

Joint Archives Service Service Plan 2018-2021



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Purpose: This service plan is intended to fulfil certain key functions and will:

- Describe planned workstreams over the period 2018-21;
- Demonstrate how the service contributes towards the corporate outcomes of the three funding authorities;

- Provide key information about the service to enable evaluation and analysis of its performance¹.

1. Service Description

The Joint Archives Service (JAS), based at Dorset History Centre (DHC) is operated on behalf of Bournemouth Borough Council, Dorset County Council and the Borough of Poole. Partnership between the three authorities as delivered through the joint service sits at the heart of JAS activities and underwrites all aspects of its operation as detailed in the service plan.

DHC is the only non-specialist archive building within the county with Approved Repository status as designated by The National Archives. Local studies library services are operated on behalf of Dorset County Council.

2. Vision, Mission and Goals

Our Vision

That Dorset History Centre is the physical and virtual hub for the archival heritage of Bournemouth, Dorset and Poole in both hard copy and digital formats.

Our Mission

To acquire, preserve and make accessible the archives of Bournemouth, Dorset and Poole and so promote cultural, economic, educational and social well-being; to act as the corporate memory for the three funding bodies.

Our Goals

We will:

- Be an open and innovative organisation, known and trusted by all;
- Lead in developing systems and services which enhance the management and care of archival heritage and local studies;
- Increase the use of archives and other heritage assets through a wide range of public engagement activities;
- Constantly improve what we do through partnership and entrepreneurialism.
- Promote equal access to services and collections through excellent customer service.

¹ **Note:** This service plan has been prepared at a time of significant and sometimes unpredictable reductions in the financing of public services. The delivery of the Plan has therefore been predicated upon a capacity commensurate with that present at the time of revision (January 2018). Any future budget reductions would therefore clearly impact upon the JAS's ability to deliver some of the work detailed within the Plan.

3. The key priorities of the JAS are to:

Priority 1: Actively acquire archives relating to Bournemouth, Dorset and Poole and to work through all available means to preserve them to optimum effect;

Priority 2: Provide efficient, innovative and quality services which deliver rewarding customer experiences for all DHC customers and value for money for the three funding authorities;

Priority 3: Work with a wide variety of audiences and through education, community engagement and marketing to raise the profile of DHC, so encouraging access to and appreciation of the archival resource;

Priority 4: Increase and sustain volunteering at Dorset History Centre and elsewhere so adding value by delivering targeted programmes of work;

Priority 5: Seek, with a range of partners across the three authorities and beyond, project opportunities which both enhance funding to the JAS and deliver positive outcomes and mutual benefits to all parties;

Priority 6: Manage the DHC building with all possible efficiency, so increasing the benefits for customers, collections and staff;

Priority 7: Create, implement and embed a digital preservation strategy.

Selected corporate priorities of the funding authorities to whose outcomes the JAS contributes:

Bournemouth Borough Council Headline Corporate Plan (2016-17):

- An efficient council
- An active community
- An improving environment
- A thriving economy

Dorset County Council Budget and Corporate Plan (2016-17)

- People in Dorset are safe, healthy, independent
- Dorset's economy is prosperous

Borough of Poole Corporate Strategy (2015-19)




- Promoting the health and wellbeing of our population especially the most vulnerable
- Ensuring all children and young people have the chance to achieve their full potential
- Promoting Poole's economic growth and regeneration by attracting investment in business, housing and jobs for all
- Protecting and enhancing Poole's beautiful environment in a sustainable way so that it is a great place to live, work and play

4. Action Plan

Red Amber Green (RAG) Summary

The total number of workstreams within the current review of the 2018-2021 service plan is:

Red	1
Amber	2
Green	25
Deferred	0
Total	28

Key: ✓ = completed  Green = On track  Amber = Some minor slippage
 Red = Delays/Serious Problems/Not being Achieved **DF** = Deferred

Key to officers involved in specific workstreams:

SJ – Sam Johnston, County Archivist

JH – Jacqui Halewood, Principal Archivist

MF – Mark Forrest, Collections Management Archivist

CP – Cassandra Pickavance, Digital Preservation Archivist





MG – Maria Gayton, Community Engagement Officer

JB – Jenny Barnard, Archive Conservation Officer


SM – Sally Morgan, Senior History Centre Assistant

Reviewed January 2018





Priority 1: In partnership across Bournemouth, Dorset and Poole to actively acquire archives relating to those areas and to work through all available means to preserve them to optimum effect;

	Workstream/Project	Lead	Outcome(s)	Timeframe	Current progress	Rag Status
1.1	Development of proactive acquisition strategy for the corporate records of Bournemouth Borough Council and Borough of Poole	SJ	<ul style="list-style-type: none"> Efficient acquisition of records so adding to the corporate memory Supports legislative compliance. Value for money for funders. 	Ongoing	<ul style="list-style-type: none"> Significant transfers of material from both boroughs with additional material identified for transfer. Important to capture departmental records prior to any mergers that might take place as a result of unitary status in 2019. Some engagement over digital preservation, but as yet no indication that either authority would commit to a pilot programme. 	
1.2	Maintain current level of collecting together with the targeted acquisition of archives especially from the business, legal and arts sectors	SJ/M F	<p>Ensure statutory legal compliance re: Public Records Acts, FoI and new GDPR legislation.</p> <p>Building up the collection in areas of identified weakness within the DHC holdings.</p> <p>Adding to the publicly accessible cultural heritage of the county.</p>	Ongoing	<ul style="list-style-type: none"> Large quantities of court/coroner's records received. Engagement over hospital records – especially Poole; Notable artistic archives deposited. Depositors strongly encouraged to help fund costs of storage. 	
1.3	To increase the quantity and enhance the types of data available online relating to DHC-held collections.	JH/M F	<p>More publicly available collections-related data.</p> <p>Links to Preservica, DHC's digital preservation platform.</p>	Steady upload of material.	<ul style="list-style-type: none"> Volunteers creating more content through digitisation and cataloguing projects, especially Bankes. CALM/Preservica functionality will allow images to be viewed via link from the catalogue. 	
1.4	Selected purchase of documents (auction etc) using the DAT purchase	SJ	Acquiring for public ownership items that would otherwise be sold privately.	Ongoing steady stream of material acquired.	DAT Document Purchase Fund has been created with the intention of providing funds for the service to regularly draw	

Reviewed January 2018




	fund				upon. Purchases appear on the DAT website.	
1.5	Deliver a prioritised programme of document preservation and conservation.	JB	Rendering damaged/unusable documents available for digitisation and public access.	Ongoing (Conservation Officer 0.6 fte) External funding requirement to support the additional 0.4 fte element of the post.	Volunteer programme of cleaning, repackaging and re-boxing. Bankes project delivered additional 0.4 fte capacity until March '17. Attempting to grow externally generated income for the conservation service in advance of the project funding ceasing. Private clients have included the Earl of Shaftesbury and the Hydrographic Office (MoD).	




Priority 2: Provide quality services which deliver rewarding customer experiences for all DHC customers across the three authorities;

	Workstream/Project	Lead	Outcome(s)	Timeframe	Current Progress	RAG status
2.1	Participation in Public Services Quality survey of archive services	SM	Score of at least 90% 'satisfied' or 'very satisfied'	2016 (biennial)	93% approval in results from May 2016. The next survey will take place in 2018..	
2.2	Participation in CIPFA statistical returns for archive services	SJ	To appear in top quartile of services using value for money criteria	Annual	Very good value for money (£ per 1000 population) when benchmarked across SW services and Hants (2016/17 figures)	
2.3	Deliver excellent customer service to all users of the JAS, whether on-site or remote from DHC	JH/S M	Meeting the needs of all audiences – both established and new.	Ongoing	High satisfaction levels (both quantitative and qualitative) in terms of public service delivery. Staff are keen to engage new audiences and are pro-active at engaging with service users. Exploring how the service can deliver more will lie at the heart of the public engagement aspect of the capital project scheme in whatever form it takes.	
2.4	Prepare the JAS submission to the Archives Accreditation Standard through TNA.	SJ/All	Completion of application and successful meeting of the Accreditation standard (5 year renewal interval)	2018	Accreditation submission was made in December 2017. A validation visit by staff from The National Archives will take place in February 2018.	



Reviewed January 2018

Priority 3: Work with a wide variety of audiences and through education, community engagement and marketing to raise the profile of DHC, so encouraging access to and appreciation of the archival resource;



	Workstream/Project	Lead	Outcome(s)	Timeframe	Progress	RAG status
3.1	Dorset Content Online with Ancestry.co.uk	SJ/MF	500,000 pages of Dorset content online; Eventual source of revenue income to the service; Free on-site access. Over 2 million page views annually.	Ongoing	<ul style="list-style-type: none"> Better marketing required Smaller 'Phase 2' planned – subject to DHC capacity; Continued high levels of usage. Charged-for family history sessions held at DHC. 	
3.2	Online resources for schools	SJ/ JH/MG	<ul style="list-style-type: none"> Test resource requirements with teachers focus group. Develop template for resources. Define scope for on-line resources. Market on-line resources to schools. 	2017/18	Current employment of a fixed term learning officer post has resulted in some great resources for teachers: https://www.dorsetforyou.gov.uk/dorsethistorycentre/learning-resources ; Future resources are only likely to be produced as the result of externally funded project opportunities.	
3.3	Investigate linkages with academic institutions to better exploit DHC-held collections.	SJ/MF/ JH	PhD studentship(s) Possible collaborative projects Academic publications in conjunction with Dorset Record Society Opens up new potential sources of funding through external grants.	Ongoing	Positive activities: <ol style="list-style-type: none"> Bankes archive - 1 PhD placement completed. Others anticipated 2016-18 Building relationship with Bournemouth University through the capital scheme. Opportunities emerging with Bournemouth University and its BA in Public History – work experience and extended project placements. Collaborative PhD (Exeter University, Dorset County Museum and DHC) relating to Thomas Hardy in context. 	

3.4	Tithe map geo-rectification project - to mount major mapping resource online – electronically pinned to Ordnance Survey base map	SJ	Enhanced access to collections. Potential to link to other SW resources	Discussions relating to Know Your Place through capital project build-up.	Discussions with GIS team and funding to implement some activity via Bankes project (see 5.4). Potential to form part of capital project public engagement programme or to be actioned as a standalone project for which external funding could be sought.	
3.5	Community engagement - support and facilitation for a range of groups and projects to enhance access to and enjoyment of archival heritage.	MG	Positive engagement with a range of groups and subject matter. Value of archives as source material for a wide span of uses.	Ongoing	Community engagement work is at full capacity with a wide range of groups and organisations. Groups include: <ul style="list-style-type: none"> • Dorset AONB • Bournemouth and Poole Cultural Hub • Stone & Voice • Dorset County Hospital Dementia Group • Tricuro (outreach programme) • Age UK carers' group • Stone and Voice • West Howe Heritage 	
3.6	Commissioning of archive services	MG/SJ	To provide positive outcomes for people who would be unlikely to engage with the JAS and its collections through additional commissioned services.	201	Significant time and resource have been invested in seeking to find out if and how the archives service might position itself in order to be commissioned by other services. This has proven difficult to do – both within the public and third (charity) sectors. Work has continued with dementia sufferers, people with learning difficulties and a range of other groups with additional needs. Funding required for additional capacity to deliver where demand clearly exists.	



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3.7	Creation of holistic marketing and promotional strategy for the JAS with in-service capacity to: create promotional literature, update websites, generate press releases and liaise with DAT	SM/JH /MG/C P	<ul style="list-style-type: none"> • Raise the profile of DHC to customers and stakeholders • Attract new audiences • Demonstrate value for money • Help to sell services and generate income. 	Ongoing	Much improved support received from DCC central communications team in relation to marketing and PR – e.g. support for Herbert crowdfunding project and the promotion of conservation services.	
3.8	Review of web presence and content on other sites to expand variety of means by which information about the service can be maintained.	MG & All	Web presence on all funders' websites to act as a first point of contact; Raises the profile of DHC with staff and customers alike.	Ongoing	Pages now live on Bournemouth website Pages for Poole under preparation. Twitter feed and blog created to support WWI project.	

Priority 4: Increase and sustain volunteering at Dorset History Centre and elsewhere so adding value by delivering targeted programmes of work



	Workstream/Project	Lead	Outcome(s)	Timeframe	Progress	RAG status
4.1	Volunteer activity at DHC.	MF/JB /MG/C P	<ul style="list-style-type: none"> Delivering critical 'added value' capacity, sorting, repackaging and listing collections; Involving the community in the life of DHC and its collections. Includes work experience opportunities for young people. Wider range of projects for volunteers to engage with (digitisation, research, oral history, conservation). 	Ongoing	<ul style="list-style-type: none"> Seeking accreditation under the Investors in Volunteers standard using HLF funding. Firmly embedded in weekly activities at DHC. More volunteers recruited via Poole Borough and Bankes projects and through conservation activities. Volunteering expanded significantly and is approaching capacity. Volunteer contributions feed into key performance indicators Annual volunteer events now established. 	
4.2	Dorset Archives Trust www.dorsetarchivetrust.org	SJ/JH	<p>To support the effective development of DAT as a support mechanism for DHC with its 3 key priorities:</p> <ul style="list-style-type: none"> Fundraising Collections development Advocacy 	Ongoing	Useful support provided for JAS with growing membership. Events programme based around archive collections. Successful funding bids on behalf of DHC priority projects Will be important in terms of fundraising for capital project.	

Priority 5: To seek, with a range of partners across the three authorities and beyond, project opportunities which both enhance funding to the JAS and deliver positive outcomes and mutual benefits to all parties



	Workstream/project	Lead	Outcome(s)	Timeframe	Current progress	Rag Status
5.1	Seek funding and extra resources to catalogue and selectively digitise key collections from within the DHC holdings	SJ/JH	<p>Make large quantities of new material available; Assist preservation through digital facsimiles; Increase the JAS's online presence; Collections requiring investment include:</p> <ul style="list-style-type: none"> • Fox-Strangways archive • Goodden archive • Quarter Sessions • Frink • Herrison hospital 	Ongoing	<p>Reliant upon opportunities to seek funding through either public or private sources.</p> <p>1. Poole project completed in October '16.</p> <p>2. Discussions with the Wellcome Trust re: Herrison Hospital archive.</p> <p>3. successful fundraising efforts (a grant and a crowdfunding campaign) have contributed £13k towards the Herbert project.</p>	
5.2	'Archives First' – a collaborative project across 11 archive services across central southern England.	SJ/CP	<p>To analyse and understand where joint working might realise mutual benefits and savings across a range of functions. Work will help to identify the key areas of work within digital preservation and how these might be undertaken.</p>	Oct '16-Mar '17 (at present)	<p>Report delivered which flagged up key questions and actions for local authority services in relation to digital preservation.</p> <p>Currently examining the potential for a collaborative contract for Preservica which will reduce costs for all those participating.</p>	

5.3	Banks archive project - a major HLF-funded scheme based on one of Dorset's finest collections.	SJ/All	Full catalogue created Digitisation and conservation Large public engagement programme in East Dorset, Poole and Bournemouth. https://dcc.dorsetforyou.gov.uk/bankes-archive/	Project delivery: June '15-Dec '18.	<ul style="list-style-type: none"> • Total project value: £540,000 • Currently 3 members of staff plus an apprentice • High quality delivery across all areas of the project. • Strong link to Exeter University developed 	G
5.4	Dorchester Shire Hall HLF project – JAS contribution via the Quarter Session rolls and their conservation and research for stories associated with the courts.	JH	<ul style="list-style-type: none"> • Key collection to promote with material of international significance. • Collaboration with major local heritage attraction. 	Income to DHC resulting from research being carried out to assist with the HLF-funded refurbishment of the Hall.	<ul style="list-style-type: none"> • Research capacity identified • Volunteer engagement • Liaison with project leads 	G
5.5	Windrose film archive project	SJ/CP	Seek HLF funding (in role as principal project partner) for digitisation, cataloguing and engagement activity associated with this major film heritage resource.	Successful application to HLF with DHC as partner; £67,000 grant.	<ul style="list-style-type: none"> • Engagement with HLF • Engagement with Bournemouth University over placements; • Clear positive outcomes identified. 	G

Priority 6: To manage the DHC building with all possible efficiency, so increasing the benefits for customers, collections and staff;

	Workstream/project	Lead	Outcome(s)	Timeframe	Current progress	Rag Status
6.1	Maintenance of PD:5454-compliant preservation environment	SJ/MF/ JH/JB	Optimum preservation and security environment for collections Reduced energy costs re: management of environment.	2014-15	£90k of solar panels fitted to DHC roofspace in 2015, so reducing energy costs. Consultancy work programmed for Jan '18 to seek to manage DHC on as passive (and therefore cost-neutral basis) as possible.	
6.2	Capital project; extension of DHC building	SJ/JH/ CP/MG/ VdW	<ul style="list-style-type: none"> • Ensure appropriate storage is available for the next 25-30 years of archive acquisition. • Ensure that the lowest cost 'full life' solution is agreed. • Wide programme of public and community engagement across the county 	HLF project rejected Dec 17; consideration being given to next steps.	<ul style="list-style-type: none"> • Strong partnership with Bournemouth University • Match funding committed by DCC • Positive engagement with HLF. • Currently ascertaining the best way forward given the very tight financial climate and advice from HLF. 	

Priority 7: Create, implement and embed a digital preservation strategy.

	Workstream/project	Lead	Outcome(s)	Timeframe	Current progress	Rag Status
7.2	<p>Fully resourced JAS digital preservation strategy resulting in robust digital continuity for JAS and its clients:</p> <p>http://www.nationalarchives.gov.uk/documents/information-management/understanding-digital-continuity.pdf</p>	CP/SJ	<ul style="list-style-type: none"> • Ensure the accessibility of digital content in the future. • Reduction in risk and guarantor of the corporate memory • Possible chargeable model for 3rd party organisations • Collaborative opportunities with other local authorities. • Work with DCC IT and RMU colleagues over complementary Sharepoint roll-out. • Platform for access to DHC-held images. 	Ongoing;	<ul style="list-style-type: none"> • DCC funding to support the trial of a digital preservation platform secured. Preservica software installed in Autumn 2013 • Recent ingest of 25,000 adoption records; • Archives First collaborative project. • Colleagues in Bournemouth and Poole apprised of activity with offer to opt into the platform at some point. • Development work with Preservica is ongoing 	
	Digital content strategy	SJ/CP	<p>Much clearer understanding of what digital content DHC should be seeking to mount online – tailoring resources to public demand and need.</p> <p>Due to potential interest from wider archives sector, TNA funded 50% of cost.</p>	2017	<p>Report completed and mounted on TNA website:</p> <p>http://www.nationalarchives.gov.uk/documents/archives/dorset-history-centre-digital-content-report.pdf</p>	

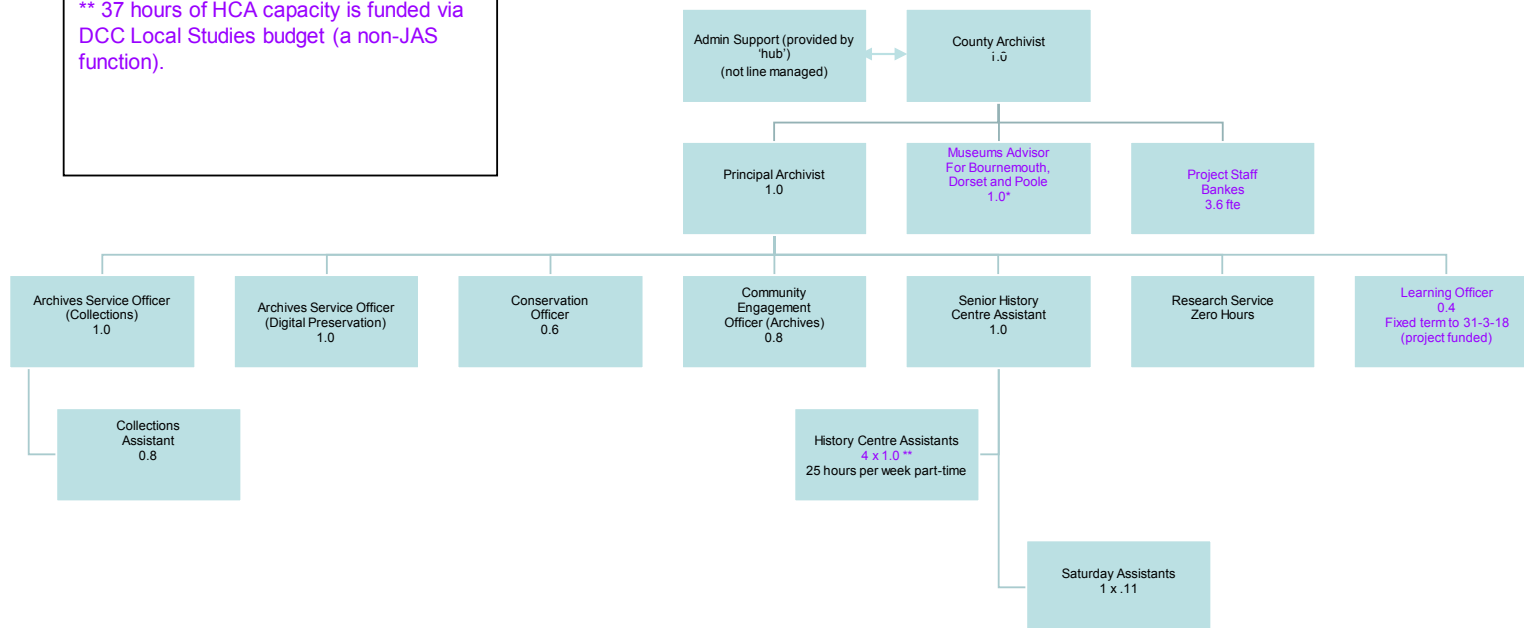
5. *Service Budget and Capacity*

JAS Capacity	2015-16 Actual	2016-17 Budget	2016-17 Actual	2017-18 Budget	Comment
Staff numbers	14.75	15.36	17.86	19.42	The 2016-17 actual is based on staff in post as at 31 March 2017 and includes staff on fixed term contracts for current projects. Staff numbers also include Local Studies provision.
Income £	139,526	73,700	244,846	74,200	Actual includes grants received for specific projects
Expenditure £	675,479	615,100	784,068	615,600	2016-17 budget includes a £25,000 saving on previous year's budget.
Net £	535,953	541,400	539,222	541,400	
Any other resource measures			<ul style="list-style-type: none"> • DCC funds all capital works to the Dorset History Centre outside of and in addition to the funding arrangement detailed in the Joint Archives Agreement, 1997 • Volunteer hours supplementing staff resources and adding value to JAS: 5766 hours 2016-17 		

Joint Archives Service January 2018

*N.B. Post of Museums Advisor is funded jointly by DCC, Arts Council, Bournemouth Borough Council and Borough of Poole and is not part of the Joint Archives Service.

** 37 hours of HCA capacity is funded via DCC Local Studies budget (a non-JAS function).



JAS funded Staff: **11.98 FTE**

DCC funded: 1.0 FTE

Externally funded: 3.6 FTE

6. Risk Register

January 2018
Archives Service Strategic Funding
(Risks have been listed in order of severity)

Risk Scoring	Impact	H	6	8	9
L = Low		M	3	5	7
M = Medium		L	1	2	4
H - High			L	M	H
			Probability		

Risk No.	Risk Description	Likely Impact if Risk Occurs	Impact H/M/L	Probability H/M/L	Score	Counter Measures	Comment
1	Core Funding: continued risk to local government funding from 2018-19. Failure to increase budget in-line with inflation will also represent a net funding reduction. This will need to be factored into	Further reductions in standard, levels and capacity of service - potentially taking it below the minimal effective level through the	H	H	9	Greater dependence on successful new income generation. Ensure understanding of value for money through CIPFA benchmarking and TNA Accreditation.	Standstill budgets 2016-18. Inflationary pressure specifically from national pay agreement and business rates rise. Discussions on unitary councils for Dorset. JAS

Risk No.	Risk Description	Likely Impact if Risk Occurs	Impact H/M/L	Probability H/M/L	Score	Counter Measures	Comment
	the JAS's ability to maintain current levels of service delivery.	loss of distinct functions				Importance of digital preservation in supporting business continuity. Possible consideration of future trust status or 'spin out' outside local authority if the Board supports it.	position will need to be considered.
2	Failure to develop preferred option to provide extra space for DHC collections	Finite and diminishing space within repositories. DHC would, in time, have to start refusing material. Failure to preserve corporate memory or Dorset's heritage. Potential revenue cost implication if space has to be rented.	H	M	8	Value for money opportunity by going to HLF. Bid rejected Dec 17 and future of project and service needs are under consideration. Full life cost of DHC extension is the cheapest solution; project is under development.	Project will be pursued once clear trajectory is established.
3	Failure to derive sufficient income from Ancestry contract after end of guaranteed revenue period ceases	Shortfall in budget and further pressure to save money	H	M	7	Management of reserves and analysis of user trends in order to understand likely impact.	Budget planning in-hand to absorb this pressure. Usage of the resource online has maintained at steady level. Should become a net contributor to the service by 2020.
4	Funding for digital preservation is not continued and pilot ends	Failure to provide digital preservation services for funding authorities and wider community. Potential information loss	H	M	7	Prove the long-term benefits of digital preservation and the risks and consequences of not having such a system. Finance in place until 2021 via DCC's Cloud	<ul style="list-style-type: none"> The JAS is leading the local authority sector in working on digital preservation. Information loss/corruption is a major risk to the

Risk No.	Risk Description	Likely Impact if Risk Occurs	Impact H/M/L	Probability H/M/L	Score	Counter Measures	Comment
		and/or data corruption.				Budget.	<p>corporate memory of all 3 authorities.</p> <ul style="list-style-type: none"> Evidence of growing understanding of digital preservation and its benefits.
5	Web: failure to develop internet presence on corporate websites of Poole and Bournemouth councils.	Failure to test or reach significant potential audience.	M	L	3	Work with colleagues to ensure that content and signposting is enhanced and improved	Material still to upload to Poole website.
6	Dorset Archives Trust: failure to sustain Dorset Archives Trust due to lack of external interest and low capacity to support from within DHC.	No revenue impact; loss of support in communities, harm to reputation and loss of potential for special projects and funding to benefit Dorset's archives.	M	L	3	<ul style="list-style-type: none"> Cultivate new trustees to strengthen body. Ensure alignment of DHC activities and those of DAT. 	Body increasing in confidence and understanding. Very positive results in terms of fundraising.