

**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	<p>We have met with prospective partners for the development of the Staffordshire History Centre (SHC) including Wolverhampton University, VAST, Stafford Borough Council. All are supporting the HLF bid in kind.</p> <p>Partner involvement in our projects is credited in our Annual Report, press releases and events.</p>
1.2 Developing and strengthening existing partnerships	<p>Existing partnerships have been reviewed. A new Heads of Term has been signed with the William Salt Library Trust which will guide the development of a new agreement with the County Council.</p> <p>The Victoria County History contract with Keele University was renewed for a further four years but with reduced funding. A volume on Tamworth is being produced.</p> <p>Discussions have taken place with the WSL Trust and Keele University regarding development of a fundraising trust. This is part of the Staffordshire History Centre bid.</p> <p>Meetings with the Diocese of Lichfield have continued with their support and a £5,000 grant pledged towards the History Centre project.</p> <p>The County Museum Service has continued its partnership work with the Staffordshire Museum Consortium and Marches Network. This includes the delivery of 'Resonance' a WW1 touring exhibition and Museum Development work with Ironbridge Gorge Museum. Both projects are funded by Arts Council England.</p>
1.3 Developing new partnerships with enthusiast and specialist interest groups	<p>Stoke on Trent City Archives have worked with current and former employees of Michelin to catalogue the company records recently deposited.</p> <p>Stoke have also worked with Wedgwood Waterford Royal Doulton (WWRD) and the Wedgwood Museum to transfer the Minton Archive. First phase cataloguing complete. A celebration event was held in November and a bid for conservation work was successful.</p> <p>Keele University and Staffordshire Record Office have submitted a bid for ESRC funding for a project on paupers using archive collections.</p>

Service Delivery Activities	Key Milestones
1.4 Empowering users and stakeholders to contribute regularly to the development of policies and plans	A project team including three stakeholder representatives has been established as part of the SHC project. Wider stakeholders have been engaged at workshops in May and September and a depositor event in July.
1.5 Creating a range of regular consultation activities such as teachers or user panels. Users feel they are involved in developing the service	Extensive consultation on options for service delivery was carried out from June - August engaging 450 people in person and 534 surveys returned. The annual customer survey is being run from 15 February to measure customer satisfaction.
1.6 Developing a training and support programme for stakeholder fundraisers	Training and fundraising support for Friends groups has been included in the HLF bid for the SHC project. Archive Service friends (FoSSA) have secured £11,000 funding towards digitising tithe maps.
1.7 Developing accredited volunteering and apprenticeship programmes in partnership with other providers	Scoping accredited volunteer and apprenticeship programmes is included in the HLF bid for the SHC project.
1.8 Expanding the volunteer programme in terms of numbers and roles undertaken, to add value to the service alongside the professional staff team	50 additional volunteers have supported the service for the Staffordshire Appeals Project. This has expanded to include a book commissioned about Staffordshire and WW1. Prof. Karen Hunt from Keele University is working with the volunteers to deliver the book.
<b>Performance Measures</b>	Number of volunteer hours given to the Service - estimated 8,000 hours Number of hours of engagement with partners – estimated 300 hours

**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
<p>2.1 Ensuring that the service is financially solvent and stable, and/by increasing its mix of external funding</p>	<p>Staffordshire History Centre Project bid to Heritage Lottery Fund submitted Feb 2016</p> <p>Scoping for service reorganisation begun</p> <p>Work on Archives Accreditation begun submission due summer 2016.</p> <p>Service promotion via summer consultation and Connect Awards.</p> <p>Policy reviews carried out</p> <p>Three bids for cataloguing submitted; one successful to catalogue public health records funded by the Wellcome Trust. A second is still being considered.</p>
<p>2.2 Examining and developing new areas of income generation to support the service, together with stakeholders</p>	<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>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>	<p>Annual conservation and preservation programmes delivered to the Archive Service and William Salt Library</p> <p>ICON conservation internship delivered with grant funding from the Clothworkers Foundation. Bradford Archive was conserved.</p> <p>Working group to establish electronic locations database for strongrooms established. 1,000 shelves recorded.</p>
<p>2.4 Examining our collections development policies and taking a more strategic active approach to collections development, including deaccessioning and disposal</p>	<p>Review of Appraisal &amp; 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>

Service Delivery Activities	Key Milestones
<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>	<p>First stage bid for Collaborative Doctoral Award project with Liverpool University Geography Dept. submitted</p> <p>Trial using volunteers to improve SCC minute book descriptions completed.</p> <p>Annual current cataloguing and back cataloguing programmes delivered.</p> <p>Volunteers voted to select collection as part of annual programme.</p> <p>Museum volunteers improving object descriptions and photographic descriptions on Pasttrack.</p> <p>Stoke volunteer project implemented to add photographs to Pasttrack working in partnership with the Sentinel</p>
<p>2.6 Being more active in attracting new users and providing them with different opportunities to engage with collections</p>	<p>Three events delivered to support Local &amp; Community History Month</p> <p>Staffordshire History Day deferred to May 2016 to coincide with Staffordshire Day.</p> <p>Support for Staffordshire Hoard Partnership continued</p> <p>6 Find My Past user sessions delivered</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>Workshop held with WSL Trust and facilitated by Princes Regeneration Trust to assess reuse of buildings and redesign</p> <p>Stage 1 design for SHC developed in discussion with stakeholders</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>6 onsite featured documents and publicise online produced</p> <p>Exhibition space included in Stage 1 design</p>
<p>2.9 Delivering an outreach programme to take collections and resources out to communities beyond its main buildings.</p>	<p>Tamworth Roadshow delivered (514 attendees)</p> <p>Children on the Move exhibition in SP1 for VE Day 70</p> <p>Waterloo 200 exhibition delivered and touring libraries</p> <p>'Treasure' Staffordshire Hoard exhibition continues to tour</p> <p>Museum objects loaned for Ingrestrre Hall WW1 Field Hospital Exhibition</p>

Service Delivery Activities	Key Milestones
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>Delivered 6 family history surgeries and staff training sessions in Staffordshire libraries</p> <p>15 support sessions for access to Ancestry and FindMyPast in Stoke-on-Trent Community Libraries provided</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>Redesign and re-launch of Staffordshire Past Track website completed including GPS and shopping basket functions</p> <p>90% of parish registers, 50% of wills and 100% of marriage bonds available on FindMyPast</p> <p>New interim web interface being implemented for Gateway to the Past online catalogue</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>In-house training about collections and new accessions across service delivered</p> <p>CALM catalogue training delivered to 6 volunteers /students and seven staff</p> <p>Exchange visits across the service delivered</p>
<b>Performance Measures</b>	<p>Percentage of collections housed in appropriate storage: Museum 89.5%, Archives 82% (due to LRO air conditioning)</p> <p>Percentage of collections with collection-level description online: 92%</p> <p>Customer satisfaction rating: 99%</p> <p>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	Timescales	Responsible Officers	Progress
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	Staffordshire History Centre Activity Plan scoped New displays at County Museum delivered			
3.2 Increasing levels of work with community groups and non-traditional users of the service	Supported one local history fair 26 Archive Service and 22 Museum Service talks for local organisations delivered Continuing support for Tamworth History Group Worked with Rugeley, Gnosall and Kinver communities to raise awareness of their history Staffordshire Appeals project on target to digitise and index military tribunal papers			
3.3 Investing in marketing, promotion and use of social media to reach new users	Digital Engagement Strategy implemented with increasing followers of social media channels. Further development of marketing/promotion scoped through SHC Activity Plan			
3.4 Providing ways to browse the collections online and onsite through permanent and temporary exhibitions	Exhibition planning for SHC and touring exhibitions scoped through SHC Activity Plan for HLF bid space for major HLF bid and smaller bids			
3.5 Allowing the browsing of book collections wherever possible	HLF Stage 1 design produced with browsing space for WSL books allocated			
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	5 Keele University classes hosted and 3 student placements delivered 2 school placements offered Two partnership study days offered Communities research group maintained			
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	Scoped a series of activities within the Stage 1 HLF bid			

3.8 By integrating collections across the Archives and Heritage Service, increasing new audiences' access to and engagement with cross-disciplinary exhibitions	Delivering 'Resonance' WW1 touring exhibition 50,000 visitors
<b>Performance Measures</b>	Number of talks and events delivered by Service 48 (Archives & Museum) Number of attendees at all events and talks delivered by Service Number of exhibition appearances 21 by year end

#### 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	Explored establishment of development trust, to be assessed in development stage of HLF bid Papers delivered at two national conferences
4.2 Developing a close relationship with voluntary sector organisations, providing the archive sector with support in developing volunteering programmes	Partnership support secured for Staffordshire History Centre project from Friends groups, VAST, Local History Groups Keele University supporting Staffordshire Appeals volunteers
4.3 Reviewing and developing its income generation programme.	Annual review of income, fees and charges completed. Three series of records available to search online
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 delivered
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	Staffordshire Appeals study day for volunteers delivered with Keele University Staffordshire History Day postponed to May to coincide with Staffordshire Day.
<b>Performance Measures</b>	Number of organisations actively engaged with in an advisory capacity: 59 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	Officer/Timescales	Progress to date
5.1 Developing user participation as a key aim of the service's online offer	Staffordshire Pasttrack website redeveloped with social media linked to it and shopping basket facility added. GPS location has also been added.		
5.2 Digital content is seen as a 'way in' for new, non-traditional users.	Staffs Name Indexes extended with additions to Police Disciplinary index, Quarter Sessions Calendar of Prisoners and Prosecution briefs.  1,208 images added to Pasttrack (target was 650)		
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.	Re-platformed Staffordshire Pasttrack website published  Parish Registers/Wills/Marriage Bonds online promotional programme begun 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	Consultation of History Centre carried out in summer		
5.5 Developing a plan to manage and provide access to born digital archives.	Internal training on current digital archives provision delivered		
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.	Work under way to update Staffs Name Indexes re new copyright legislation to allow quicker ordering process		
5.7 Implementing a digitisation programme with priority given to items that cannot be physically accessible on demand	Developed digitisation plan for SHC Activity Plan		
5.8 Providing access to as many user services as possible through a new web service	Options analysis for Phase 2 of the Archive Service's to assess commercial or in-house digitisation programme. Continue with commercial programme.		



Service Delivery Activities	Key Milestones	Officer/Timescales	Progress to date
5.9 Developing active partnerships for key digital heritage access points	Offer for digital access points at Lichfield, Stoke, Burton for HLF bid scoped in SHC Activity Plan		
5.10 Engaging with existing and new users and raising awareness of the relevance of archives through a strong use of social media	Facebook – 2 posts per week per account (100 + 100) – 400 delivered so far  Twitter tweets per year (500) – 1,013 tweets so far		
<b>Performance Measures</b>	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	239,748  100,287 928,343 (current figure)  Archives and Heritage (857) + Pasttrack (1605) = 2,462 A&H (61,817) + Pasttrack (167,909) = 229,726 A&H (9,278) + Pasttrack (21,760) =31,038 A&H 405,800 = 405,800 A&H 1,115	