

Joint Archives Advisory Board

Dorset County Council



Date of Meeting	24 January 2019
Officer	Transformation Programme Lead for the Adult and Community Forward Together Programme
Subject of Report	Joint Archives Service: Service Plan (2018-21) Monitoring Report
Executive Summary	<p>This report updates the Board on developments within the Joint Archives Service (JAS) service plan since the last meeting on 6 June 2018. An updated service plan is appended to this report. The service has continued to deliver high quality work against its key priorities. It has:</p> <ul style="list-style-type: none">i) Completed the externally funded Bankes of Kingston Lacy archive project;ii) Continued to develop an approach to digital preservation which involves collaborative working with a group of other local authorities;iii) Received a significant grant from the Wellcome Trustiv) Acquired Investing in Volunteers statusv) Raised the challenge of effective and efficient archives transfer during Local Government Reorganisationvi) Maintained momentum in seeking to address DHC's future accommodation needs via a capital project;vii) Delivered a range of positive collections and learning-related activities. <p>The JAS priorities for 2018-21 are:</p> <ul style="list-style-type: none">i) Actively acquire archives relating to Bournemouth, 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 three funding authorities;

	<ul style="list-style-type: none"> 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 three 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; <p>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.</p> <p>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:</p> <ul style="list-style-type: none"> 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 extra space for DHC collections.
<p>Impact Assessment:</p>	<p>Equalities Impact Assessment:</p> <p>Equalities Impact Assessment (EIA): The JAS has completed a review of its 2011 EIA. The 2018 EIA was approved by the Adult and Community Services directorate equality and diversity working party in March.</p> <p>Areas for (acknowledged) further consideration include working with younger people and with black and ethnic minority groups and religious minorities. The employment of a Learning Officer October 2016 - March 2018 helped to address the first of these issues. The aspirations of the JAS in its 'Collecting in the Conurbation' project (part of the wider capital project) was intended to meet the other. Some of this work is being taken forward.</p> <hr/> <p>Use of Evidence: N/A</p> <hr/> <p>Budget: All activities described fall within the scope of the agreed JAS budget or are externally funded.</p>

Joint Archives Service: Service Plan (2018-21) Monitoring Report

	<p>Risk Assessment</p> <p>Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as: Current Risk: LOW Residual: LOW</p>
	<p>Other Implications: None</p>
<p>Recommendation</p>	<p>It is recommended that the Board:</p> <ul style="list-style-type: none"> (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) Supports the JAS's role in LGR in identifying, collecting and preserving the records of the nine current authorities.
<p>Reason for Recommendation</p>	<p>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.</p>
<p>Appendices</p>	<p>Appendix 1: Joint Archives Service Plan 2018-21 (reviewed) Appendix 2: Joint Archives Service Strategic Risk Register</p>
<p>Background Papers</p>	<p>Public Service Quality Group statistics 2017/18 Accession records, service statistics and service records. Accreditation data, 2017/18 Archives Unlocked, The National Archives, 2017 JAS policies, 2015 and 2018</p>
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Joint Archives Service: Service Plan (2018-21) and Budget Monitoring Report

1. Introduction

- 1.1 The Joint Archives Service (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 consultation on the service plan, its goals and priorities is held with colleagues from within the JAS and from Poole and Bournemouth. 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. Current and Future Challenges for the JAS

- 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.¹
- 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 accommodation needs of the service (see accompanying report).
 - (ii) The uncertainty around how Local Government Reorganisation (LGR) will impact on the service in terms of incoming collections of both paper and digital archives and the required resource to ensure that we gather the corporate memories of the nine current councils.

3. Service Structure and Capacity

- 3.1 The service’s core capacity is 10.67 fte posts. Following the retirement of the Senior History Centre Assistant, consideration was given to the type of role that was required to lead the public service team. It was decided that an archivist should be appointed to this role due to the increasing complexity of the enquiries that are being received. Therefore, this role was recruited to and the postholder started work in late November. The increased salary budget for this role was off-set by the deletion of a part-time History Centre Assistant post earlier in the year.
- 3.2 The contract of the JAS's archive conservation officer has been increased to full time (from 0.6 fte). This is due to the statutory requirement to make the 0.4 fte of the role permanent following four years of externally funded. Whilst this

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

Joint Archives Service: Service Plan (2018-21) and Budget Monitoring Report

potentially represents a budget pressure for the service, it has been possible to generate external income for the last 4 years and the firm intention is to continue this process to offset the costs.

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;

- Support for the successful application by the Russell-Cotes Art Gallery and Museum to the Heritage Lottery Fund for a Resilience grant.
- Working to ensure the smooth transition of Red House Museum from the Dorset Council area to the that of Bournemouth, Christchurch and Poole Council.
- Working on a Rural Resilience programme for three community museums and delivering a series of training courses.
- Close involvement with a range of museums undertaking development projects - notably Priest's House, Wimborne and Weymouth. The latter has been successful in its application to the HLF.

5. Community Outreach and Engagement

5.1 The Community Engagement Officer has had a very busy few months. Demand for their services in supporting projects with an archival element has grown over time to the point where the service is not always able to offer as much assistance as it would like.

5.2 Projects include:

- 'Stepping into Nature' - dementia friendly sessions at DHC which encourage engagement with records and with the arts
- Community engagement towards a research and drama project centring on Dorset's 'Lunatic Asylum'
- Support for an Arts Development Company bid to Arts Council England
- Engagement work with Bournemouth's Jewish population
- Supported placements at DHC for young people with additional needs, in partnership with Ansbury and the Dorchester Learning Centre
- LGBTQ oral history project (Bournemouth)
- Work with BU students (projects and placements)
- County-wide oral history programme
- Improved and extended volunteering opportunities
- The production of an on-line resource for carers

5.3 To mark the 100-year anniversary of the Armistice, DHC organised a debate on the meaning and significance of remembrance. A panel debate was organised, chaired by Dr Fiona Cosson of Bournemouth University. Panel members included Kate Adie (patron of Dorset Archives Trust) and the chairman of HLF South West. The debate was recorded and will form part of DHC's permanent archive.

Joint Archives Service: Service Plan (2018-21) and Budget Monitoring Report

6. DHC Building - Improvements

- 6.1 After several years of analysis and investigation, it has been clearly demonstrated that the repositories at DHC can be managed on a much more energy efficient way but becoming largely passive in operation. The benefits of this are two-fold, a significant reduction in energy cost and a much greener approach to collections management. This is being treated as a totally separate piece of work to the capital project, although there are obvious complementary features and benefits.
- 6.2 In 2019 series of improvements will be made to the repositories - essentially to reduce air travel through the walls, better insulation and to provide very limited heating and air exchange. This means that much of the current mechanical plant servicing the repositories (which is over 25 years old), can be decommissioned.
- 6.3 The works are likely to start in March and will cost in excess of £200,000. The budget for the job will come from three separate sources, two from within Dorset Property (60%) and the other from the Dorset Carbon Reduction Fund. This will represent a significant investment in DHC and will require substantial staff time in order to assist and oversee contractors.

7. Local Government Reorganisation (LGR) and Archives

- 7.1 LGR presents both risks and opportunities in terms of identifying and acquiring the archives (both hard copy and digital) that make up the corporate memories of the nine current authorities. The opportunity comes from the fact that there will be an unprecedented period of activity with the merger of teams, services and authorities resulting in the decommissioning of buildings and the consequent requirement to dispose of records, some of which should be permanently preserved. The most significant 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 evidential value.
- 7.2 The JAS has been raising the issue of proper processes in relation to archives and records, and has made the case for additional resource (as Wiltshire Council did when it went through the same process) to ensure that there is support for departments and services as they go through change, but as yet, there has been no indication that it will be identified.
- 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.
- 7.4 The risk applies equally to hard copy and digital records. If the correct material is to be identified, transferred and properly preserved, it is important that additional resources are identified.

8. Digital Preservation

Joint Archives Service: Service Plan (2018-21) and Budget Monitoring Report

- 8.1 The JAS was nominated for an award 'Preserving the Digital Legacy'. Organised by the Digital Preservation Coalition, the nomination was a reflection of the interest in the local authority consortium work that the JAS has led. Although not eventual winners, the judges offered high praise for the approach taken. Comments included:
- *Congratulations! A huge advocacy success for DHC and great outcomes for the Consortium! We were persuaded by the grassroots/local activist feel of the presentation, and primarily because it serves the needs of small local programmes that can get lost in the shuffle.*
 - *A good pragmatic collaborative project. Takes the initiative ' to do something' and obtains concrete results.*
 - *This is a great exemplar for other similar organisations struggling with tight budgets / resources. It provides a practical way forward and will inspire others.*
 - *It's heartening and motivating to see grass-roots collaboration like this reminding us that we are as much the drivers of change as the figureheads we typically look to.*
 - *Their work in engaging with and convincing senior management within the civic authorities of the importance of digital preservation in such hostile financial times for the public sector shows just what can be achieved*
- 8.2 Work is underway to enlarge the digital preservation consortium which shares a single contract with Preservica. Following recent teleconference it seems likely that several more local authorities will join in April with reduced costs and economies of scale benefitting all the members.
- 8.3 The JAS has been approached by The National Archives to form part of a project application it is making the HLF relating to digital preservation and deepening our understanding of a risk-based approach to collections management.
- 8.4 Currently, Bournemouth and Poole do not contribute to the costs of Preservica and are 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 heritage.

9. Volunteers

- 9.1 The JAS benefitted from 6389 hours of volunteer time during the year 2017/18. This demonstrates just how much volunteers contribute to the service and how much additional value they offer through their work which spans a variety of different areas of activity.
- 9.2 The JAS was successfully accredited with [Investors in Volunteers](#) status. The service is now one of only four organisations and the only local authority service across Bournemouth, Dorset and Poole to have achieved the standard.
- 9.3 The JAS has started to offer expenses to its volunteers for reasonable costs incurred in travelling to DHC. The uptake is being monitored although it is not known whether the current budget allocation will be sufficient to last until the beginning of the new financial year.

Joint Archives Service: Service Plan (2018-21) and Budget Monitoring Report

10. 'Home and Abroad – Opening up the Archive of the Bankes Family of Kingston Lacy'

- 10.1 The project has now officially concluded after three and a half years of delivery.
- 10.2 The HLF has approved the final spending on the budget and a full evaluation report has been prepared as part of the final drawdown on project funds which will take place in January 2019.
- 10.3 The project's key legacies relate to the cataloguing, digitisation and conservation of this hugely important archive. It is hoped too that the partnerships forged through the project will endure. In addition, positive learning for DHC staff and volunteers was possible through the project and its outcomes. All project staff have found new roles following their time with the JAS. Redundancy costs, where appropriate, were met from the project contingency rather than core JAS budget.

11. Collections Management and Conservation

- 11.1 It is hoped that a project to catalogue and promote the archive of renowned sculptor Dame Elisabeth Frink will be scheduled for 2019. At present, discussions are being held with potential funders and the curator of the Frink estate, but the signs are positive that a project can be developed. It is hoped that this will in turn encourage other notable artists and makers to deposit the archives at DHC.
- 11.2 Sizeable new deposits of archives have been received recently. These include:
- The archive of writer Sylvia Townsend Warner - a collection that has been permanently transferred from Dorset County Museum
 - Additional archives of the Pitt-Rivers estate - this more than doubles the size of the archive on deposit at DHC
 - Additional records of the Bond family - relating to Tyneham and its requisition by the Ministry of Defence
 - Records of Poole Hospital and the archives of the Bournemouth Medical Society. This represents an important transfer of Public Records to DHC.
- 11.3 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 early Dorset motoring records, records of WWII air raids on Bournemouth and several sets of Poole Pottery archives that were part of the original sale at Christies in London, 2004.

12 Wellcome Trust Grant

- 12.1 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 will 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. In addition, the JAS's conservator will be employed for two days per week to undertake conservation upon the archive.

Joint Archives Service: Service Plan (2018-21) and Budget Monitoring Report

12.2 The project will also involve collaboration with both Bournemouth University and the University of Exeter. Staff from BU's public health school are interested in developing resources for social care practitioners. An Exeter PhD candidate will be leading on academic engagement around the project. He is based at the university's Wellcome Trust-funded Centre for Medical Humanities. Work on the archive should start in March 2019.

13. Conclusion

12.1 The JAS continues to work hard to deliver its service plan priorities and commitments. With digital preservation, the HLF-funded Bankes project a wide range of community and the capital building scheme, the JAS is delivering the elements of its core mission – the preservation of the cultural heritage together with the management of modern (electronic) information and the provision of access to collections in a variety of ways and formats.

12.2 The JAS staff and volunteers continue to deliver the aims and objectives of the service plan in a period of continuing uncertainty. The service will continue to deliver high quality outcomes for its stakeholders and funders as it works through the 2018/21 service plan.

Sam Johnston
County Archivist

January 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 performance².

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 archive building within the county with Accredited and 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.

² **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 (December 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 (2018-19):

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

Dorset County Council Budget and Corporate Plan (2017-19)

- 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	2
Amber	2
Green	24
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 Archivist




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 Bournemouth Borough Council and Borough of Poole Local Government Reorganisation & corporate memory	SJ	<ul style="list-style-type: none"> • Efficient acquisition of records so adding to the corporate memory • Supports legislative compliance, e.g. GDPR. • Value for money for funders. 	Ongoing - but with LGR there is a real need to identify at risk material to avoid its loss during reconfiguration of councils, now and over the course of the next 18-24 months	<ul style="list-style-type: none"> • Ad hoc transfers, but no coordinated activity. • Particular urgency due to LGR. Risks of failing to safeguard corporate memory raised, but no additional resource assigned. • Bournemouth and Poole have not yet agreed to collaborate on the use of Preservica digital preservation platform. 	
1.2	Maintain current level of collecting together with the targeted acquisition of archives especially from the business, legal and arts sectors	SJ/ MF	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"> • Large quantities of court/coroner's records received. • Engagement over hospital records – especially Poole - recent large accession.; • Notable collections deposited, e.g. Bond, Pitt-Rivers. • 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/ 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"> • 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. Ongoing work to realise this. 	




Reviewed December 2018




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. Recent items include Poole Pottery, WWII Bournemouth bombing records.	
1.5	Deliver a prioritised programme of document preservation and conservation.	JB	Rendering damaged/unusable documents available for digitisation and public access. Providing best practice conservation advice.	Ongoing (Conservation Officer 0.6 fte) After 4 years, the 0.4 fte element of the post has to be made permanent. Income generation work will continue to ensure budget is secure.	Volunteer programme of cleaning and repackaging. Attempting to grow externally generated income for the conservation service in advance of the project funding ceasing. Private clients have included the Tank Museum, 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	LD	Score of at least 90% 'satisfied' or 'very satisfied'	2018 (biennial)	93% approval in results from May 2016. Awaiting results from this year's survey.	
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	LD/JH	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	Archives Accreditation Standard	SJ/All	Completion of application and successful meeting of the Accreditation standard (6 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/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 Potential for smaller 'Phase 2' but subject to DHC capacity; Continued high levels of usage. 	
3.2	Online resources for schools	SJ/ JH/MG	<ul style="list-style-type: none"> Design and produce online resources for schools. 	Ongoing	Recent employment of a fixed term learning officer post has resulted in some great resources for teachers : Future resources are only likely to be produced as the result of externally funded project opportunities. No current learning officer, so work is in abeyance.	
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: (i) Academic user blog developed. (ii) Work with BU and Exeter via Wellcome-funded project. (iii) Building relationship with BU through the capital scheme and library. (iv) Opportunities emerging with BU and its BA in Public History – work experience and extended project placements. (v) Collaborative PhDs with Exeter University 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 <i>Know Your Place</i> 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 'inspired by nature' • Bournemouth and Poole Cultural Hub • Dorset County Hospital Dementia Group • Age UK carers' group • Tolpuddle Old Chapel • Bournemouth Jewish congregations • B-Side (Portland) 	
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.	Ongoing	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. DHC will be a pilot service if a bid to Arts Council by the Arts Development Company is successful. Funding required for additional capacity to deliver where demand clearly exists.	



Reviewed December 2018

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/L D	<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	
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.	LD & All	Web presence on all funders' websites to act as a first point of contact; Raises the profile of the JAS with staff and customers alike.	Ongoing	Need to ensure that the JAS features on the new BCP website so that residents know how to access collections.	



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/ CP	<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"> Successful award of Investors in Volunteers (3 year, renewable) Firmly embedded in weekly activities at DHC. More volunteers recruited on a project by project basis Volunteering expanded significantly and is approaching capacity. Volunteer contributions feed into key performance indicators Annual volunteer thank you events 	
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. Funding for Frink archive catalogue sought from trusts and private donors</p> <p>2. Wellcome Trust re: Herrison Hospital archive. Grant of £56k acquired.</p> <p>3. Small funded cataloguing projects (Rushmore Estate, Fox-Pitt archives)</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>	2018-	<p>A second project is underway which will analyse systems and how data is generated and can be exported into a digital preservation platform.</p> <p>Three local authorities (Dorset, West Sussex and Wiltshire) are collaborating on a shared contract which will save money.</p>	



Reviewed December 2018

5.3	Bankes 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 • Project now completed and evaluation and final grant payment to be processed. 	
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"> • Engagement with HLF • Engagement with Bournemouth University over placements; • Clear positive outcomes identified. 	


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 BS 4971:2017 and BS EN 16893:2018 compliant preservation environment	SJ/JH/J B	Optimum preservation and security environment for collections Reduced energy costs re: management of environment.	2019	£213,000 investment in repositories to render them almost completely passive. Work starts March 2013. Finance from DCC and EU carbon reduction fund.	
6.2	Capital project; extension of DHC building	SJ/JH/J B/MG/V dW	<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. Revised project in draft form.	<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
7.1	Fully resourced JAS digital preservation strategy resulting in robust digital continuity for JAS and its clients: http://www.nationalarchives.gov.uk/documents/information-management/understanding-digital-continuity.pdf	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 • 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 and major photographic archive; • 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 	
7.2	Local authority digital preservation consortium	SJ	Three partners (West Sussex, Wilts and the JAS) with interest from others and likely to grow in 2019.	June 18-	<ul style="list-style-type: none"> • Consortium operative • Reduced costs for all • Shared skills and knowledge • Nomination for 2018 Digital Preservation Coalition awards 	

Reviewed December 2018

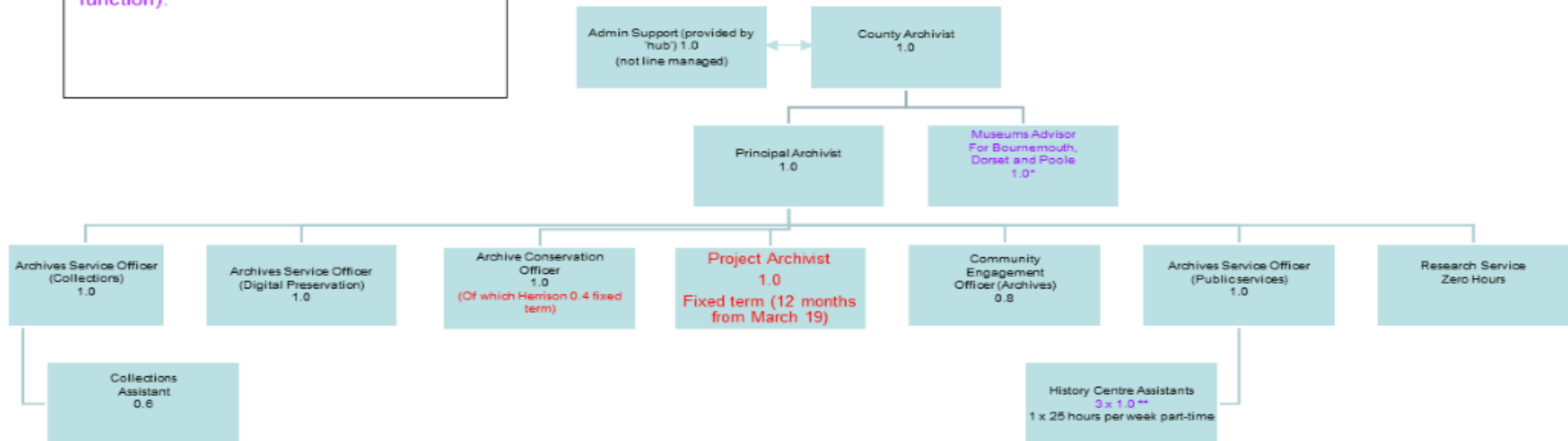
7.3	Digital strategy	SJ/CP	<p>Much clearer understanding of what digital services the JAS should be operating – tailoring resources to public demand and need.</p> <p>Due to potential interest from wider archives sector, TNA funded 50% of cost.</p> <p>Wider digital strategy for the service under development.</p>	2019-	<p>Digital content report completed and mounted on TNA website:</p> <p>http://www.nationalarchives.gov.uk/documents/archives/dorset-history-centre-digital-content-report.pdf</p>	
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JAS Capacity	2015-16 Actual	2016-17 Budget	2016-17 Actual	2017-18 Budget	2018-19	2019/20	Comment
Staff numbers	14.75	15.36	17.86	19.42	15.15	12.67	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	76,500	Actual includes grants received for specific projects
Expenditure £	675,479	615,100	784,068	615,600	625,000	627,300	2016-17 budget includes a £25,000 saving on previous year's budget.
Net £	535,953	541,400	539,222	541,400	550,000	550,800	
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: 6389 hours 2017-18 		

Joint Archives Service December 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: 10.67

DCC funded: 1.0**

Externally funded: 1.4

6. Risk Register

**December 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 20120/21. Failure to increase budget in-line with inflation will also represent a net funding reduction. 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 loss of distinct functions	H	H	9	Greater dependence on successful new income generation. Ensure understanding of value for money through CIPFA benchmarking and TNA Accreditation. Importance of digital preservation in supporting business continuity.	Standstill budgets 2016-18. Inflationary pressure specifically from national pay agreement and business rates rise. Agreement that joint budgets will not be reviewed until financial year 2020/21. JAS position will need to be considered.

Risk No.	Risk Description	Likely Impact if Risk Occurs	Impact H/M/L	Probability H/M/L	Score	Counter Measures	Comment
						Possible consideration of future trust status or 'spin out' outside local authority if the Board mandates 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	M	8	Value for money opportunity by going to HLF. Bid rejected Dec 17. Proposed new application to HLF in spring 2019. Full life cost of DHC extension is the cheapest solution; project is under development.	Project will be pursued once clear funding position is established.
3	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 and/or data corruption. Compliance failure.	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 Budget.	<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 corporate memory of all 3 authorities. • Important that BCP joins in digital preservation work.
4	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.

Risk No.	Risk Description	Likely Impact if Risk Occurs	Impact H/M/L	Probability H/M/L	Score	Counter Measures	Comment
5	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.
6	Failure to derive sufficient income from Ancestry contract after end of guaranteed revenue period ceases	Shortfall in budget and further pressure to save money	M	L	3	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.
7	Inability to attract sufficient externally funded conservation work to fund part costs of the now full-time role leading to budget pressure.	Budget pressure and possible reconfiguration.	M	L	3	Service has good track records in attracting external work through private clients and projects.	Will be regularly reviewed.