



## Joint Archives Advisory Board

**Date:** Friday, 6 December 2019  
**Time:** 2.00 pm  
**Venue:** Dorset History Centre, Bridport Road, Dorchester DT1 1RP

**Membership: (Quorum 3)**

Tony Alford, Richard Biggs, Simon Christopher, Lesley Dedman, Matthew Hall, Nigel Hedges, Mark Howell and Tony Trent

**Chief Executive:** Matt Prosser, South Walks House, South Walks Road, Dorchester, Dorset DT1 1UZ (Sat Nav DT1 1EE)

**For more information about this agenda please contact Helen Whitby 01305 224187 - [helen.whitby@dorsetcouncil.gov.uk](mailto:helen.whitby@dorsetcouncil.gov.uk)**

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# **A G E N D A**

**Page No.**

## **1 ELECTION OF CHAIRMAN**

To elect a Chairman for the year 2019/20.

(Note: In accordance with the established protocol of the Board, the chairmanship rotates amongst the contributing authorities, with the Vice-Chairman, from a different authority to the Chairman, normally succeeding to the Chairmanship the following year).

## **2 APPOINTMENT OF VICE-CHAIRMAN**

To appoint a Vice-Chairman for the year 2019/20.

(Note: On the basis of the established protocol the Vice-Chairman should be a representative from a different authority to the Chairman).

## **3 APOLOGIES**

To receive any apologies for absence.

## **4 TERMS OF REFERENCE**

To note the Board' s terms of reference as follows:-

1. The Joint Archives Advisory Board will:-

- (a) oversee the management delivery of the Archives Service in Dorset.
- (b) consider and recommend plans and budget for the service.
- (c) monitor and review the service delivery, performance and quality against approved plans and budgets.

2. Membership:

8, consisting of 4 members appointed by Dorset Council and 4 from Bournemouth, Christchurch and Poole Council. Provision is made for substitute members to attend to ensure constituent authorities are represented at meetings of the Board.

## **5 CODE OF CONDUCT**

To receive any declarations of interest.



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## Joint Archives Advisory Board

Joint Archives Service: Budget  
Monitoring Report 2019/20 and Budget  
2020/21

Date of Meeting: 6 December 2019

Portfolio Holders: Cllr T Alford, Customer, Community and Regulatory Services  
Cllr M Howell, Regeneration and Culture, BCP

Local Member(s): Pan-Dorset service

Director: John Sellgren, Executive Director of Place

**Executive Summary:** At the last meeting of the Joint Archives Advisory Board (JAAB) on 24 January 2019, it was agreed that the Joint Archives Service (JAS) would maintain a cash standstill budget for 2019/20. The service's current revenue budget is £550,800, apportioned pro rata to population.

This report will provide details of the JAS's financial position including reserves, its relative value for money and a suggested budget based on a further standstill settlement for 2020/21.

**Equalities Impact Assessment:** The JAS has completed a full EQIA. Areas for further consideration include working with younger people and with black and ethnic minority groups and religious minorities. Improved digital provision will also assist in providing greater access to collections for people living at some distance from Dorchester.

**Budget:** Covered within the scope of the report.

### **Risk Assessment:**

Having considered the risks associated with this decision, the level of risk has been identified as:

Current Risk: **MEDIUM**

Residual Risk **MEDIUM**

The JAS has always operated within its budgetary means and will continue to do so. However, the longer-term challenge for the service will be how to fund external storage for archives in the event that additional on-site accommodation cannot be provided via a capital scheme.

**Climate implications:** None

**Other Implications:** None

**Recommendations:**

It is recommended that the Board:

- (i) Notes the JAS's current financial position.
- (ii) Notes the efforts made by the JAS to reduce costs and to manage its finances to deliver the best outcomes for both funders and users of the service.
- (iii) Approves a budget for the financial year 2020/21.

**Reason for Recommendation:** To meet the reporting and decision-making requirements of the Joint Archives Agreement, 1997

**Appendices:**

Appendix 1: Joint Archives Service Budget Estimate 2020/21  
Appendix 2: JAS reserves March 2019

**Background Papers:** None

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## 1. Background

- 1.1 At its meeting in January 2019, the Board agreed the budget for the Joint Archives Service for 2019/20. The budget was a standstill based upon current contributions of the two councils. These are set out in the table below and reflect the updated populations of Dorset Council and Bournemouth, Christchurch and Poole areas relevant to local government reform.

	<b>Budget 2019/20 - partner contributions to revenue budget</b>	
Bournemouth, Christchurch and Poole Council	£284,400	51.63%
Dorset Council	£266,400	48.37%
<b>Total</b>	<b>£550,800</b>	<b>100%</b>

- 1.2 The JAS has had standstill budgets for five of the last six financial years. In real terms using RPI, this represents a reduction of budget of 20.8% since 2012. In addition, a full audit of the service's activities and costs undertaken in 2015 by South West Audit Partnership acknowledged that the service had worked hard to examine and reduce every area of spend on the one hand and to increase income generation on the other.
- 1.3 If the Board agrees to maintain a standstill budget, then the contributions in the table above will remain the same for 2020/21.

## 2. Value for Money and Service Capacity

- 2.1 In terms of value for money, the JAS is the cheapest service across the South West and Hampshire as confirmed by the most recently available CIPFA statistics (2017/18):

<b>LA Archive Service</b>	<b>Net expenditure per 1000 population (£)</b>
<b>Dorset JAS</b>	<b>656</b>
Devon	708
Somerset	710
Bristol	754
Cornwall	862
Bath & NE Somerset	880
Plymouth	1,080
Gloucestershire	1,190
Wiltshire	3,360
Hampshire	No return

The JAS is, as evidenced by this table, cheaper per head of population than all other services of its type in the region. This continues to demonstrate the value for money provided for the partner authorities, residents and the benefits of the shared service approach to preserving collections in a single location.

- 2.2 The staff establishment stands at 11.88 full time equivalent posts. During 2019/20 an additional 2.0 fte posts have been added to the structure, although these are fully externally funded. The National Archives described the 2011 structure proposal as

“very close to the minimum for a viable service”. As acknowledged by the Board on previous occasions, the JAS has been operating at a reduced staffing capacity for some years but has been able to appoint staff to externally funded project posts as well as generate large quantities of volunteer capacity. The service has demonstrated its ability to innovate, generate (external) income and maintain customer satisfaction and quality of service.

- 2.3 In addition to its revenue contribution, Dorset Council has to date meet all capital and improvement costs associated with the Dorset History Centre. This has amounted to more than £547,000 over the course of the last nine complete financial years with additional improvements amounting to £200,000 scheduled in 2019/20. Further capital investment will be required moving forwards to maintain a viable service and the principle for capital funding will need to be reviewed. The JAS benefits from the leasing of space within the DHC building to three other services. This contributes £26,000 per annum to the archive service budget. Dorset County Council prior to unitary councils, invested £77,500 in solar panel (photovoltaic - PV) installation. The depreciation cost on the value of the DHC building is in excess of £100,000 per year.
- 2.5 Since 2010, the JAS has acquired nearly £700,000 in external grant aid to fund cataloguing and public engagement projects. Other funding applications are under consideration.

### **3. Budget Outturn 2019/20**

- 3.1 Due to the scheduling of the Board meeting, it is not possible to say what the service's exact budget outturn will be. However, we are currently forecasting a balanced budget outturn due to careful vacancy management combined with a new calibration of the environmental management of the repositories, although the exact level of saving will not be known for some time. This has allowed the JAS to offset the proposed 2020 2.75% national pay award and other inflationary increases and enabled the JAS to maintain a standstill budget for 2020/21

### **4. Budget Strategies of the Two Funding Councils**

- 4.1 **Bournemouth, Christchurch and Poole Council:** BCP Council's Medium Term Financial Planning and 2020/21 budget setting processes are developing against a background of considerable financial uncertainty. The Settlement for 2020/21 will cover a single year only, compared to previous multi-year settlements, and this will be delayed due to the December general election. There is also considerable uncertainty as to the effects of the local government fair funding reforms planned for 2021 and for the timing of the Government's Green Paper on the costs of social care. Against this background the Council working to identify the total funding gaps over the next three years, which are considerable, and develop strategies to set a balanced budgets over the next three years. The Council's strategies to do this include detailed base budget reviews as well as seeking to secure funding for the Council's ambitious programme of transformation which will unlock significant savings and improved services through a new operating model.
- 4.2 **Dorset Council:** In developing the Medium Term Financial Plan, focus remains on managing and reducing the forecast 2019/20 overspend as far as possible to minimise the impact on the base budget for 2020/21. The MTFP is currently being developed, and will be taken to the January 2020 Cabinet meeting for consideration by Councillors, following ongoing work involving the Senior Leadership Team and Cabinet members during November and December. Alongside this, a transformation fund has been established in order to drive out benefits over the five year MTFP

period. The Capital Programme is also being scrutinised. A number of strategies are being developed to set a balanced budget for 2020/21, including Council Tax, Social Care Precept, business rates, inflation, wage growth, and demographic factors, as well as service specific budget pressures, and opportunities to make savings.

## **5. Budget 2020/21 and JAS Reserves**

- 5.1 The JAS revenue budget for 2020/21 will be £550,800, a cash standstill.
- 5.2 Pressures on the service budget for 2020/21 include:
  - The national pay award of 2.75% plus increments for certain staff.
  - Business rates; which are due to increase by £3k
- 5.3 The uncommitted General Reserves and Repair and Maintenance Reserves as at 31 March 2019 were £193,604 and £19,084 respectively. However, the figure for the General Reserve will diminish as a result of the £40,000 cost of DHC's recent new racking installation. The funding for this has been received from The National Archives as part of the 'New Burdens' payments for services receiving public records.
- 5.4 The Board agreed at its July 2014 meeting to commit the JAS's reserves to any potential capital project, should an application be made to NLHF. Reserves are therefore being held for that exact purpose subject to a potential re-submission to the Lottery.
- 5.5 The service will continue to examine all areas of spend, to minimise costs and to generate income wherever possible. A review of fees and charges will take place in the New Year in order to be implemented in the new financial year.

## **6. Conclusion**

- 6.1 The JAS provides excellent value for money, generates significant income and delivers high quality work and projects. Understanding the future scenario for the service is critical to its ability to best plan its future and to assess and prioritise its functions. Any reduction in budget will necessarily have a direct and measurable negative impact on the JAS's ability to meet the demands placed upon, particularly if it moves forward with a large capital project.
- 6.2 The board's direction and guidance in ascertaining the future funding and governance of the JAS beyond March 2020 will be critical in how the service develops and changes. There are clear opportunities to improve the JAS and DHC through external funding and for the JAS to demonstrate its wider value to the two new funding authorities.

John Sellgren  
Executive Director for Place

Aidan Dunn  
Executive Director for Corporate Development

November 2019

## Joint Archives Service - Budgets 2018/19 and 2019/20

	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>
	<b>£</b>	<b>£</b>
Internal Charges (Expenditure)	80,900	53,200
Pay Related Costs	378,300	434,600
Premises Related Costs	142,300	140,400
Transport Related Costs	2,700	2,500
Supplies & Services	23,100	12,000
Fees & Charges	-31,800	-45,700
Internal Charges (Income)	-44,700	-46,200
<b>Net Budget</b>	<b>550,800</b>	<b>550,800</b>

## JAS Reserves at 31 March 2019

<b><u>2018/19 RESERVES</u></b>	<b>GENERAL £</b>	<b>REPAIRS &amp; MTCE £</b>	<b>DONATIONS £</b>	<b>PROJECTS £</b>	<b>Total £</b>
<u>B/fwd as at 31/03/2018</u>					
Uncommitted	137,885	25,897			163,782
Committed			39,013	-674	38,339
<u>Movement in year</u>					
Revenue Surplus 2018/19	52,534			53,948	106,482
Revenue Deficits 2018/19		-6,813			-6,813
Donations received			3,186		3,186
Reserve Balance	<b>190,419</b>	<b>19,084</b>	<b>42,199</b>	<b>53,274</b>	<b>304,976</b>
<u>Less Commitments:</u>					
Donations (ring-fenced)			-42,199		-42,199
Projects				-53,274	-53,274
<b>UNCOMMITTED RESERVES</b>	<b>193,419</b>	<b>19,084</b>	<b>0</b>	<b>0</b>	<b>209,503</b>

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## Joint Archives Advisory Board

### Joint Archives Service: Service Plan (2018-21) Monitoring Report and Capital Project Update

Date of Meeting: 6 December 2019

Portfolio Holders: Cllr T Alford, Customer, Community and Regulatory Services  
Cllr M Howell, Regeneration and Culture, BCP

Local Member(s): Pan-Dorset service

Director: John Sellgren, Executive Director of Place

**Executive Summary:** This report updates the newly appointed Joint Archives Advisory Board on the current and future work of the Joint Archives Service (JAS). The Service Plan appended to this report carries detailed information on the service's activities and the report will highlight work undertaken against the JAS's key objectives. The service has:

- Commenced work on a Wellcome Trust-funded project on the archive of Herrison Hospital
- Acquired £45,000 in order to deliver the Frink archive project, now underway
- Expanded the local authority digital preservation consortium to 8 members
- Delivered a major improvement to DHC's repositories, reducing energy consumption and decreasing carbon emissions.
- Delivered a range of positive collections and learning-related activities.

The JAS priorities for 2018-21 are:

- i) Actively acquire archives relating to Bournemouth, Christchurch, Dorset and Poole and to work through all available means to preserve them to optimum effect;
- ii) Provide efficient, innovative and quality services which deliver rewarding customer experiences for all DHC customers and value for money for the two funding authorities;
- iii) 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;
- iv) Increase and sustain volunteering at the DHC and elsewhere so adding value by delivering targeted programmes of work;
- v) Seek, with a range of partners across the two authorities, project opportunities which both enhance funding to the JAS and deliver positive outcomes and mutual benefits to all parties;
- vi) Manage the DHC building with all possible efficiency, so increasing the benefits for customers, collections and staff;
- vii) Create, implement and embed a digital preservation strategy;

The JAS continues to provide excellent value for money, being amongst the cheapest (per capita) services across the South West and Hampshire as detailed in the 17/18 CIPFA statistics.

A revised risk register can be found at the rear of the service plan. Risks are presented in descending order of severity, the principal two being:

- i) The risk of further local government funding cuts during the financial year 2020/21 and beyond.
- ii) Failure to develop preferred option to provide additional space for DHC collections.

**Equalities Impact Assessment:**

The JAS has completed a full EQIA. Areas for further consideration include working with younger people and with black and ethnic minority groups and religious minorities. Improved digital provision will also assist in providing greater access to collections for people living at some distance from Dorchester.

**Budget:** All activities described fall within the scope of the agreed JAS budget or are externally funded.

**Risk Assessment:**

Having considered the risks associated with this decision, the level of risk has been identified as:

Current Risk: MEDIUM

Residual Risk MEDIUM

**Climate implications:**

DHC has significantly improved its energy performance through a major project to reduce consumption whilst ensuring the maintenance of high-quality environmental controls. This, combined with the generation of solar energy through PV panels on roof elevations has rendered the building highly energy-efficient.

**Other Implications:**

There is an implication for Dorset Council's property team in relation to the capital project (section 13).

**Recommendation:**

- (i) Supports the implementation of the 2018-21 service plan appended to this report as demonstrating the quality and value for money provided by the JAS;
- (ii) Notes the range of positive and innovative collections, learning and engagement-related work undertaken by the JAS;
- (iii) Notes that the relatively small size of the JAS staffing structure means that any future budget reductions will have a direct and clear impact on the service's ability to deliver the service plan.
- (iv) Post-LGR, supports the JAS's role in identifying, collecting and preserving the records of the 9 predecessor authorities.

**Reason for Recommendation**

Effective oversight of the regular service delivery element of the service plan by the Joint Archives Advisory Board is required under the terms of the Joint Archives Agreement 1997.

**Appendices:**

Appendix 1: Joint Archives Service Plan 2018-21 (reviewed)  
Appendix 2: Joint Archives Service Strategic Risk Register

**Background Papers:**

- Public Service Quality Group statistics 2017/18
- Accession records, service statistics and service records.
- Accreditation data, 2018
- Archives Unlocked, The National Archives, 2017
- JAS policies, 2015 and 2018
- Previous reports to the JAAB

**Officer Contact:**

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## 1. Introduction

- 1.1 The Joint Archives Service (JAS) is an accredited archive service and holds the corporate archives of its funders and their predecessor bodies as well as thousands of individual collections dating from 965AD which collectively make up the written heritage and memory of Dorset. In addition, DHC holds Public Records on behalf of HM Government.

The JAS provides services to the public in three principal ways:

- On-site - public access at Dorset History Centre (DHC);
  - Off-site - learning and community engagement;
  - Online – a large and growing market for web-based resources, particularly given the JAS’s relationship with Ancestry.co.uk.
- 1.2 Often a blend of one or more of these elements may be involved and JAS service provision is fundamentally a balance between collections-related preservation work and access to information and resources in a variety of formats and media. Twice-annual consultations on the service plan, its goals and priorities are held with colleagues from within the JAS and from BCP Council. Close communication with the Museums Advisor for Bournemouth, Dorset and Poole means that opportunities for collaboration between museums and archives can be identified at an early stage.

## 2. Background

- 2.1 An updated service plan for the JAS 2018-21 is appended to this report. It builds on the activities and outcomes of the last service plan and offers a 3-year strategic approach to the JAS’s work in keeping with the Board’s long-standing, stated preference for an aligned 3-year budget and service plan. The service plan has adopted and integrated the key messages of the national strategy for archives developed by The National Archives (TNA) *Archives Unlocked* (2017), namely Trust, Enrichment and Openness.<sup>1</sup>

- 2.2 The two most pressing challenges for the service remain:

(i) The continuing search for an affordable and long-term solution for the future additional collections storage required by the service. Opened in 1991, DHC is now approximately two years away from reaching capacity.

(ii) Local Government Reorganisation (LGR) - how to ensure that the JAS is able to ensure that preservation of both paper and digital archives of the nine predecessor councils, thereby ensuring that institutional memory is intact and available for future consultation.

## 3. Service Structure and Capacity

- 3.1 The service’s core capacity is 11.67 fte posts which is unchanged. The Archives Service Officer (Digital Preservation) has now returned from maternity

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<sup>1</sup> <http://www.nationalarchives.gov.uk/documents/archives/Archives-Unlocked-Brochure.pdf>

leave and is working part-time (0.6 fte). Using the salary underspend, a collections assistant (0.6 fte) has been appointed to generate additional capacity to support the JAS's digital preservation work.

- 3.2 Two project archivists fully funded through external grants are working on fixed term contracts until April and October 2020 respectively.

#### **4. Museums Advisor for Bournemouth, Dorset and Poole**

- 4.1 The Bournemouth, Dorset and Poole Museums Advisor is not part of the JAS although is managed within the same service unit. Given the close relationship between museums and archives, it is appropriate to ensure that our resources and strategies are as closely aligned as possible. Key developments have been;
- Delivering a targeted collections management support project in conjunction with the Collections Trust and improving documentation policies and procedures in five mentored museums: Nothe Fort, Dorset County Museum, Poole, Wareham and Shaftesbury Abbey.
  - Shaping and implementing governance and resilience initiatives across a range of museums including Russell-Cotes.
  - Implementing the Lottery funded *Rural Resilience* programme to secure tangible improvements in governance, business planning and marketing for the museums mentored as part of this process - Swanage Railway Museum, Purbeck Mineral & Mining Museum, Blandford Museum and Shaftesbury Abbey Museum.
  - Working closely with selected museums to secure significant external funding to undertake development projects - notably Beaminster and Priest's House, Wimborne.
  - Mentoring museums new to Accreditation and supporting them to reach national standards including Sherborne Steam and Waterwheel Centre and Corfe Castle Town Trust.
  - Providing expertise for the progression on interpretation and display development, including Highcliffe Castle and Keep Military Museum.

#### **5. Community Outreach and Public Engagement**

- 5.1 Demand for the services of the Community Engagement Officer in delivering activities and supporting projects with an archival element has grown over time to the point where demand has outstripped their ability to meet it. A selection of activities is described below.
- 5.2 A twice-monthly group 'Inspired by Archives' is funded through the Lottery-funded 'Stepping into Nature' and has been running for two and a half years. Comprehensive data from 'Stepping into Nature' is analysed by Public Health Dorset, and the evidence base is being used to seek continuation funding: <https://www.dorsetaonb.org.uk/project/stepping-into-nature/>. A new pilot project, 'My Creative Life' is being coordinated by The Arts Development Company. Again, we are one of a number of partners and will offer sets of sessions to older people in Sturminster Newton and Weymouth. This well-funded project is responding to a brief from DC's commissioning team and continue to add evidence to our understanding of the benefits for older people

of stimulation and social connection. This project will run in the first quarter of 2020.

- 5.3 For young people, including those affected by learning difficulties or mental health issues. Over the last two years DHC has offered three supported placements each year for young people facing additional challenges, often related to mental health. The majority of these places have been taken up by Ansbury's 'Face Forward' service. This has been a great partnership, with young people being supported by Ansbury staff and DHC. We have created individualised opportunities for independent enquiry and several young people have had their work used at events or online.
- 5.4 The JAS works closely with Bournemouth University in a number of ways. Students visit DHC annually to learn about the service and the JAS supports one of the Graduate Projects. DHC offers two work experience placements each Summer for those studying at undergraduate level. We have created a travel fund via the Dorset Archives Trust to support students and improve the accessibility of this offer.
- 5.5 DHC supports community history projects with project planning, training, fund raising, reprographics and resources. This is a reactive role and we encourage groups to contact us early in their planning and project development. Notable examples this year include the events around the sale of Cerne Abbas one hundred years ago and a collection of oral history at the Pilsdon community as well as working with Poole Lighthouse on its 40-year archive project. Two Portland-based projects have attended training and induction sessions at DHC.
- 5.6 During 2019, the service has worked closely and sensitively with Bournemouth's LGBT+ community to reflect something of their history and experiences through a set of oral history recordings. Around eighteen interviews will be completed by the end of 2019. Some of this material has already been used to support a partner's exhibition and on-line. We will be publishing the outcomes of this research in early 2020. We have also continued to build relationships with representatives of Bournemouth's Jewish community and have added a small but significant amount of material to our collections to ensure that this important aspect of the conurbation is represented. This work will continue in 2020. Work continues on two arts-related heritage projects requiring external funding.
- 5.7 The JAS is working with the BU History Department on a 'Dorset History Day' to encourage interest and support of local history across the county with a range of speakers and presentations. The event is scheduled for late March 2020.

## **6. DHC Repository Improvements**

- 6.1 After a long period of analysis and monitoring, it was clearly demonstrated that the DHC repositories were capable of being managed without the use of permanent air conditioning, as had been the case until recently. With certain modifications, the collections could be kept in excellent preservation

environment. The work required involved painting the internal walls with 'Blowerproof' paint, filling cracks, and the installation of low-level heating and dehumidification. The net result is that ageing, inefficient plant has now been switched off. These improvements, combined with DHC's PV array mean that the building runs on relatively little energy.

- 6.2 The project, completed in October 2019 cost just under £200,000 with a grant contribution of £64,000 from Low Carbon Dorset. The balance of the costs was met by Dorset Council's property department. This is regarded as an innovative piece of work and we have already had interest in the project from other archive services looking to similarly reduce their reliance on mechanical systems to maintain their collections.
- 6.3 A further project taking place in November 2019 will see the installation of a new set of roller racking in the lower repository. This will allow for 50% more 'outsize' material (large and rolled items) to be stored in the same footprint. Beyond this project, there is no means to create additional space within the DHC repositories. The cost of the project (£40,000) was met by funds received from The National Archives as part of the 'New Burdens' payments made to Places of Deposit.

## **7. Local Government Reorganisation (LGR) and Archives**

- 7.1 With the initial phase of LGR now complete, there remains a significant task to undertake relating to archives (both hard copy and digital) that make up the corporate memories of the nine predecessor authorities. With this unprecedented period of activity including the merger of teams, services and authorities resulting in the decommissioning of buildings there comes a consequent requirement to dispose of records, some of which should be permanently preserved. The largest risk in this scenario is that due to the pressure on time and resources, material is simply destroyed without reference to its potential long-term legal, evidential or cultural value. It is beyond the means of the JAS to undertake this work with its current staffing capacity.
- 7.2 A project proposal has been submitted to Dorset Council which, if approved, would allow for additional resources to be applied to the task of identifying relevant records and transferring them to DHC. The outcome of the application is not yet known. It would be highly desirable if such a piece of work could be progressed within BCP in order to safeguard the institutional memories of the three former sovereign councils.
- 7.3 The JAS is communicating with staff across both Dorset Council and Bournemouth, Christchurch and Poole Council areas to try and raise awareness. It remains to be seen what quantity of archives is identified and transferred as a result of the changes brought about by LGR. If proper steps are not taken, there is a risk that important information, the 'corporate memory' of the nine current councils could be lost, mislaid or destroyed with consequent legal, financial and reputational risks.

- 7.4 On a related, but separate note, work is ongoing to ensure that the re-branding of both councils is represented in an agreed joint logo for the JAS as a jointly funded service. This work is ongoing and subject to sign-off from communications staff in both DC and BCP but should be completed shortly. JAS publicity will thereafter carry the logos of both councils.

## **8. Digital Preservation**

- 8.1 The JAS continues to make progress with its digital preservation work using [Preservica](#) software. We are starting to use Amazon Glacier storage instead of 'S3' (instant access) as this is much cheaper. Post-LGR and with the convergence of services and software packages, we will be hoping to accelerate the rate of transfer of digital archives from teams. A priority will be Democratic and Legal Services, but there are a range of others who create and manage records with statutory protections (Children's Services being a key one) that will need to be considered.
- 8.2 The Dorset-led local authority Preservica consortium which originally had three members, has now (as of April 2019) expanded to eight. Councils that have joined included Birmingham, Kent, Berkshire, Oxfordshire and Staffordshire. The result of this enlargement is a further reduction in the annual base cost of the system to each member. There is a good chance that the consortium will grow further as other local authorities start to appreciate the importance of this work.
- 8.3 Work continues with our south of England 'Archives First' group looking into digital preservation and the particular challenges of managing digital data long-term. In addition, the JAS has been selected as one of two local authority services to be involved in a project it is supporting, starting in November 2019 which looks into risk models for digital content.
- 8.4 Currently, BCP Council does not contribute to the costs of Preservica and is therefore unable to benefit from its ability to ingest and preserve digital content. It would make every sense for the new larger unitary council to consider joining in the process and thereby safeguarding its digital records and heritage.

## **9. Collections Management and Conservation**

- 9.1 DHC continues to receive regular, significant accessions of hard copy archives, alongside a growing number of digital records. At the current rate of accession there remains approximately two years' worth of expansion space for archives. There exist two large archives, offered to DHC that it is not possible to accession due to space constraints, which demonstrates how close DHC is to being at capacity.
- 9.2 In the last 12 months, 299 separate accessions of material have been received of which 258 were hard copy, 30 digital and 11 mixed. In the same period over 17,000 new entries have been added to the JAS's online catalogue through a mixture of project, volunteer and staff efforts.

- 9.3 Thanks to funding from Dorset Archives Trust and the Friends of the National Libraries, the JAS has been able to purchase several batches of archives including the original specifications for the extension to the Portland breakwater along with a large quantity of photographic material. Most notably, the service collaborated with the Thomas Hardy Society to purchase an important letter by Hardy dating from 1922.
- 9.4 The JAS operates the only publicly-funded collections conservation service in the county, and the conservation officer frequently offers advice to Dorset's museums on how best to preserve and conserve their collections. In addition, conservation has attracted a number of external commissions from both individuals, but also organisations (e.g. Tank Museum, BU, Nothe Fort and the National Trust). Project budgets also typically includes a sum for conservation which means that overall up to 50% of the conservator's time is provided through third party funding. Currently, the conservator has a waiting list for conservation work to late 2020.

## **10. Public access to collections**

- 10.1 Public interaction with the service occurs through physical visits, outreach and digital channels. During 2017-18 (the last full year for which figures are available):
- 64 volunteers contributed 3701 hours to the JAS
  - 14,141 items were produced in the searchroom
  - Archives appeared in 14 exhibitions
  - There were 2,151,762 page views of Dorset content on Ancestry
  - There were 448,265 views of the online catalogue
  - 2,479 Twitter users followed the JAS
  - Over 6,000 recipients of the e-newsletter
- 10.2 The service is considering how it can improve its digital reach by making more collections available online and by considering how best to develop new audiences.

## **11. Herrison Hospital archive and the Wellcome Trust**

- 11.1 In late 2018, the JAS was successful in the highly competitive second round of the Wellcome Trust's research resources grants scheme. The award, for over £56,000 was to fund the employment of an archivist for 12 months to arrange and catalogue the archive of Herrison Hospital, the Dorset Asylum. The archive dates back to 1832 and contains thousands of patient records as well as a wide range of material relating to the operation of the hospital.
- 11.2 A project archivist was recruited and started work in April 2019. Work is progressing well and a full catalogue of the archive will be completed before the project completes. In addition, the JAS's conservator has been funded

from the same budget to work for two days per week on the collection – repairing some of the most fragile and damaged elements of the collection.

- 11.3 A third element of the project has been engagement with both the University of Exeter and Bournemouth University whose staff are both working on separate, but complementary projects using elements of the collection. This has proven to be both useful in and of itself, but also very positive in terms of building links to these institutions.

## **12. The Archive of Dame Elisabeth Frink**

- 12.1 The archive of Dame Elisabeth Frink RA, a sculptor of world-renown and a long-term resident of Dorset, has been deposited at DHC. The Frink Estate was keen to ensure that the artist's links to Dorset were properly maintained through a gift of the entire archive, along with a number of small sculptures to the Dorset Archives Trust, which in turn deposited the collection here.
- 12.2 Thanks to a grant of £12,000 from the Henry Moore Foundation and donations of £33,000 from a group of private philanthropists, it has been possible to set up a project to catalogue and conserve the Frink archive. A project archivist has been recruited and started work in October 2019. The archive is of local, national and international interest given the spread of Frink's pieces and we look forward to working with a wide range of organisations to promote this truly significant collection.

## **13. Capital Project update**

- 13.1 Constructed in 1991 and after 28 years of collection growth, DHC is approaching full capacity as an archive storage facility. It requires an extension to provide the extra capacity for a minimum of another 20 years. The best value option has, following an extensive options appraisal and feasibility work been identified as a two-storey extension to the rear of the current repository. Background to this can be found in the report to the Joint Archives Advisory Board, January 2019.
- 13.2 To date, a project has been designed based on the likely acquisition of a major grant from the National Lottery Heritage Fund (NLHF). Any bid to NLHF for capital funding would require as a prerequisite, a substantial public engagement programme. Without this, NLHF will not fund storage facilities alone. It seems likely that this project could expect a grant in the region of £1.4 million, although a competition is always intense and a high-quality bid is essential.

Costs for the project (as at Q4 2018) were:

- Repository extension: £1.9 million
- Improvements to DHC public spaces: £0.7 million (if Lottery funding were deployed).

- Public engagement programme: £0.52 million (if Lottery funding were deployed)

**Total: £3.12 million**

- 13.3 As part of the project, the JAS has signed an MoU with Bournemouth University, providing storage of the latter's archives. With new repository space, BU would transfer its archives to DHC which would manage them on-site, allowing for fuller engagement with the university and a revenue budget for DHC.
- 13.4 At present there would appear to be four options to consider:
- 13.4.1 **Option 1. Do nothing:** DHC will reach capacity within 2-3 years and will then be unable to receive any further records. Service failure due to an inability to receive and preserve records with statutory protection.
- 13.4.2 **Option 2. Revenue-funded external storage:** Records would be housed in externally-provided archive storage. This is likely to be very expensive over time as the cost of storage grows annually and would run to several millions over a 60-year (life of building) period.
- 13.4.3 **Option 3. Build storage only:** If it were decided not to approach the NLHF and to simply build the new storage repositories, the capital cost would be **£1.9 million**. With the JAS's reserve of £150,000 this total would reduce the capital requirement to **£1.75 million**.
- 13.4.4 **Option 4. Match fund an application to NLHF to deliver a wider project:** If a grant was successfully acquired from NLHF, the match funding would be in the region of **£1.72 million** (£3.12 million minus £1.4 million grant). However, DHC with its support charity the Dorset Archives Trust would take on a major fundraising programme to seek to reduce this figure by up to £400,000 which when added to the JAS reserve of £150,000 would reduce the total capital requirement to **£1.17 million**.
- 13.5 It is planned that senior officers and members from the two funding councils will discuss the issue of future archive storage. A decision upon the way forward for the service is awaited.

## **14. Conclusion**

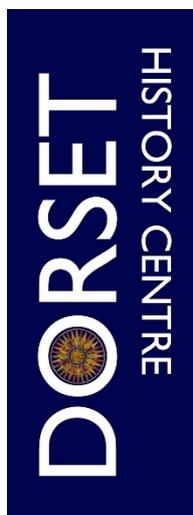
- 14.1 The JAS continues to work hard to deliver its service plan priorities and to balance its commitments and aspirations against the available resources. It continues to lever substantial external funds in order to add value to its core activities; safeguarding our cultural heritage, making collections available to audiences and at the same time through the use of innovative work practices, to consider the needs of the digital archives that future generations will need to access.
- 14.2 The service is acutely aware of the challenging funding environment in which the two councils are operating. However, a prompt decision on how its future

storage needs are to be addressed would be of great benefit as the ability of the JAS to manage incoming collections becomes more challenging over the next 24 months or so.

Sam Johnston  
Service Manager for Archives

November 2019

# Joint Archives Service Service Plan 2018-2021



## Contents

1.	Service Description	2
2.	Vision, Mission and Goals	2
3	Key Priorities	3
4.	Action Plan	5
5.	Service Budget and Capacity	16
6.	Risk Management	19

**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 performance<sup>2</sup>.

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<sup>2</sup> **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 (November 2019). Any future

## **1. Service Description**

The Joint Archives Service (JAS), based at Dorset History Centre (DHC) is operated on behalf of Bournemouth, Christchurch and Poole (BCP) Council and Dorset Council. Partnership between the two 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 Accredited archive service 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, Christchurch, 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 two 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.

## **3. The key priorities of the JAS are to:**

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budget reductions would therefore clearly impact upon the JAS's ability to deliver some of the work detailed within the Plan.

**Priority 1:** Actively acquire archives relating to Bournemouth, Christchurch, 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 two 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, Christchurch and Poole Council – Council Plan (2019):***

- Sustainable environment
- Dynamic region
- Connected communities
- Brighter futures

***Dorset Council – Council Plan (2019):***

- Unique environment
- Strong, healthy communities
- Staying safe and well
- Economic development

#### 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	2
Amber	3
Green	23
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, Service Manager for Archives**

**JH – Jacqui Halewood, Principal Archivist**

**CMA– Collections Management Archivist (currently vacant)**

**CP – Cassandra Pickavance, Digital Preservation Archivist**

**MG – Maria Gayton, Community Engagement Officer**

**JB – Jenny Barnard, Archive Conservation Officer**

**LD – Luke Dady, Public Services Archivist**

**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 DC and BCP	SJ	<ul style="list-style-type: none"> <li>Efficient acquisition of records so adding to the corporate memory</li> <li>Supports legislative compliance.</li> <li>Value for money for funders.</li> </ul>	Ongoing - but with LGR there is a real need to identify at risk material to avoid its loss during reconfiguration of councils.	<ul style="list-style-type: none"> <li>Attempts made to engage with both authorities, but resourcing to deliver required work has not been forthcoming.</li> <li>Project proposal submitted to DC; discussions with BCP officers</li> <li>No uptake in digital preservation by BCP – urgent need to address this.</li> </ul>	
1.2	Maintain current level of collecting together with the targeted acquisition of archives especially from the business, legal and arts sectors	SJ/ CMA	Ensure statutory legal compliance re: Public Records Acts, FoI and new GDPR legislation. Building up the collection in areas of identified weakness within the DHC holdings. Adding to the publicly accessible cultural heritage of the county.	Ongoing	<ul style="list-style-type: none"> <li>Large quantities of court/coroner's records received.</li> <li>Engagement over hospital records – especially Poole;</li> <li>Notable artistic archives deposited.</li> <li>Depositors strongly encouraged to help fund costs of storage.</li> </ul>	
1.3	To increase the quantity and enhance the types of data available online relating to DHC-held collections.	JH/ MF	More publicly available collections-related data. Links to Preservica, DHC's digital preservation platform.	Steady upload of material.	<ul style="list-style-type: none"> <li>Volunteers creating more content through digitisation and cataloguing projects.</li> <li>CALM/Preservica functionality will allow images to be viewed via link from the catalogue.</li> </ul>	

1.4	Selected purchase of documents (auction etc) using the DAT purchase fund	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 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 (Archive Conservation Officer 1.0 fte)	Volunteer programme of cleaning, repackaging and re-boxing. Healthy body of project funding and external clients.	

**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	LD	Score of at least 90% 'satisfied' or 'very satisfied'	2018 (biennial)	96% approval in results from May 2018 with an average dwell time per visitor of 2.6 hours.	
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 (2017/18 figures)	
2.3	Deliver excellent customer service to all users of the JAS, whether on-site or remote from DHC	JH/ LD	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 service planning.	
2.4	Archive Accreditation	SJ/All	Completion of application and successful meeting of the Accreditation standard (5 year renewal interval)	2018	Successfully accredited in March 2018. A light touch review will take place in 2021 with a full re-submission in 2024.	

**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/CM A	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"> <li>• Future additional content to Ancestry is an aspiration;</li> <li>• Continued high levels of usage.</li> <li>• Small income stream for JAS.</li> </ul>	
3.2	Online resources for schools	SJ/ JH/MG	<ul style="list-style-type: none"> <li>• Test resource requirements with teachers focus group.</li> <li>• Develop template for resources.</li> <li>• Define scope for on-line resources.</li> <li>• Market on-line resources to schools.</li> </ul>	Not active	Recent employment of a fixed term learning officer post has resulted in some great resources for teachers: <a href="https://www.dorsetforyou.gov.uk/dorsethistorycentre/learning-resources">https://www.dorsetforyou.gov.uk/dorsethistorycentre/learning-resources</a> ; 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/CM A/JH	<ul style="list-style-type: none"> <li>• PhD studentship(s) with Exeter</li> <li>• Possible collaborative projects</li> <li>• Opens up new potential sources of funding through external grants.</li> </ul>	Ongoing	Positive activities: <ol style="list-style-type: none"> <li>(i) Building relationship with MoU with Bournemouth University through the capital scheme and library.</li> <li>(ii) Links with AUB re: Poole Pottery</li> <li>(iii) Opportunities emerging with Bournemouth University and its BA in Public History – work experience and extended project placements.</li> <li>(iv) Collaborative PhD (Exeter University, Dorset County Museum and DHC) relating to Thomas Hardy in context.</li> <li>(v) Student travel fund (DAT).</li> </ol>	

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	Linked to capital project – currently not active.	Discussions with GIS team and funding to implement. 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"> <li>• Inspired by Archives</li> <li>• Bournemouth and Poole Cultural Hub</li> <li>• Age UK carers' group</li> <li>• Poole Lighthouse</li> <li>• Tolpuddle Old Chapel</li> <li>• Bournemouth Jewish population</li> <li>• LGBTQ+ oral history project</li> <li>• Portland Pathways</li> </ul>	
3.6	Commissioning of archive services	MG/SJ	To provide positive outcomes for people, often with additional needs, 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. DHC is a partner in Arts Council funded 'My Creative Life'. Funding required for additional capacity to deliver where demand clearly exists.	
3.7	Creation of holistic marketing and promotional strategy for the JAS with in-service	LD/JH	<ul style="list-style-type: none"> <li>• Raise the profile of DHC to customers and stakeholders</li> <li>• Attract new audiences</li> </ul>	Ongoing	Much improved support received from DC's central communications team in relation to marketing and PR although	

	capacity to: create promotional literature, update websites, generate press releases and liaise with DAT		<ul style="list-style-type: none"> <li>• Demonstrate value for money</li> <li>• Help to sell services and generate income.</li> </ul>		need to improve content on websites (DC and BCP).	
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	Review of BCP web pages and improve the range of content and links back to DHC site.	

**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.	CMA/ JB/M G/ CP	<ul style="list-style-type: none"> <li>Delivering critical 'added value' capacity, sorting, repackaging and listing collections;</li> <li>Involving the community in the life of DHC and its collections.</li> <li>Includes work experience opportunities for young people.</li> <li>Wider range of projects for volunteers to engage with (digitisation, research, oral history, conservation).</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Accreditation achieved under the Investors in Volunteers standard using HLF funding (May 18).</li> <li>Firmly embedded in weekly activities at DHC.</li> <li>More volunteers recruited via projects – e.g. Herrison and Frink, conservation activities.</li> <li>Volunteering expanded significantly and is approaching capacity.</li> </ul>	
4.2	Dorset Archives Trust <a href="http://www.dorsetarchivestrust.org">www.dorsetarchivestrust.org</a>	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"> <li>Fundraising</li> <li>Collections development</li> <li>Advocacy</li> </ul>	Ongoing	Useful support provided for JAS with steady membership. Events programme based around archive collections. Successful funding bids on behalf of DHC priority projects Will be important in terms of fundraising for a 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"> <li>• Fox-Strangways archive</li> <li>• Goodden archive</li> <li>• Quarter Sessions</li> </ul>	Ongoing	<p>Reliant upon opportunities to seek funding through either public or private sources.</p> <ol style="list-style-type: none"> <li>1) Herrison Hospital project - £56k grant from the Wellcome Trust – due to complete in March 2020</li> <li>2) Frink archive project - £45k of external funding – due to complete in September 2020.</li> </ol>	
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>	Ongoing	A second project is underway which will analyse systems and how data is generated and can be exported into a digital preservation platform.	

5.3	Local authority consortium using Preservica software. Led by DHC, now includes 8 members	SJ/CP	To deliver cheapest possible price for access to preservation software and to share skills and knowledge.	April 2019-	<ul style="list-style-type: none"> <li>• Successfully signed in 2019 and other potential partners interested in joining.</li> </ul>	
5.4	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"> <li>• Engagement with HLF</li> <li>• Engagement with Bournemouth University over placements;</li> <li>• Clear positive outcomes identified.</li> </ul>	

**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. Greener building	2019	£200,000 project to seal the repositories and with minimal mechanical intervention deliver largely passive environmental controls. Complements solar panels and reduces energy taken from the grid.	
6.2	Installation of new mobile racking system	SJ/JB	To double the available space for the storage of 'outsize' materials Funded by 'New Burdens' payments from The National Archives.	2019	Installation scheduled for Nov 2019	
6.3	Capital project; extension of DHC building to ensure adequate space for collections.	SJ/JH/ CP/MG /VdW	<ul style="list-style-type: none"> <li>Ensure appropriate storage is available for the next 25-30 years of archive acquisition.</li> <li>Ensure that the lowest cost 'full life' solution is agreed.</li> <li>Wide programme of public and community engagement across the county</li> </ul>	HLF project rejected Dec 17; consideration being given to next steps.	<ul style="list-style-type: none"> <li>Strong partnership with Bournemouth University</li> <li>Match funding committed by DCC</li> <li>Positive engagement with HLF.</li> <li>Currently ascertaining the best way forward given the very tight financial climate and advice from NLHF.</li> </ul>	

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

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

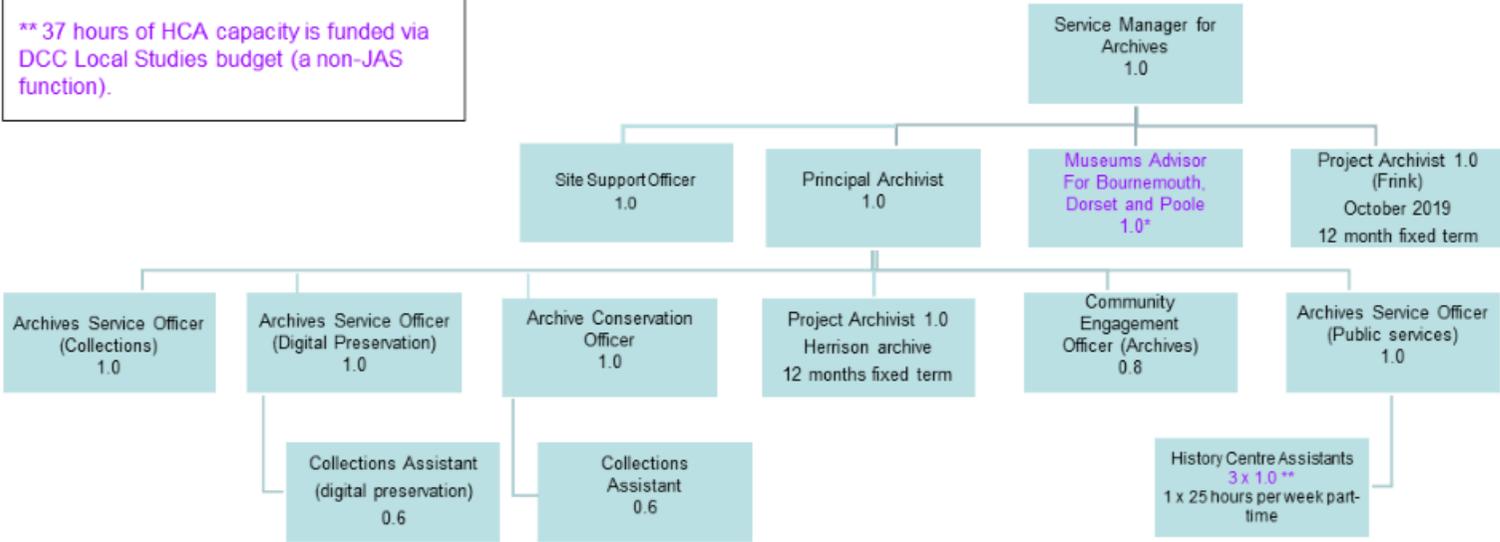
5. *Service Budget and Capacity*

JAS Capacity	2015-16 Actual	2016-17 Budget	2016-17 Actual	2017-18 Budget	2018-19	Comment
Staff numbers	14.75	15.36	17.86	19.42	15.15	The 2017-18 actual is based on staff in post as at 31 March 2018 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	74,200	Actual includes grants received for specific projects
Expenditure £	675,479	615,100	784,068	615,600	624,200	2016-17 budget includes a £25,000 saving on previous year's budget.
Net £	535,953	541,400	539,222	541,400	550,000	
Any other resource measures			•	<ul style="list-style-type: none"> <li>• 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</li> <li>• Volunteer hours supplementing staff resources and adding value to JAS: 3701 hours 2018-19</li> </ul>		

# Joint Archives Service November 2019

\*N.B. Post of Museums Advisor is funded jointly by Dorset Council, Bournemouth, Christchurch and Poole Council and Arts Council England 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: 11.88  
 DCC funded: 1.0\*\*  
 Externally funded: 2.0

## 6. Risk Register

**November 2019**  
**Archives Service Strategic Funding**  
**(Risks have been listed in order of severity)**

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

Page 43

<b>Risk No.</b>	<b>Risk Description</b>	<b>Likely Impact if Risk Occurs</b>	<b>Impact H/M/L</b>	<b>Probability H/M/L</b>	<b>Score</b>	<b>Counter Measures</b>	<b>Comment</b>
<b>1</b>	Core Funding: continued risk to local government funding from 2020/21. This will need to be factored into the JAS's ability to maintain current levels of service delivery.	Further reductions in standard, levels and capacity of service - potentially taking it below the minimal effective level through the	<b>H</b>	<b>H</b>	<b>9</b>	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. Important to gauge the views of the two unitary councils on the role and priorities

Risk No.	Risk Description	Likely Impact if Risk Occurs	Impact H/M/L	Probability H/M/L	Score	Counter Measures	Comment
		loss of distinct functions				Importance of digital preservation in supporting business continuity. Possible consideration of future trust status or 'spin out' or CIC outside local authority if the Board supports it.	
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	H	9	Discussions between BCP and DC to establish the terms on which a capital project might be undertaken.  Full life cost of DHC extension is the cheapest solution. External storage would be much more expensive in the long term.	Project will be pursued once clear trajectory is established.
3	Funding for digital preservation is not continued and work concludes without long-term sustainable solution.	Failure to provide digital preservation services for funding authorities and wider community. Information loss and/or data corruption. Potential legal implications.	H	M	7	Prove the long-term benefits of digital preservation and the risks and consequences of not having such a system. DC finance in place until 2021. Consortium model has halved costs to each member.	<ul style="list-style-type: none"> <li>The JAS is leading the local authority sector in working on digital preservation.</li> <li>Information loss/corruption is a major risk to the corporate memory of both authorities.</li> </ul>

Risk No.	Risk Description	Likely Impact if Risk Occurs	Impact H/M/L	Probability H/M/L	Score	Counter Measures	Comment
							<ul style="list-style-type: none"> <li>Evidence of growing understanding of digital preservation and its benefits.</li> </ul>
4	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"> <li>Cultivate new trustees to strengthen body.</li> <li>Ensure alignment of DHC activities and those of DAT.</li> </ul>	Body increasing in confidence and understanding. Very positive results in terms of fundraising.

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