Culture and Leisure Officers Association
4.2 Developing a close relationship with voluntary sector organisations, providing the archive sector with support in developing volunteering programmes	History Centre development work starting - noted for volunteering links that Support Staffordshire rather than VAST is the Council's partner
4.3 Reviewing and developing its income generation programme.	New fees and charges for 2017/18 approved by December committee. New elements submitted to Findmypast to extend online coverage and income.
4.4 Building upon its Museum Development Officer role, supporting and advising heritage groups across the county on their development	Museum Development Officer engagement programme continues. Community History Officer role in HLF development phase being advertised.
4.5 Developing programmes for its users to share their knowledge and experience with each other, and providing experts to share their knowledge with users both on-site and online	Support for Friday morning "pauper" project with Keele University continues. "Flood and drought" PhD students from Liverpool University have started, volunteer support for this to begin later. Supporting 'Chase through time' research project with volunteers and Dr Andrew Sargent (Keele University).
Performance Measures	Number of organisations actively engaged with in an advisory capacity: estimated 83 organisations advised

Service Demand 5: Archives and Heritage Service has increased its activity online and is delivering more services online.**By 2025:**

- The service has a presence on key sites beyond its own website, delivering regular content to users on the sites they use frequently
- More services are delivered online and more collections are available online
- Born digital archives are properly managed and accessible

Service Delivery Activities	Key Milestones
5.1 Developing user participation as a key aim of the service's online offer	Work will be undertaken as part of the Staffordshire History Centre Project Development Phase
5.2 Digital content is seen as a 'way in' for new, non-traditional users.	Staffs Name Indexes extended with WWI Military Appeals Tribunal index and Tithe Awards index, and additions to Diocese of Lichfield Wills index 730 images added to Pasttrack (target 1000)
5.3 There is a new focus on providing online resources, with a rejuvenated online presence to reach more people on platforms that maximise access.	Parish Registers/Wills/Marriage Bonds online promotional programme continued using social media
5.4 Balancing online access with a recognition that access to original documents is still important to many users and that online access is not for everyone	Public service at Lichfield Record Office will be reconfigured when Lichfield Library relocates. The Lichfield History Access Point will be established in the new Library providing access to digital and microform sources, outline plans completed. Online access will be extended during the Staffordshire History Centre Project Delivery Phase.
5.5 Developing a plan to manage and provide access to born digital archives.	Archives West Midlands investigating regional solution to long-term digital preservation for local authority archive services
5.6 Developing a Digital Plan that provides access to as many user services as possible, is sustainable, and links virtual visits to physical visits.	Addition of online payments facility to Pasttrack site is scheduled for February 2017
5.7 Implementing a digitisation programme with priority given to items that cannot be physically accessible on demand	Consultation regarding future digitisation projects will take place as part of the Staffordshire History Centre Project Development Phase Arts Council England funding secured for digitisation of County Museum carriage collection and website development
5.8 Providing access to as many user services as possible through a new web service	Extension of commercial partner contract to be agreed by end March 2017, with progress made on Diocese of Lichfield Bishops' Transcripts
5.9 Developing active partnerships for key digital heritage access points	Lichfield History Access Point is under development with the Library and Information Service and St Mary's Heritage Centre, in preparation for the Lichfield Library move in 2017/2018. Scoping of other History Access Points will take place as part of the Staffordshire History Centre Project Development Phase
5.10 Engaging with existing and new users and raising awareness of the relevance of archives through a strong use of social media	289 Facebook posts delivered so far 880 tweets so far

Performance Measures	Visits to Archive Service websites, online resources & online catalogue Visits to Pasttrack (Museum only) Number of images viewed on Find My Past Facebook likes Reach of Facebook posts Engagement of Facebook posts Twitter Impressions Twitter likes	226,575 106,625 1,206 Total for all Facebook pages 3,915 Total reach for all Facebook 404,761 Total Facebook engagement 47,378 Total twitter impressions 518,700 Total Twitter 1,645