

Archive and Heritage Service Delivery Plan 2021/2022

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, supporting health and wellbeing outcomes.
- 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.

Key service delivery themes	Work streams	RAG rating	Predicted outturn
A Existing Partnerships	Implement Development Trust with: William Salt Library Trust, Keele University, Friends, Depositors	Green	Three trustees have been appointed which enables the development trust to be registered with the Charity Commission.
	Joint delivery of Museum Development work with Ironbridge Gorge and review future programme	Green	Work programme is on track with involvement scaled back to take account of new service structure and priorities.
	Marches Network	Green	The services continues participation in this network and holds funds on its behalf.
	University partnerships: Keele University – collaborative PhDs, Victoria County History (VCH) group, Paupers papers project group	Green	The volunteers for the VCH and Pauper projects have returned to site. The Asylums project collaborative PhD continues and one creative writing PhD began this year both are from Keele University.
	Nottinghamshire University – Place Names project	Green	This volunteer group was relaunched in Nov with an online study session.
	Liverpool University – CLANDAGE project on climate change landscapes and heritage	Green (complete)	Outreach activities have been delivered in partnership with the University.
	Library and Arts Service & St Mary's to reopen the HAP delivered by them + volunteers	Green	The HAP reopened in June on a booking basis. Library staff been trained. Volunteers are being recruited to support its running. Both friends groups supporting the Archive Service (FoSSA) and William Salt Library (FWSL) have held online AGMs. FoSSA has also planned a visit to the
	Support Friends committees to and their fundraising events	Green	

			museum collection store and acquired a grant to support digitisation of Enclosure Maps.
B New Partnerships	Develop Staffordshire History Network	Green	Research and stakeholder engagement has been completed and the Network will be ready to launch in May 2022.
	Supporting New Victoria Theatre Archive (advising and on committee).	Green	Stoke Archive Services Manager anticipates being invited to April 2022 meeting.
C Volunteer programme	Recover volunteer programme – see Recovery Plan Promote volunteer opportunities through SCC/VCSE networks	Green	A phased recovery of volunteer programme commenced in July with the return of 70 volunteers. We are at capacity onsite. Two volunteers were supported to record a video about their experience with the service.
Performance Measures	Number of volunteer hours given to the Service 2,449 to Jan. Customer satisfaction rating 99.5% (97.5 20/21)		

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 cares for and develops collections which reflect present and past life in Staffordshire and Stoke and are appraised to ensure they meet our collection policies.
- All collections are stored in compliance with sector standards.

Key service delivery themes	Key workstreams	RAG rating	Predicted outcome
A. Financially secure and new structures embedded	Implement new staffing structures and new staff roles across the service and establish new teams	Green	New structure implemented from 1 May, with ongoing training to embed it.
	Deliver balanced budget and develop plan to fund incremental drift for Archives and Heritage	Green	Balanced budget with forecast underspend of £0.028m. Plan in place to fund future increments.
	Evaluate SHC development phase and deliver virtual site visit	Green	Evaluation completed and virtual site visit delivered May 2021.

	Develop matched funding applications for SHC	Green	One funding application submitted to Wolfson Foundation which has passed first stage.
	Deliver strategic support for Sandwell Archives	Green	Support has been scaled back to quarterly meetings.
B. Service accreditations met	Submit review of archive accreditation return	Amber	In progress due March 2022 delayed by staff vacancy.
	Submit museum accreditation return	Green	Due April 2022.
	Review policies at JAC: WSL Collections Policy Joint Collections Statement for SHC	Amber	Delayed by staff vacancy
C. Collections management	Recruit and induct new conservator	Green	Completed and in post from July 2021.
	Review annual archive conservation and preservation programmes	Green	Programme reviewed to focus on preservation and repackaging collections due to move. Reviewed pest management.
	Update and test Emergency Plans	Green	Emergency response training delivered by Harwell in Nov 21. Plan being reviewed.
	Deliver Museum Conservation Plan and Documentation Plan	Green	One painting conserved and documentation in progress.
	Update Museum locations in new stores	Green	98.05% complete
	Prepare WSL collection for relocation	Amber	Repackaging work supported by additional staff hours and volunteers. With removals booked in Mar-Apr.
	Participate in QB storage management group	Green	Group meetings attended.
	Prepare for possible return of carriages from Shugborough	Green	Licence extended. Plan for removal has been discussed with NT officers.
	Recruit Project Cataloguer	Amber	Delayed due to staff vacancy and construction procurement delay. Planned for April 2022.
D. Collections development	Review reappraisal and deaccessioning programme across service	Green	Review completed with items identified for disposal.
	Disposals from museum collections	Green	Review completed with items identified for disposal.

	Identify collections suitable for back-cataloguing by volunteers or for project work	Green	Evoque group identified to catalogue a collection.
	Deliver annual Collections Development work (See Collections Team plan for details)	Green	Plan priorities on target.
	Deliver TNA Scanning for Staffordshire project	Amber	Delayed due to Covid-19 restrictions and local history groups not meeting. Planned to deliver this summer.
	Deliver Rugeley Power Station project	Amber	Job advertised but later than planned.
	Assess Tamworth Castle collection	Green	Work completed with collection remaining at Tamworth Castle.
	Lockdown Memories collecting, COVID War Diary oral history and digital collecting	Amber	Job advertised but later than planned.
E. Manage our buildings to ensure they are safe, more cost-effective and sustainable	Deliver Recovery Plan and ensure buildings are COVID secure	Green	Phase 1 and phase 2 plans delivered with ongoing monitoring.
	Review health and safety risk assessments	Green	Risk Assessments updated to reflect COVID restrictions.
	Maintain our buildings and monitor annual servicing arrangements with Property Services	Green	Buildings continued to be maintained.
F. Training and development of staff and volunteers	Implement cross-service training programme to support restructure	Green	Internal training plan on new roles delivered. Basic Archive Skills training completed by 4 people
	Induction of new staff	Green	Induction of new conservator completed. See above.
	In-house training about collections and new accessions across service	Green	Implemented.
	Implement We Talk annual review conversations and identify training and development needs	Green	Implemented.
Performance Measures	Percentage of collections with at least a collection-level description online: Annual figure calculated at year end Number of documents issued: 3710 to end Dec above target compared to 2020/21 Number of objects loaned: 4321 to end Dec above target compared to 2020/21 Balanced budget: £0.28m underspend Accreditation status: Due for assessment		

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	RAG rating	Predicted outturn
A. Deliver a rejuvenated public service enabling people to engage with the collections across a range of subjects and disciplines	Recover public service - see Recovery Plan	Green	Public service recovered, see above.
	Support Staffordshire Day	Green	Online talks and social media delivered.
	Support Local & Community History Month	Green	Social media and two in person talks delivered. Meaningful Mementoes online launched.
B Engage new audiences with the service	Deliver SHC Activity Plan	Green	Planning in progress to begin delivery 2022 - 2025
C. Marketing and promotion	Deliver Digital Engagement Plan and assess new channels	Green	Social media delivered and reviewed
	Deliver SHC Marketing Plan	Green	Work to procure marketing consultant, delivery planned from late spring.
D. Online and onsite exhibitions	Develop digital exhibition 'Meaningful Mementoes'	Green	Meaningful Mementoes online exhibition launched on wordpress.
	Deliver Asylum exhibition	Green	Pop up exhibition launched at Burntwood Library – with main exhibition launched 12 Jan 22.
E. Access to William Salt Library collections	Provide access via Staffordshire Record Office	Green	Access delivered until December 2021 when collection was closed for removal preparations.
	Review WSL access processes to support delivery via new public service team	Green	Processed reviewed and training delivered.

F. Learning	Deliver Learning Plan as set out in the Activity Plan	Green	Work planned for delivery from Nov 2024 students requests. Got two other placements planned.
	Support University and school students on professional placements	Green	1 university placement being delivered.
	Deliver two partnership study days	Green	One VCH study day delivered and two activities with Liverpool University
	Maintain Place-name volunteer group and support AHRC bid	Green	Volunteer group relaunched in Nov 2021
G. Access and equalities	Deliver SHC Access Strategy	Green	Work planned for 2024
H. Engagement with cross-disciplinary exhibitions	Deliver SHC Interpretation Plan	Green	Procurement process started
	Support loans at Shugborough Hall with National Trust	Green	Loans ongoing.
	Deliver loans programme in consultation with partners and stakeholders	Green	Loans programme ongoing with items lent for exhibition to other museums.
Performance Measures	Number of talks and events delivered by Service: 7 Number of attendees at all events and talks delivered by Service: 152 Number of exhibition appearances: 7		

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, accessible and sustainable.

Service Delivery Activities	Key Milestones	RAG rating	Predicted outturn
A. Sharing knowledge with the wider archive and museum sector	Participate in Archives West Midlands	Green	Three presentations delivered for AWM.
	Contribution of papers to sector conferences and training seminars	Green	One paper delivered at DCDC conference

	Develop case studies to share at sector events	Amber	None identified
	Develop Museum Development Officer role in partnership with Ironbridge	Green	Delivered
B. Developing a close relationship with voluntary sector organisations	Round table with other SCC services to promote volunteering programme	Amber	Not happened yet
	Set up stakeholder group to shape design and programming pending external funding	Amber	Delayed whilst waiting for new Engagement & Access Manager to start.
C. Reviewing and developing its income generation programme.	Annual review of income, fees and charges	Green	Complete
	Review existing commercial online offer and plan for additional content	Green	Planned for 2022/3
	Deliver SHC project Business plan	Green	Planned for 2022/3
D. Supporting and advising heritage groups across the county on their development	Museum Development Officer engagement programme	Green	See reporting above, ongoing
	Museum mentor for two museums to maintain accreditation	Green	Ongoing
	Support and advise groups on caring for their collections	Green	Ongoing
Performance Measures	Number of organisations actively engaged with in an advisory capacity: 174 to end Dec		

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	RAG rating	Predicted outturn
A. Develop new online platform	Commission new website	Green	Commenced procurement paperwork

B. Deliver new online content	Staffs Name Indexes – add new/extended indexes	Green	Two indexes added
	Staffordshire Pasttrack – add 750 new images	Green	1,080 images added so far by volunteers
C. Align onsite and digital services	Continue to reconfigure public service delivery to align with online offer and streamline processes	Green	Review of processes post new structure, still ongoing.
D. Provide access to born digital archives.	Internal training on current digital archives provision	Amber	Due to be delivered
	Progress regional work with Archives West Midlands	Green	Ongoing
	Implement Digital Preservation software	Amber	Due to be delivered
E. Digitisation programme	Implement programme identified in Activity Plan	Green	Funding acquired by FoSSA to digitise Enclosure maps. McCann photograph collection being digitised
F. Social media	Review use of social media accounts in light of audience research	Green	Social media has been reviewed, Instagram account paused. Increased use of You Tube
	Introduce new branding to social media	Amber	Further review of branding required by JAC.
Performance Measures	Visits to Service websites (all online offer) 237,860 to end Dec Facebook reach A&H 120,726; PastTrack 901,925 (to end Dec) Twitter impressions A&H 254,300; Minton 51,537 (to end Dec) Instagram likes A&H 150 (to end Dec, no posts since July 2021) YouTube A&H 6,165 impressions (to end Dec)		