

# TAMESIDE LOCAL STUDIES AND ARCHIVES CENTRE

## Forward Plan (2019-2024)

### 1. CONTEXT

- 1.1 This Forward Plan reflects the changes in the way the Council provides its services to meet the needs of its residents and visitors. As well as addressing how the Archives and Heritage sector is changing to cope with the increasing numbers of digital records and changes in the way that users interact with archives.
- 1.2 The Tameside Local Studies and Archives Unit was established in 1976 after the local government reorganisation two years earlier. It began in the old reference section of Stalybridge Library. Many of the local history books in Tameside's libraries were brought together here, and the records of Tameside Council's various predecessor organisations forming the nucleus of its archival collection. In 2005, a new purpose-built facility was opened to the public, in order to provide extra capacity for the ever-expanding collections, as well as the appropriate controlled conditions for such material. The service is an approved Place of Deposit, meaning we are allowed to accrue and hold public records and make them available.
- 1.3 As a Place of Deposit, Tameside Local Studies and Archives Centre has been appointed by The National Archives to hold specific record classes in agreement with their parent authority under Section 4 (1) of the Public Records Act (1958). This ensures that records pertaining to the area remain within Tameside, and that the council and Tameside citizens have access to their historic records.
- 1.4 The 3.5 kilometres of shelving now hosts a wide variety of material beyond just local government records, including:
  - Tameside Reporter Archive
  - Tameside Oral History Collection
  - Tameside Image Archive
  - Manchester Regiment Archive
  - School records
  - Hospital records
  - The archives of local Churches and religious establishments
  - Various archives of important local businesses, groups and individuals
  - The Stamford Estate papers
  - Manchester Studies Oral History Collection

### 2. AIM OF THE FORWARD PLAN

- 2.1 The aim of this Forward Plan is to provide a policy context for the work of Tameside Local Studies and Archives Centre for the period 2019-2024. It outlines the main work areas proposed during this time and how the service will be delivered.
- 2.2 The proposals in the Forward Plan will help to:
  - Increase awareness, understanding and participation in the Borough's heritage.
  - Ensure equality of opportunity for people to visit, enjoy and engage with the collections and the Local Studies and Archives Centre.

- Safeguard and preserve the collections for future generations of Tameside residents and visitors.
- Drive improvement within the service and enable development.
- Provide the context within which we implement the digital elements that are currently being added to our plans and policies in conjunction with the Greater Manchester Archives and Local Studies Partnership (GMALSP).
- Support the statutory obligation of Archives to care for and store public records.
- Continue to align closely with other Greater Manchester Archives through GMALSP.

### **3. STATEMENT OF PURPOSE**

- 3.1 Tameside Local Studies and Archives' mission is to preserve Tameside's written, oral and pictorial heritage for present and future users, and to fulfil Tameside Metropolitan Borough Council's legal obligation to preserve its own records. The Service does this by:

*Providing a dynamic, engaging and supportive Archives Service that celebrates the people and places of Tameside, ensuring a meaningful, informative and enjoyable experience for all, whilst continuing to fulfil our statutory obligations as a Place of Deposit for public records.*

### **4. BOROUGH DEMOGRAPHICS**

- 4.1 The borough of Tameside consists of nine towns in a mainly urban area east of Manchester. It stretches from the city of Manchester to the Peak District and shares borders with Stockport, Oldham, Manchester and the borough of High Peak. Tameside is well connected to the region and beyond by the M60 and M67 motorways and by rail links to Manchester and Yorkshire.
- 4.2 The population of Tameside is estimated at 225,197 and the population is anticipated to grow in coming years. Of this population, 20.1% are under 16, 62.3 are 16-64 and 17.6% are over 65. Of the 141 areas in Tameside, 8 of these fall within the most deprived 5% nationally and a further 16 fall within the most deprived 10% nationally. 13.4% of Tameside residents live in income-deprived households. Ethnicity across the borough is 90.9% white, 6.8% Asian, 1.4% mixed, 0.8% black and 0.1% other. By religion, 64% are Christian, 23.6% have no religion, 4.4% are Muslim, 1.5% are Hindu and 0.8% are another religion.
- 4.3 77.6% of people have good or very good health, 15.1% have fair health and 7.3% have bad or very bad health. When asked if their day-to-day activities are limited by a disability, 79.1% of Tameside residents state that they are not limited, 10.3% state that they are limited a little and 10.6% say they are limited a lot. In terms of unpaid care provided per week, 89% of residents provide no unpaid care to others, 6.4% provide 1-19 hours, 1.6% provide 20-49 hours and 2.9% provide 50 or more hours.
- 4.4 The implications for the Local Studies and Archives Service are to ensure that we continue to provide services that are informative, engaging and accessible to our changing communities in addition to providing a supportive and inclusive environment at our centre. We must ensure that the service caters for the cultural heritage of all of the diverse communities across Tameside.

## **5. THE COUNCIL: POLITICAL AND MANAGEMENT STRUCTURES**

- 5.1 The council has an Executive Cabinet as part of its constitution. Each member of the Cabinet has a portfolio setting out their role and responsibilities. Job descriptions have also been drawn up for Councillors who support the Cabinet. There are eight members of the Cabinet including the chair, the Executive Leader. The Cabinet is supported by seven Assistant Executive Members. The Assistant Executive Members will support the Executive Leader and Executive Members and will be assigned specific areas of responsibility by the Executive Leader in conjunction with the appropriate Executive Member and report to that Executive Member in relation to such tasks. This will include the opportunity for an Assistant Executive Member to work solely for one Executive Member or for several.
- 5.2 The Council's officer structure is based on a departmental structure. Since 2016, the devolution of social care and health has meant that the Glossop Strategic Commissioning Group forms part of the Council's departmental structure. There is a Chief Executive, nine Directors and fifteen Assistant Directors (July 2019).

## **6. DESCRIPTION OF TAMESIDE LOCAL STUDIES AND ARCHIVES SERVICE**

- 6.1 Tameside Local Studies and Archives Service is located on Cotton Street East, along with the service's car park, beside the former Central Library. The service has a second entrance located on Oldham Road. The Service is open from 10am-5pm on Tuesday, Wednesday and Thursday, and from 10am-1pm on Saturday, with the exception of the Christmas period and Bank Holidays. The Service cares for the Council owned collections as well as public records on behalf of the National Archives. The Service falls within Tameside MBC Cultural and Customer Services, which forms part of the Operations and Neighbourhoods Directorate.
- 6.2 The Arts and Engagement Manager has responsibility for the day-to-day management of the service, drafting policy, budgets, marketing and exhibitions/events management.
- 6.3 The Archivist supports the Manager and is in charge of collections management and ensuring the Service meets National Archives standards for care, access and usage of the archival collections. The current Archivist has been in post since October 2018.
- 6.4 The service employs three part-time staff (a Senior Library Assistant, Assistant Librarian, and a Library Assistant), and has also employed (jointly with the Library service) a part-time Library Assistant. Together, these staff deal with the day-to-day running of the service, such as front-of-house duties, organising and running events, taking enquiries, looking after the service's library stock and computers, maintaining the search room, and coordinating volunteers.
- 6.5 The service regularly works with colleagues from across Cultural Services in collaboration, for example for exhibitions or in educational provision.
- 6.6 Thirteen volunteers take on various non-core roles, which helps the Tameside Local Studies & Archives to offer services it wouldn't otherwise be able to resource.

## **7. THE NATIONAL AND REGIONAL CONTEXT**

- 7.1 The National Archives holds the power to appoint Places of Deposit for public records and ensure that Places of Deposit maintain core standards.

- 7.2 Alongside this, The National Archives also run the Archive Accreditation Scheme, which provides a more detailed framework of standards that all Places of Deposit should be adhering to, or actively working towards implementing.
- 7.3 The National Archives is a non-ministerial government department, reporting to the Secretary of State for Digital, Culture, Media and Sport. They fulfil a leadership role in the archive sector. Its roles include ensuring the Public Records Act is adhered to, providing guidance and advice to other archives as well as to public sector organisations that create records.
- 7.4 The Public Records Act requires certain public bodies to transfer records of historical value to places of deposit. Previously this was to be done by the time the records reached 30 years old. Changes in legislation mean that since 1 January 2015 this has reduced down to 20 years. We are currently in a 10-year transition window until 2025. The changes affect specific public sector organisations such as magistrates' courts, prisons, coroners' courts, NHS bodies and some arms-length bodies including the Environment Agency.
- 7.5 Archives and local record offices across the UK are dealing with an increase in the volume of born-digital and digitised material. This presents new challenges, not only in terms of transfer and storage, but also in preservation and accessibility.
- 7.6 The Archives form part of the cultural sector both nationally, regionally and locally. The cultural sector has been identified as a significant partner in regeneration linking to areas such as employment, health, social change and neighbourhood renewal. In Tameside the Archives form a central part of the cultural activity within the borough. They engender a sense of civic pride and express the local distinctiveness of the area. However we must ensure that the facilities and services provided reflect the cultural background of all citizens. The Archives must ensure that the product and service on offer remains of a high standard and continues to reflect the changes and innovations of the 21<sup>st</sup> century both in terms of our residents but also in terms of technological and digital innovations.

## **8. THE LOCAL CONTEXT**

### **8.1 Greater Manchester Archives and Local Studies Partnership (GMALSP)**

8.1.1 Tameside Local Studies and Archives is an active participant of the Greater Manchester Archives & Local Studies Partnership (GMALSP), made up of the various local government record offices and archives in the Greater Manchester (GM) area. These are:

- Bolton Archives and Local Studies
- Bury Archives and Local & Family History Service
- Manchester Libraries, Information and Archives
- Oldham Local Studies and Archives
- Stockport Local Heritage Library
- Tameside Local Studies and Archives
- Trafford Local Studies
- Rochdale Local Studies and Archives
- Salford City Archives and Local History Library
- Wigan Archives and Local Studies

8.1.2 GMALSP was formed in 2012 with Sector Sustainability Fund support from The National Archives, following the recommendation of a feasibility study. The members of GMALSP work together to build and implement an overarching strategy and development plan for archives in Greater Manchester.

- 8.1.3 GMALSP holds practitioners' meetings every two months, where progress is against the action plan is monitored. As necessary the group holds training sessions, visits, talks from organisations and individuals working with the Partnership on various projects.
- 8.1.4 GMALSP reports to a board made up of Senior Officers, which in turn reported to the Association of Greater Manchester Authorities Statutory Functions Committee.
- 8.1.5 With the changes to local government and AGMA transferring to GMCA, the Senior Officers now report to the Greater Manchester Culture & Social Impact Fund Committee and form part of the GMCA portfolio.
- 8.1.6 The projects that GMALSP take on include monitoring and updating standards and policies, working together to achieve Archive Accreditation, negotiating jointly with genealogy companies such as FindMyPast when undertaking digitisation projects, commissioning work, and joint provision of products and services.

## 8.2 Tameside MBC

8.2.1 There are various local programmes and Tameside Council priorities and strategies that link to the work in Tameside Local Studies and Archives Service which help to provide a policy context. We work to support these plans and strategies including:

- Greater Manchester Cultural Strategy (2019-2024). *Grown in Greater Manchester. Known Around The World* – identifies areas of strategic opportunity across the city-region. It also sets out a clear plan of how all 10 Greater Manchester districts will work together to target resources that will develop, celebrate, protect and promote the significant culture and heritage assets of Greater Manchester.
- Tameside Cultural Strategy. The Cultural Plan for Tameside expired at the end of 2018. Following the publication of the GM Culture Strategy, it is intended to commence development of a new strategy which aligns with the aims and objectives of Greater Manchester but is specific to Tameside residents and the offer available in the Borough. We will contribute to the development and delivery of the new strategy.
- The Archives Service actively participates in further Council wide plans and strategies that are developed within and across departments, and are aimed at meeting the goals identified in the Corporate Plan also referred to as Our People – Our Place – Our Plan.

8.2.2 Our People – Our Place – Our Plan was born out of the unification of Tameside Council and NHS Tameside & Glossop CCG jointly forming Tameside & Glossop Strategic Commission. Together a new corporate plan has been developed that reflects the priorities and guiding principles for the joint work in the area. This is the first corporate plan to pull together the objectives of the Strategic Commission. 'Our People Our Place Our Plan' outlines the aims and aspirations for the area, its people and the commitment to work for everyone, every day. This Forward Plan aims to contribute towards achieving the objectives set out in the Corporate Plan:

<b>Corporate Plan for Tameside and Glossop</b>	<b>Archives key contributions</b>
Very best start in life where children are	<ul style="list-style-type: none"> <li>• Provide engaging facilities and activities for young people.</li> <li>• Work with other Council departments to support school</li> </ul>

ready to learn and encouraged to thrive and develop	readiness and encourage a love of learning.
Aspiration and hope through learning and moving with confidence from childhood to adulthood	<ul style="list-style-type: none"> <li>• Expanding our school workshops programme to allow more children to interact with the heritage of their local area and community</li> <li>• Provide formal and informal educational opportunities for lifelong learning.</li> <li>• Develop and improve education provision for Tameside schools.</li> <li>• Use the 'Arts Mark' and 'Arts Award' initiative to create exciting and enjoyable learning experiences within the Archives.</li> <li>• Offer outreach and loan material for schools and community groups based on the collections.</li> <li>• Engendering a sense of ownership of the local heritage.</li> <li>• Ensuring high quality customer service, attracting research into the borough, which in turn will attract new business investment and residents.</li> </ul>
Resilient families and supportive networks to protect and grow our young people	<ul style="list-style-type: none"> <li>• Providing a welcoming and inspiring environment for all customers.</li> <li>• Ensure that the Local Studies and Archives Centre is well maintained and sign posted.</li> </ul>
Opportunities for people to fulfil their potential through work, skills and enterprise	<ul style="list-style-type: none"> <li>• Providing opportunities for volunteers to develop both their personal skills and the skills required for employability.</li> <li>• Ensure a high profile within the borough, developing the sense of public ownership of the Archives.</li> <li>• Offer opportunities for people to work and volunteer.</li> <li>• Provide opportunities for lifelong learning.</li> <li>• Work with community and voluntary groups.</li> </ul>
Modern infrastructure and a sustainable environment that works for all generations and future generations	<ul style="list-style-type: none"> <li>• Ensuring accessibility is improved to the highest possible standard wherever possible</li> <li>• Ensure that the Archives meet high health and safety standards and are well maintained.</li> <li>• Ensure that all visitors feel happy, welcome and safe within Archives.</li> <li>• Review and address access requirements both intellectual and physical to ensure all visitors can enjoy facilities provided by the service.</li> <li>• Carry out exhibitions and activities in an environmentally sustainable way.</li> </ul>
Nurturing our communities and having pride in our people, our place and our shared heritage	<ul style="list-style-type: none"> <li>• Encourage participation in heritage events through ensuring the highest quality and the range of talks, displays and activities within the Archives Centre and out in the communities.</li> <li>• Actively collecting and documenting the heritage of the whole community.</li> <li>• Embrace health and wellbeing strategies in work we undertake.</li> <li>• Offer heritage inspired opportunities that facilitate improved</li> </ul>

	<p>health and wellbeing for visitors.</p> <ul style="list-style-type: none"> <li>• Developing a sense of pride and ownership of the Archives Service and encourage communities to value the places they live.</li> <li>• Working with other services to provide events and facilities that promote understanding and good relations between different communities.</li> </ul>
<p>Longer and healthier lives with good mental health through better choices and reducing inequalities.</p>	<ul style="list-style-type: none"> <li>• Support projects that enhance wellbeing and also promote cultural activities as having a positive effect on wellbeing.</li> <li>• Allowing staff to point visitors in the right direction for additional services that could improve their health and wellbeing.</li> <li>• Promote physical activity within and around our venues.</li> <li>• Working with specific groups</li> </ul>
<p>Independence and activity in older age, and dignity and choice at the end of life.</p>	<ul style="list-style-type: none"> <li>• Provide a safe, welcoming and accessible space for people to meet.</li> <li>• Provide lifelong learning experiences.</li> <li>• Support groups, networks and initiatives that foster independence in old age.</li> <li>• Provide volunteering experiences enabling people to feel valued and also supporting active lives for longer.</li> </ul>

## 9. THE CURRENT SITUATION

9.1 We asked Local Studies & Archives staff to contribute to a SWOT analysis of our current offer:

<p style="text-align: center;"><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• Committed Dedicated and enthusiastic staff</li> <li>• Creative and resourceful approach to challenges</li> <li>• Strong collection of holdings with a wide variety of subject matter</li> <li>• Close relationships with a number of local organisations</li> <li>• Agile in the face of unexpected circumstances</li> <li>• Impressive schedule of events, compared to larger and better resourced services</li> <li>• Growing schools programme</li> <li>• Excellent team of dedicated volunteers, both new and long-standing</li> </ul>	<p style="text-align: center;"><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• Lack of suitable spaces for education and outreach means schools and groups can only attend on Mondays and Fridays</li> <li>• Relocation of library means a reduction in footfall in the area directly surrounding the service</li> <li>• Lack of spare space capacity means the service would struggle to house any sizeable new collections if the opportunity arose</li> <li>• Current lack of provision for collection, storage, and accessibility of digital records</li> <li>• Web presence could be stronger, with a clearer website for example</li> </ul>
<p style="text-align: center;"><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• New entrance and rejuvenation of atrium could attract new users</li> <li>• Rejuvenated atrium can be used for exhibitions and events that previously may not have proved viable</li> <li>• Opportunity to use exhibition space in the market hall</li> <li>• Growing schools programme provides scope for increasing interaction with a younger audience</li> <li>• GMALSP Digital Preservation work stream allows the service to better cope with the changing records environment which will help the service to hugely improve its capacity and ability to deal with digital records</li> <li>• Our service will be able to take advantage of Manchester City Council's framework for procurement of Archival Storage, Non Archival Storage and Scanning &amp; Storage, helping us to expand capacity as necessary</li> <li>• SMILE Project, if successful, will open up the fantastic previously inaccessible Reporter photographic archive to us, as well as providing publicity</li> </ul>	<p style="text-align: center;"><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• Potential for sudden influx of digital records</li> <li>• Difficulty in collecting council records as they increasingly become digital</li> <li>• New large accessions that may exceed our immediate storage capacity</li> <li>• Funding reductions</li> <li>• Any future reduction in staffing</li> <li>• Reduction in opening hours</li> </ul>

9.2 The core Local Studies & Archives statistics for the years since 2013 are as follows:

	2013/14	2014/15 <sup>+</sup>	2015/16	2016/17	2017/18	2018/19
Visitors	31,167	27,991	37,831	30,388	29,465	30,097
Enquiries	27,066	23,679	23,309	17,172	18,147	14,717
Volunteer hours	823.5	954	538	782	1,157	1,503
Events - adults	722	563	648	635	548	749
Events - children	28	84	0	3	44	38
Website page views	60,685	74,312	57,825	41,462	44,002	47,353
Catalogue page views	27,066	23,679	23,309	17,172	34,471	38,162

Notes: + - In 2014 the service closed from the 20<sup>th</sup> of November to the 6<sup>th</sup> of January for building work.

9.2.1 Visitors

Whilst other figures have fluctuated far further during this period, visitor figures have remained fairly steady between 2013 and 2018, with the exception of a peak in 2015/2016. One aspect that is not fully captured by this data is the effect of the move of Ashton Library, which occurred right at the end of the 2018/2019 period and will have affected our figures in several ways. The move of the library may decrease through-traffic, and the work we have carried out on our atrium and new entrance to mitigate any reduction in footfall has also meant we have been without a visitor counter on our new entrance, which will have impacted the figures slightly, and will likely be more visible in 2019/2020's figures once they are available. Unfortunately we will also have to alter the way we capture visitor figures, in order to include the new entrance, so direct comparison to previous years will be difficult, but we nonetheless hope they will still demonstrate strong numbers.

9.2.2 Enquiries

Our enquiry numbers have faced a relatively steady decline throughout the period. This may reflect the relative decline of popularity of family history as a hobby, which was very much in fashion at the start of this decade due to shows such as *Who Do You Think You Are?*, But it is likely this is also fuelled by the increasing use of genealogy websites such as Ancestry.com and FindMyPast. Another factor is changing behaviour of users, who increasingly expect to find information online, and may use our resources to answer questions themselves rather than enquiring directly.

9.2.3 Volunteer hours

The work of our volunteers is immeasurably important. Whilst of course all core activities are carried out by staff, having volunteers enables us to offer services that we would be otherwise unable to resource.

The number of hours given to us by volunteers has risen quite dramatically over the past two years, since our Sense of Place project. This project was built as a sustainable model of volunteering and since its end two of the volunteers have continued to work with us, and the Service has continued to work with Adullam Housing in providing volunteering opportunities to other individuals. We have also expanded our volunteer programme in other areas, continuing to identify areas where volunteer roles can be mutually beneficial for both the service and the volunteer – such as box-listing large accessions, cleaning old plans and maps, repackaging documents to appropriate standards, offering family history help sessions to users, and more besides.

#### 9.2.4 Events attended by adults

Event attendances by adults have seen some fluctuations over the past few years, which may reflect a number of factors, such as the temporary closure of the service in 2014/2015, and the lack of a permanent archivist in parts of 2017/2018 meaning fewer staff to organise events. Thankfully, the work of Archives Staff to increase the range of talks and events available in the past year has been a success, as shown in the increase in event attendances by adults. This has been greatly helped by the continued popularity of our *Making Friends With the Archives* sessions, which allow attendees to find out about and interact with our records relating to various subjects, as well as our *Masterclasses*, which provide more hands-on sessions than our regular talks. Sessions are well-attended and receive positive feedback from attendees.

#### 9.2.5 Events attended by children

As is made evident by the figures, children's engagements with the Service are significantly more hard-earned than those by adults. With the exception of 2014, when the Service had the highest number of attendances by children thanks to a joint project with one particular school, the service has (like most Archives and Local Studies Centres) struggled to reach children. This is something the Service is actively working on, as we attempt to expand our school workshops programme. This is visible in the slight increase in numbers over the last few years. The number of children who have attended workshops or events in the first five months of 2019/2020 is already slightly higher than the total number for last year. This shows that our work is gradually paying off in terms of increased interest from schools.

#### 9.2.6 Website page views

Our page views have fluctuated somewhat during this period, but on the whole have decreased. This may be due to a number of factors, such as greater use of social media, as well as local newspapers, to disseminate information about events, meaning that individuals don't necessarily need to consult our website. Regardless, we are aware of the need to test our website and ensure that it is up-to-date, and have made doing so one of our objectives for this forward plan.

#### 9.2.7 Catalogue page views

The number of page views on our CALMview online catalogue has increased significantly over this period, which is very welcome – this seems to suggest we are successfully directing users to our online catalogue, and they are making greater use of it to discover and make use of our collections. This is by far the most efficient and direct way for most users to see what we hold.

### 9.3 Archives Accreditation

9.3.1 The service was successful in obtaining full Archive Accreditation in autumn 2018, ensuring that it met the appropriate standards as a Place of Deposit (PoD), and is taking active steps to address any shortcomings.

9.3.2 Archives Accreditation is both a tool for The National Archives to fulfil their statutory obligations regarding PoDs, by ensuring that standards are met and that records are safe and secure, and is also a tool designed to help Archive Services understand their strengths and weaknesses better, and to enable them to better advocate for further help or resources where needed.

9.3.3 As a designated PoD, Archive Accreditation is therefore crucial to us to ensure we keep our PoD status and to ensure that the records we hold are being kept appropriately, and not put at risk by our processes.

9.3.4 The feedback from the Accreditation process included specific action points that will be embedded into this forward plan going forward, to ensure that they are met by the time the service needs to undergo reaccreditation.

#### **9.4 Audience Development**

9.4.1 From audience feedback via surveys, conversations and social media, we know that the key audience at Tameside Local Studies and Archives Centre are mainly adults, often visiting for a key purpose, or have an interest in local history / family history/ military history. Our programme of events, displays and tours have been aimed at attracting this particular segment. However recent interventions have for the first time began to increase the number of younger people and children with their families visiting the Archives. To further increase our audience base we are actively seeking to diversify our events offer to meet these groups' needs better.

9.4.2 To find out more about motivations behind our visitors and non-visitors an electronic survey is being carried out with visitors and non-visitors in 2019. This is work that is ongoing and will continue to be reflected in our forward plan's aims.

9.4.3 There is an increasing focus on developing a family friendly offer via the Service. This is being developed with a specific Saturday offer for children and their families. But the Service will also be exploring the development of more heritage based arts opportunities over the next five years.

9.4.4 The Service has begun to develop a schools' offer, this resulted in a new schools session at the beginning of 2019. The Service will continue to add to the list of sessions which schools can take up via the Service thereby encouraging a younger audience into the Service.

9.4.5 BAME audiences do not regularly access Archives; the general consensus across Archives nationally is that this is something Archives need to address to ensure we fully reflect the multicultural and ethnic make-up of modern British society. On a local level this is something we want to reflect in our forward plan too. A National Lottery Heritage Fund bid was submitted in July 2019 to begin to develop a BAME narrative for Tameside. The bid, if successful, will enable a project Archivist to begin to work specifically with the borough's residents with an Eastern European, South East Asian or African cultural background. We will specifically begin to tell the Tameside stories through their eyes. We hope to develop collections and make better use of for instance the un-catalogued Reporter photographic archive.

9.4.6 The aim of this type of work is not just to engage with BAME audiences as users, but with BAME communities as subjects of records held in the archives. This includes significantly increasing the amount of material donated by and about BAME individuals and groups.

9.4.7 Feedback from non-visitors to the Archives shows that one of the reasons people have not visited is because they didn't know the Archives existed or what the Archives has to offer. An important part of our audience development plans include thoroughly reviewing our existing marketing methods to create a marketing strategy that will enable us to best use our resources to reach our target audiences, both within Tameside and further afield.

#### **9.5 Tameside Local Studies and Archives storage and collection management**

9.5.1 Collections are held in trust for public enjoyment, research, inspiration and learning. The records are stored on-site in our purpose-built strong rooms, with environmental controls in place. Environmental monitoring is in place in the form of quarterly TinyTag monitoring, as well as regular spot-checks carried out day to day by the Archivist. Monitoring for pests is also carried out using sticky traps. Staff are aware of the conditions recommended in

archival standards such as *BS 4971:2017; Conservation and Care of Archive and Library Collections*.

- 9.5.2 The service uses the GMALSP Collections Policy, which lays out the remit of every service within Greater Manchester. Beyond the requirement to collect public records, and the records of our local authorities, the policy references other specific items that services take. In the case of Tameside, this includes other items of local interest such as those of businesses, groups, families or individuals, as well as the records of the Manchester Regiment.
- 9.5.3 The archive collection acts as a repository for the heritage of the region and plays a key part in long-term preservation of our heritage and history both at a local studies level but also as a nationally recognised Place of Deposit for key public records.
- 9.5.4 The Local Studies and Archives Centre in Ashton-under-Lyne stores, cares for and makes accessible the borough's recorded heritage. The Museums and Galleries care for objects and artworks. There is much cross over between our collections, and the collecting priorities of the Galleries and Museums Service.
- 9.5.5 Born-digital records form an increasingly significant proportion of archival collections nationally, our collection included. To respond to this challenge we have, as part of GMALSP, commissioned work on the issue which has led to the rewriting of our policies to include specific provisions for digital material. These will be implemented shortly, and will enable us to meet national standards and adapt to our increasingly digital world. With the change from 30 years to 20 years we are also expecting a substantial increase in the transfer of public records, as they are statutorily required to be transferred to us, and many of these are likely to be digital. Working closely with our GMALSP partners will enable us to meet these challenges together and develop best practice methods over the next five years.
- 9.5.6 As part of these changes regarding digital records, we will need to acquire server space for their continued secure storage. Our digital records are currently stored on portable media, putting them at significant risk, and making safe access extremely difficult. To this end, one key aim of the forward plan will need to be moving all digital records off portable media as soon as possible.
- 9.5.7 To meet the challenges of continuing to store collections and records in increasing numbers it is paramount that we continue to dispose of duplicate items or find better homes for items not relevant to Tameside. The Archivist supported by staff and on occasion volunteers will continue the appraise items and find ways of disposing of items not relevant to the Service. Where necessary, a framework contract for the procurement of extra storage facilities has been developed by GMALSP to help future-proof our Service.

## 9.6 **Conservation**

- 9.6.1 Where conservation is required, our service has access to a certain number of hours from the Greater Manchester Archive's conservator, who works across GMALSP.
- 9.6.2 Where previously a single general conservator role existed at Manchester Central Library, whose remit covered all members of GMALSP, a recent restructuring has resulted in the role being split between a part-time Digital Preservation Archivist, and a part-time Conservation Officer.
- 9.6.3 In 2018, GMALSP commissioned a piece of work that would help archive services across GM begin to be able to get ahead of the digital records issue. The outcome of the work includes the creation of revised policies, which now include specific provisions and procedures for digital records. These will be finalised and implemented shortly. The work of

the newly appointed Digital Preservation Archivist will include assisting archive services in implementing and improving the revised GMALSP policies, as well as assisting with other issues that arise.

9.6.4 The Conservation Officer post currently remains vacant, although attempts to recruit are ongoing. If urgent conservation work was required, we would have access to contacts through GMALSP that we could use if absolutely necessary. We are hopeful that the post will be successfully recruited for shortly, allowing us access to a permanent conservator once again.

## 9.7 Documentation

9.7.1 Our documentation procedures are based on the Local Studies and Archive Accessioning and Cataloguing Standards produced by GMALSP. These in turn align with and are used in conjunction with *ISAD(G): General International Standard Archival Description (2<sup>nd</sup> edition)*, and the *International Standard Archival Authority Record for Corporate Bodies, Persons and Families (ISAAR(CPF))*, which are both nationally and internationally recognised standards for archival description.

9.7.2 Items are accessioned upon arrival, with details of the item as well as the donator/depositor taken and recorded, and all donations/deposits receive an accession number. After that they are catalogued, usually by box-listing, and items receive a catalogue reference number, after which they are listed on the public catalogue, and are publically available to view by users. Both the accession and catalogue databases are maintained on Axiell CALM software.

9.7.3 Like many archives across the country, we have a sizable backlog of items to be catalogued. One of our goals for the coming year will be to begin to reduce this, both with staff and volunteer time. We will primarily use box-listing to do so – the practice of producing overviews of what a box contains rather than listing every item in explicit detail. This will allow us to make items available that are currently not accessible to the public.

## 9.8 Environmental Sustainability

9.8.1 We are committed to working towards environmental sustainability, as set out in the Council's corporate plan. As an organisation concerned in large part with heritage, we are interested in preserving our collections for the benefit of future generations. As part of this, it is our responsibility to reduce our impact on the environment and to use any opportunities we have to influence suppliers, contractors and visitors, and we recognise the contribution we can make towards the regeneration and sustainability of our local communities.

9.8.2 We will look to improve our commitment by:

- Seeking to achieve sustainability targets set by government and the Council.
- Working with partners in the implementation of energy saving measures.
- Minimising waste through the reduction, re-use and recycling of materials and by using reconditioned and recycled products where such alternatives are available.
- Encourage staff awareness through communication and training and recognise that staff engagement is an important and key factor for success. All staff to work in an environmentally and socially responsible manner.
- Engage with visitors and partners to share our vision and to raise awareness of sustainability issues.

- Introduce green workplace initiatives to lead to reductions in energy usage.
- Ensure consideration is given to the impact on the environment and sustainability before committing expenditure or beginning any new projects.
- Conserve energy, water, fuel and products from natural resources whenever possible.
- To commit to involvement and support for the green initiatives.

## 9.9 Review of the GMALSP 2017-2020 Action Plan

9.9.1 The following table sets out current progress on the Action Plan from the current GMALSP Development Plan, specifically relating to Tameside, which is nearing its end.

Work stream	Action	Activity status
1. Digital Access	Continuous management of commercial supplier contract and digitisation of family history collections/Manage Find My Past digitisation project.	All volumes have been scanned at Tameside. Pending any further redos that may be required, the Find My Past project is completed in Tameside.  GM-wide – Wigan, Rochdale, Oldham completed; Manchester underway; Trafford and Bury next
	Define system requirements for a replacement for GM Lives.	Complete
	Procure new system (in conjunction with Manchester City Council IT and procurement)	This has gone out for tender, and applications are being considered.
	Go live with new system	Due Oct 2019
	Revive system for collecting and managing performance data on the use of digital services/resources.	Due Oct 2019
2. Digital Preservation and Records Management	Apply to TNA Opening Up Archives Bridging the Digital Gap to develop this work stream.	Application was completed, but bid was unsuccessful.
	Redesign the GMCRO conservator role. 2 part time posts: 1 x Conservator 1 x Digital Preservation Archivist	Complete
	Recruit to Digital Preservation Archivist. Begin in post	Complete – new recruit has started

	Submit application to TNA Sector Sustainability Fund for digital preservation feasibility study – to scope out what is needed in coming years across GM	Application was completed, bid was successful.
	Delivery of funded project to analyse the requirements of archives across GM with regard to digital preservation. Successful individual appointed. This includes training of GMALSP staff.	Formally completed, how we feed this into our policies and priorities is still to be finalised.
	The following people receive digital preservation e-learning: Digital Preservation Archivist Bury Archivist Tameside Archivist Wigan Local & Family History Officer Rochdale Local Studies Assistant	Currently underway, with all individuals enrolled on the course as of start of 2019.
	Apply to TNA Opening Up Archives Bridging the Digital Gap Cohort 3	When available, 2019-20
	Update digital preservation policies and procedures.	Underway, currently pending input from new Digital Preservation Archivist and finalisation.
	Digital Preservation training / awareness / best practice from East Midlands Archives Group / West Midlands Group	Due Sep 2019
	Attend Greater Manchester Information Governance meeting to explore collaboration opportunities.	Due Autumn 2019
	Work with NHS to ensure there is a consistent and effective transfer of public records	Work not yet completed, due to lack of available contacts on NHS side. GMALSP will attempt to arrange a meeting with NHS to discuss further.
3. Volunteers	Submit Archives Hack bid	Application was completed, bid was unsuccessful
	Share good practice in GM and learn from wider sector. Organise visits. e.g. West Yorkshire community archives.	Complete

	Merge GM1914 and Made in GM blogs. Create of GMStories.org Create more prominent and easier to use blog for volunteers to write about their work. To contain short video/podcasts).	Complete
	Commission consultant to create volunteer toolkit / framework and creating training programme, using Made in GM funding	Complete
	Review documentation on volunteers and develop a framework / toolkit for GMALSP. Share on Knowledge Hub.	Complete
	Create sustainable annual training programme for volunteers- building on the success of Made in Greater Manchester.	Complete
	Implement the volunteer training plan	Underway, with relevant documents now in the hands of individual services who will implement them.
	Capture stories and case studies for use in evaluation, advocacy and future funding bids.	Complete
	Hold the 2017 Archives Volunteer Awards	Complete
	Hold the 2019 Archives Volunteer Awards during National Volunteers Week (1-7 June)	Complete
4. Accreditation and Raising Standards	Undertake gaps analysis for policies/procedures.	Complete
	Update existing joint policies and review/update each year (See above for details and schedule). For 2017 policies to be reviewed and updated by January 2018.	Underway, with results of Digital Preservation project to be fed into them.
	Create new policies where there are gaps and review each year (See above for details and schedule). For 2017, new policies to be created by September.	Complete

	Identify parts of the Accreditation Service form where joint paragraphs/statements could be created.	Complete
	Create joint paragraphs/statements.	Complete
	Each authority (that is going to) submit Accreditation and Re-accreditation	Complete
	Accreditation Achieved/ Reaccreditation achieved	Complete for Bolton, Bury, Stockport, Tameside, Manchester.
	Review Fees and income; update and simplify fees in line with inflation and report back on income raised across services.	Underway, with a preliminary survey of current fees returned to Oldham for work on recommendations to be undertaken.
	Storage – liaise with Cheshire Archives and procurement on an approach to procurement.	Complete
	Storage – undertake procurement exercise for Framework contract.	June 2018 - Feb 19
	New Contract to start, and be available for other authorities to sign-off from	Complete
	Disaster Recovery training received from Harwell	Due Sept 2019
5. Events / Commemorations / Advocacy	Collect blogs relating to women's suffrage stories across GM	Complete
	Activity relating to 100 years celebration of the end of World War 1	Complete
	Attendance by Barney Francis (Manchester Histories) at GMALSP practitioners meeting	Complete
	Work with Manchester Histories	Ongoing, with Artist project scheduled to be completed for Autumn 2019, and events and talks regarding Peterloo being delivered throughout 2019.
	Peterloo sessions held at libraries across GM as a taster for Peterloo Commemorations	Complete

	Develop appropriate educational resources and act as a venue for activities and events for Peterloo Commemorations.	Underway, with a variety of Peterloo related talks, events, and exhibitions held here.
	Partner with Manchester Histories & Great Place on 'Artivists GM' to use art to bring an archive to life in every authority	Underway, final outcome due Autumn 2019
	Peterloo talks held at libraries/archives in every GM authority	Complete – Tameside event was held in conjunction with a display of Tameside History Forum exhibition, and the performance of Peterloo songs

## 9.10 Review of the Tameside Planning Document 2018-2019

9.10.1 The following table sets out the status of the goals set out in March 2018 for the year.

Task	Status
Sort, weed and move ephemera collection to ground floor stacks and catalogue onto CALM. Develop plan of action to incorporate volunteer tasks	Project well underway and still ongoing, with roughly 20% of the main run of ephemera collection so far weeded. Sorting and reorganising will begin once more progress has been made with weeding, in order to ensure that work is not done twice
Continue to move items that do not need a controlled environment to increase capacity for 5 year growth	Ongoing, with a large amount of old administrative material in the strong room disposed of, and several old microfilm machines rehomed.
Appraisal of items currently in holdings, de-accessioning of items such as microfilms of Times newspaper and transfer of relevant items to museums	Ongoing. We have begun appraising our ephemera collection, with the help of a volunteer who is removing duplicate items, as well as items copied from the rest of our holdings. The Times Microfilms to be disposed of soon if no new home is found for them
Create a workflow to deal with accessioning and passing onto volunteers to box list where relevant	Ongoing. Accessioning now being managed by permanent archivist, and one collection currently in the process of being box listed by a volunteer. At end of this project, we will look at how the listing went and for improvements for future such projects.
Maintain and develop interest in Making History, Friends of the Archives and History Club regular events	Ongoing – significant increase in event attendances in 2018 over 2017 suggests progress is still being made

Increase development of the Junior History club	Ongoing – must produce a plan to decide how to proceed, as attendance this year has been below what we would hope – especially given the high attendance rates for the rest of our regular programming.
Support the development of the Local Cultural Education Partnership and develop opportunities for education through Local History by implementing the School Services Programme	Ongoing – increase in numbers of school visits in 2019 so far over 2018, as well as continued interest from schools, suggests progress
Maintain and deliver excellent service in the reading room and to enquiries received via email and phone	Ongoing – rearrangement of reading room facilities means room can now be used for talks and events more effectively and also means better supervision of archives whilst in use. Disposal of underused items (old MicroFilm reader and majority of index catalogue) has helped create further space. Previously unavailable digital MicroFilm reader has been made usable, increasing capacity.
Develop a volunteer strategy and promote the Sense of Place volunteer opportunity. Exhibition material to be assessed and redone by Sense of Place Volunteers. Possible digital exhibitions to be created developing our on-line visibility and out of hours access.	Ongoing – Sense Of Place volunteers remain with us, working on the cleaning of Stamford papers. Work on exhibitions still needs to be commenced.
Continue to work with volunteers to encourage participation in culture through heritage using volunteer forms developed with the Sense of Place project and across GMALSP to be implemented.	Ongoing. Three new volunteers have begun working with us in this time, on a variety of tasks (transcribing, box listing, and repackaging)
Work with colleagues in GMALSP to develop born digital programme	Ongoing – consultant commissioned to produce recommendations and policy documents has nearly finished. Digital Preservation Archivist has been recruited.
Maintain and develop web presence including social media	Ongoing – staff have been increasing their presence on Twitter, and are aiming to do so further.
Review and update Risk Assessments and Emergency plans Possible training through GMALSP provided by Harwell	Ongoing – GMALSP training provisionally expected in Autumn 2019, but this is dependent on work on other GMALSP priorities being completed first.

Work with the community to support their pride in Tameside through heritage and culture. Projects this year include a walking tour developed around Hugh Mason and also work across Cultural Services to promote the achievements of 'Hidden' women in Tameside	Completed, with Hugh Mason walking tour proving popular. The feedback from these events will be used to influence next year's programming.
Assess framed items	Not yet underway, but will feature in the new forward plan as part of our continued efforts to maximise our storage capacity and ensure items are stored appropriately.
Hidden Women of Tameside	Project completed, with a popular book as well as a successful exhibition.
TASC project	Project completed successfully in November 2018, with positive feedback from those involved. The project resulted in a number of billboards featuring Manchester Regiment archival material going up throughout Tameside in prominent locations.
Manchester Regiment	Ongoing, with several talks and events taking place in 2018 in conjunction with the centenary of the armistice.
Continue to work with Local History group working on the Reporter Newspaper Collection	Initial National Lottery Heritage Fund bid unsuccessful. Application was resubmitted in July 2019 with changes.

## 10 CONSULTATION AND ANALYSIS OF VIEWS

10.1 We listen to the comments made by our visitors and service users and try to respond to their needs. Such as access to family history volunteers, more space for displays and our visitors' views are also reflected in our events programme. Our offer and service is on the whole informed by informal conversations and visitor feedback.

10.2 We make use of social media as a way of interacting with the public and promoting our activities. We regularly appear on the council's Facebook page and since May 2013 we have had our own Twitter account @tmbc\_culture. We also have our own Blog which is predominantly written by staff and our volunteers. The blog is <https://gmstories.org/>. We frequently upload images via our media and communications team to the Council's Facebook page.

10.3 This plan has also been developed with staff across the service. Staff have been consulted about the strengths, weaknesses, opportunities and threats to the service and what they would like to see happen over the next five years. These views have informed the SWOT analysis and have fed into the Actions. The ideas and inputs of other staff across the service have also been included following staff meetings and planning sessions.

### 10.4 Our consultation survey

10.4.1 The Council has undertaken consultation with the public via a survey available both on-line on the Council's website and off-line in printed format at Tameside Local Studies and Archives Centre and posted out on request. We have publicised this via social media, on

the website. The survey included ten questions asking respondents to say whether they had visited the Service, what kind of activities and information they would like to see at the Centre, and their priorities for future work.

- 10.4.2 The survey had 41 responses in total. Question 1 asked how often individuals visited, with 9 responses from individuals who had never used the service, 12 responses from individuals using the service 1-5 times per year, 4 respondents who used the service 6-12 times per year, and 16 respondents who visited the service more than 12 times per year. This gives a reasonable spread between our most regular users and individuals not familiar with the service at all.
- 10.4.3 Perhaps unsurprisingly, those who had used the service but not used it regularly were likely to have a specific reason for visiting, or had travelled from afar. One respondent, a couple from the USA, had come to the area specifically to research their family connections to Tameside. One individual visited on a single occasion to view items relating to their PHD research, whilst two individuals had come seeking an answer to a specific family history question. One respondent, based in Australia, noted that they always came to use the service whenever they were in the UK, and that they attended any events that they were able to. It is positive to see that those visiting the area from afar are interested in our service, as well as local residents.
- 10.4.4 Of the respondents who had never visited, some of those who cited reasons mentioned that they either “didn’t know it existed” or saw “no obvious or simple means of accessing”. This reaffirms the need for us to expand our marketing efforts, and continue to reach out to individuals who are not regular service users currently. One of these respondents mentioned in answer to a question about what would persuade them to use the service, that better marketing in conjunction with the library would help the service’s profile. This links in to our objective in the action plan for better wayfinding between our service and other parts of culture.
- 10.4.5 Question 2 asked respondents what reasons they visit the service for (or imagine someone else would, if they haven’t been themselves). Unsurprisingly, the most popular result was genealogy, which correlates with what we anecdotally already know. Quite close behind were “research on subjects of interest”, and “to find the answer to a specific question”.
- 10.4.6 Question 3 asked which of our services respondents were aware of. Reassuringly, in the case of most of the services listed (“Free access to Ancestry, FindMyPast, and the British Newspaper Archive online”, “Public access to copies of historic local newspapers”, “Public access to the records and archives stored at the service”, “Our large collection of books relating to local history”, “Public access to historic maps of the local area”), between 76% and 81% of respondents were aware that we offered those services. Only “Our programme of talks and events at the Tameside Local Studies & Archive” had a slightly lower response of 54%. Although this number does include those who do not use the service, this reaffirms again the need in our objectives to expand the reach of our events, and how they are marketed.
- 10.4.7 Question 4 asked respondents how they would be most likely to go about requesting archives they were interested in viewing. The vast majority responded that they would visit in person and speak to staff. It is of course pleasing that respondents felt positive about staff being able to assist them, but the current 24 hour notice period for requesting archives may be a hindrance to these individuals. As one of our objectives we will be reviewing this notice period.
- 10.4.8 In response to question 5, “What would help persuade you to visit Tameside Local Studies and Archives Service again?”, the most popular responses were for a specific talk or event, and if we were to put on more exhibitions. These answers back up our objective of

increasing the reach of our events, as well as our objective of utilising our atrium space to host exhibitions far more regularly.

- 10.4.9 Question 6 asked respondents what sorts of event they would want to see more of in our programme. The most popular answers by a fair margin were “More talks on the history of specific places and areas within Tameside”, “Talks based specifically on archive items themselves”, and “History walks”. All of this will be fed into our process for programming future events.
- 10.4.10 Question 7 asked respondents how they most often hear about our events. The most common response was “word of mouth”, followed closely by “leaflets/posters”. It is good to know that our leaflets and posters work, as the service has always placed an emphasis on promoting these. It is also good to know that our users seem to be likely to spread the word about our events and encourage others to attend. Only 13% of respondents answered that they were likely to hear about events on our social media, and 23% on our website. This may reflect the preferences of respondents, but it may also reassert the need for us to ensure our website is clear and easy to use, which is featured in our objectives.
- 10.4.11 Respondents to the survey were also given a space to include their own comments and thoughts. These included a large amount of praise for the service, especially for the staff, who were described as helpful, knowledgeable, pleasant, friendly. A couple of respondents also commented positively on the layout of the building. Two responses mentioned that they would like to see an increase in opening hours. One response asked that we ensure we remain inclusive so “not everything has to be done online”. This is in line with our objective of expanding the variety of ways in which we market and reach people.

## **11 RESOURCE PLAN**

### **11.1 Financial resources**

- 11.1.1 The core budget for the Tameside Local History and Archives Service is £133,610. This funds an Archivist which is a requirement for the Service to be accredited. It funds a part-time Senior Local History Librarian, one part-time senior library assistant and one full-time equivalent library assistant. The funding covers all aspects of the Service but the Service does seek additional external funding where appropriate to undertake specific projects. In 2018-2019 the Service brought in an additional £11,400 amount. This included £10,000 from the Heritage Lottery Fund to develop a First World War related project involving some of the borough’s veterans in research, digital skills development and resulted in 12 billboards across the borough commemorating local stories relating to World War One.
- 11.1.2 In June 2019 the Service has submitted a bid for £49,900 to the National Lottery Heritage Fund (NLHF) to digitise the Reporter photographic archive in partnership with Jigsaw Housing residents. Jigsaw housing has already committed £10,000 towards the project and the Service is awaiting the outcome from NLHF. If successful the project will engage up to 20 volunteers annually until 2021 to digitise, catalogue and share the photographic archive of the Tameside Reporter dating from the 1950s–2000s. This previously unseen and unique collection of 50,000 photographs of local people, places and events offers a unique insight into community life in Tameside throughout the second half of the 20th Century.
- 11.1.3 The Service will be subject to budget pressures as we seek to obtain adequate storage for our digital collections, which are currently stored on portable media. As digital accessions begin to occur at an increasingly higher rate, we must be ready to store these records to the same high standards that we would with our physical records. This means obtaining server space so that the survival of the records is no longer reliant on risky storage media such as CDs. Work is currently being undertaken to determine the likely cost for this requirement.

## 12 SERVICE AIMS, OBJECTIVES AND ACTION PLANS FOR 2019-2024

12.1 Our key aims are to provide:

1. **Access to services:** Ensure that our Services are accessible, sustainable and friendly, reaching beyond our visiting audiences, and all with the highest standards of customer care.
2. **Access to Learning:** Offering visitors engaging, inspirational and informative experiences, as well as creating a compelling offer for school groups.
3. **Access to Collections:** Collect, care for, document and develop the borough's archives and provide access to them in imaginative, informative and engaging ways.

12.2 **Key issues.**

12.2.1 Our key objectives fall under the themes of our key aims, and several key issues that we must face throughout the coming 5 years run through several of our objectives. These issues are headline priorities for the service over the life of this Forward Plan:

- To maintain and develop our service offer by ensuring high quality events and activities continue to take place, the continued collaboration with internal and external partners, good media presence, and a need to further expand the Service's user base via school workshops and targeted work with underrepresented groups in Tameside.
- Ensure digital content is stored and collected in line with TNA best practice and in conjunction with GMALSP to achieve best value and best practice across Greater Manchester. This will include the procurement of server space to store records securely.
- Ensure the Archive is representative of all Tameside communities and remains representative of the borough's demographics. This means the continued support and active encouragement of non-users to engage with the Archives through targeted work and projects.

12.3 **Action Plan**

12.3.1 Certain assumptions have been made in costing the following activities; that the Local Studies & Archives revenue budget will be maintained at 2019/20 levels, that staffing will remain at 2019/20 levels and that the staffing structure will be unchanged. Work will be funded using revenue funding unless otherwise specified ie capital funding has been requested or grant funding will be sought.

12.3.2 **Access to Services:** Ensure that our Services are accessible, sustainable and friendly, with the highest standards of customer care.

Objective	Lead staff	Task(s) required	Timescale
1.1 Continuing to maintain and expand interest in our regular events programmes.	Local Studies Librarian/Library Assistant	<ol style="list-style-type: none"> <li>1. Continue programming our Making Friends With The Archives, History Club, and Masterclass sessions.</li> <li>2. Increase marketing for these sessions through posters, leaflets, and social media.</li> </ol>	<ol style="list-style-type: none"> <li>1. The service's 2020 event programme will be finalised before the end of 2019. Programming for 2021 ongoing throughout the year.</li> <li>2. Ongoing throughout the year, with the events leaflet to be published as soon as programme finalised.</li> </ol>
1.2 Make best possible use of our newly opened entrance/atrium space, including exhibitions	All staff	<ol style="list-style-type: none"> <li>1. Improve external signage and presence of new entrance.</li> <li>2. Gain access to BrightSign devices to alter content of display screens in atrium.</li> <li>3. Make plan to improve appearance/usability of atrium area.</li> <li>4. Programme exhibitions for the new space.</li> <li>5. Install new artwork on windows on Oldham Road side of building as part of Artist project.</li> </ol>	<ol style="list-style-type: none"> <li>1. New signage by end 2019.</li> <li>2. Currently awaiting access to machines, with plan to put Spanish Civil War oral history material on there as soon as access is obtained</li> <li>3. Planning currently in progress to update timeline.</li> <li>4. Project to be completed by October 2019.</li> <li>5. Project to be installed by end of October.</li> </ol>
1.3 Improve wayfinding from library and other cultural venues to and from archives	All staff	<ol style="list-style-type: none"> <li>1. Create a plan for wayfinding that includes the refurbished Town Hall when it opens, as well as the Library and Portland Basin Museum.</li> </ol>	<ol style="list-style-type: none"> <li>1. Will begin once plans for Town Hall reopening are clearer.</li> </ol>

<p>1.4 Ensure our website is easy to use and accessible for users.</p>	<p>Archivist/Senior Library Assistant</p>	<ol style="list-style-type: none"> <li>1. Test our website arrangement, and implement any findings from this, to ensure that users are able to find all information they require.</li> <li>2. Check that all information is up to date, and that duplicate information is minimized.</li> </ol>	<ol style="list-style-type: none"> <li>1. Test website Spring 2020. If necessary, perform test again after alterations are complete.</li> <li>2. Complete checking information by Summer 2020.</li> </ol>
<p>1.5 Continue to ensure we operate in the most environmentally sustainable way possible.</p>	<p>All staff</p>	<ol style="list-style-type: none"> <li>1. Reduce waste paper in the search room.</li> <li>2. Use scrap paper rather where possible, rather than immediately disposing of scrap paper.</li> <li>3. Avoid use of disposable crockery at events etc</li> </ol>	<ol style="list-style-type: none"> <li>1. All items already implemented, improvement where possible is ongoing.</li> </ol>
<p>1.6 Thoroughly review existing marketing, to create a marketing strategy that will enable us to better reach our target audiences</p>	<p>All staff</p>	<ol style="list-style-type: none"> <li>1. Review our social media (mainly Twitter) practices to increase the quantity and quality of our posts and of public engagement with them.</li> <li>2. Review how and where we make our marketing material (i.e. leaflets etc) available.</li> </ol>	<ol style="list-style-type: none"> <li>1. Undertake this by Summer 2020, in conjunction with website improvement.</li> <li>2. Undertake by end of 2019, in time for next year.</li> </ol>
<p>1.7 Continue to develop events that inspire pride in Tameside's heritage, and foster a sense of community</p>	<p>All staff</p>	<ol style="list-style-type: none"> <li>1. Attend more local events not directly related to heritage, to spread awareness and understanding of Tameside's history.</li> <li>2. Use council social media channels to spread local heritage beyond just our visitors.</li> </ol>	<ol style="list-style-type: none"> <li>1. This will involve a variety of events throughout the year, beginning with Tameside Cycling Festival on 15<sup>th</sup> September.</li> <li>2. Ongoing, in conjunction with our reviewing of social media usage which is to be completed by Summer 2020.</li> </ol>

<p>1.8 Increase engagement with BAME audiences to the point that accessions from diverse communities are being received at an appreciably higher level.</p>	<p>All staff</p>	<ol style="list-style-type: none"> <li>1. Ensure that new projects undertaken place a significant emphasis on BAME representation, for example in our SMILE! project bid.</li> <li>2. Improved signposting to records and resources that specifically represent the heritage of BAME communities in the Tameside area.</li> </ol>	<ol style="list-style-type: none"> <li>1. SMILE! project will run to June 2021, pending bid application outcome.</li> <li>2. Complete by Spring 2020</li> </ol>
<p>1.9 Use newly available exhibition space in market to build service's profile and engage with new audiences</p>	<p>All staff</p>	<ol style="list-style-type: none"> <li>1. Make a plan for how we want to use the exhibition space.</li> <li>2. Ensure that when we do use the space, there is adequate wayfinding in place to direct people to our building.</li> </ol>	<ol style="list-style-type: none"> <li>1. Will begin when space becomes available for our use.</li> <li>2. To be undertaken in conjunction with Objective 1.3 once Town Hall is reopened.</li> </ol>
<p>1.10 Continuing to work with genealogy partners to digitise key records, to make them more widely accessible</p>	<p>Archivist</p>	<ol style="list-style-type: none"> <li>1. Obtain our copies of digitised rate book/electoral register material from FindMyPast.</li> <li>2. Seek opportunities, in conjunction with GMALSP, for further such projects in the future.</li> </ol>	<ol style="list-style-type: none"> <li>1. Expected to be acquired by the end of 2019.</li> <li>2. As opportunities arise/offers from genealogy websites are presented.</li> </ol>

12.3.3 **Access to Learning:** Offer visitors engaging, inspirational and informative experiences.

Action	Lead staff	Task(s) required	Timescale
2.1 Further expand our offer for schools	Archivist/all staff	<ol style="list-style-type: none"> <li>1. Create different versions of Victorian Tameside In The Archives workshop, to reflect different towns.</li> <li>2. Analyse what sort of workshops we could and should create, based on our holdings and the national curriculum.</li> <li>3. Begin to design these new sessions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Dukinfield already created and put into use, versions for other towns will be created as required.</li> <li>2. Complete by end of 2010.</li> <li>3. Once the plan of new workshops has been created, we can begin to produce them.</li> </ol>
2.2 Reach out to schools in areas we have not previously interacted with	Archivist/all staff	<ol style="list-style-type: none"> <li>1. Begin to advertise actively, as so far interest has been via word-of-mouth, or where a school has directly contacted us.</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing, once new sessions have been planned a better strategy to advertise them can be put in place.</li> </ol>
2.3 Create a plan to explore the development of more heritage based arts opportunities.	All staff	<ol style="list-style-type: none"> <li>1. Look at what was learnt from previous art projects we've run/hosted (Ashton Munitions Explosion collage, History Forum's Peterloo Banners, and ongoing Artist Project).</li> <li>2. Look for opportunities to plan similar projects.</li> <li>3. Where possible, incorporate these more into our events and education programmes.</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans for evaluation of Artist project already in place, pending progress of the project.</li> <li>2. Currently underway, specifically with relation to upcoming commemorations/anniversaries</li> <li>3. Events planning for next year currently underway, to be completed by end of year. Overhaul of education offer also ongoing,</li> </ol>

<p>2.4 Continue to maintain and improve our volunteer programme</p>	<p>All staff</p>	<ol style="list-style-type: none"> <li>1. Identify and prepare tasks that could be best performed by volunteers.</li> <li>2. Where possible, assign tasks to appropriate volunteers.</li>   <li>3. Implement GMALSP-produced documentation regarding volunteers.</li> <li>4. Create further training opportunities for volunteers where appropriate</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing as tasks become available.</li> <li>2. As we are limited by space and resources, tasks can only be assigned to existing volunteers who have completed a previous task, unless an opportunity to take on further volunteers arises.</li> <li>3. Constantly ongoing, with new procedures implemented as new volunteers are taken on.</li> <li>4. Where a volunteer or staff member feels this is required (often training is informal and in situ by staff).</li> </ol>
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12.3.4 **Access to Collections:** Collect, care for, document and develop the borough's collections and provide access to them in imaginative, informative and engaging ways.

Action	Lead staff	Task(s) required	Timescale
3.1 To meet the changing requirements of archives due to the increase in born-digital records	Archivist	<ol style="list-style-type: none"> <li>1. Obtain server space from IT department, for the storage of current and future digital holdings.</li> <li>2. Moving all current born-digital and digital surrogate records from portable media.</li> <li>3. Creating a suitable process for access to digital items that protects records.</li> <li>4. Implementing a system whereby new digital records can be transferred straight to directly to our server.</li> <li>5. Implementing new tools to monitor digital records appropriately.</li> </ol>	<ol style="list-style-type: none"> <li>1. Currently communicating with IT regarding this.</li> <li>2. To be begun as soon as server space is obtained – aiming to be completed by end of 2019.</li> <li>3. To be done in accordance with moving records – aiming for completion by end of 2019.</li> <li>4. Software to transfer records safely has been obtained, to be implemented once server space is obtained (aiming for end 2019)</li> <li>5. Fixity check software obtained, to be implemented once server space is obtained (aiming for end 2019).</li> </ol>
3.2 Continue to make previously inaccessible items available, and improve accessibility generally.	All staff	<ol style="list-style-type: none"> <li>1. By box-listing, begin to make inroads into the listing backlog that has built up whilst the service was without a permanent Archivist.</li> <li>2. Beginning the SMILE Project, aiming to make the Reporter image archive available, by digitising and listing a significant portion of it.</li> <li>3. Working with the Unlocking Our Sound Heritage project to digitise portions of our Oral History collection.</li> <li>4. Continuing finding opportunities for volunteers to undertake box-listing.</li> </ol>	<ol style="list-style-type: none"> <li>1. Already underway, with a certain amount of time put aside each week by the Archivist for listing.</li> <li>2. Pending the outcome of a National Lottery Heritage Fund bid, the project will begin upon approval and run to June 2021.</li> <li>3. Project already underway, with first batch of Tameside recordings picked up by the team in August 2019.</li> <li>4. One volunteer currently working on box-listing since February 2019, further volunteer listing will begin whenever suitable collections found.</li> </ol>

<p>3.3 Continue to review our document ordering notice period as recommended by the Archives Accreditation Panel</p>	<p>All staff</p>	<p>1. Analyse whether there is any scope for reducing or removing document order notice period.</p>	<p>1. Ongoing, to be reviewed as circumstances change.</p>
<p>3.4 Ensuring we are able to cope with future accruals and accessions, including through storage firms such as Deepstore</p>	<p>All staff</p>	<ol style="list-style-type: none"> <li>1. Ensure we are ready to procure external storage space if necessary, for example due to a large transfer of council or NHS documents.</li> <li>2. Working with a volunteer to condense our ephemera collection to remove duplicate or unsuitable items.</li> <li>3. Transferring items that do not belong in Tameside to the appropriate authorities.</li> <li>4. Relocating/disposing of non-archival items currently stored in strong rooms to elsewhere to increase capacity.</li> <li>5. Assessing and sorting our framed items, including transferring items if appropriate, and removal of frames where not relevant to provenance of item.</li> </ol>	<ol style="list-style-type: none"> <li>1. As required – GM-wide framework contract for external storage already in place from July 2019.</li> <li>2. Sifting ongoing since September 2019, roughly 20% completed. Once completed, collection will be reorganised.</li> <li>3. Ongoing as such items are found.</li> <li>4. Currently underway – some material already removed, with more identified for disposal. All items that are able to be removed to be gone by summer 2020.</li> <li>5. Begin by end 2020 – the above items will make a bigger difference to space in less time.</li> </ol>

3.5 Work with NHS to begin process of transferring public records	Archivist	<ol style="list-style-type: none"> <li>1. Identify relevant contacts in record-creating organisations.</li> <li>2. Working with these organisations, decide which records should come to us.</li> <li>3. Begin to transfer these records.</li> </ol>	<ol style="list-style-type: none"> <li>1. Currently underway, with a contact identified at the NHS Tameside and Glossop Clinical Commissioning Group (CCG). Contacts at NHS England, and Tameside and Glossop Integrated Care NHS Foundation Trust still required.</li> <li>2. Underway in the case of NHS Tameside and Glossop CCG. Pending suitable contacts for the other organisations.</li> <li>3. Pending completion of above task.</li> </ol>
3.6 Undertaking our Review of Public Record Collections as directed by The National Archives (TNA)	Archivist	<ol style="list-style-type: none"> <li>1. Ensuring that the TNA's records of public bodies that deposit public records with us is correct and up-to-date.</li> </ol>	<ol style="list-style-type: none"> <li>1. Underway, to be completed by end August 2019.</li> </ol>
3.7 Working in conjunction with Records Manager to ensure that relevant records are transferred as soon and as smoothly as possible from other council departments	Archivist	<ol style="list-style-type: none"> <li>1. Ensure that council policies inform employees and departments of the archive and its role, as well as their role in transferring records.</li> <li>2. Working with Records Manager to ensure accurate Retention Schedule, that lets departments know which records must be transferred.</li> </ol>	<ol style="list-style-type: none"> <li>1. Currently underway, with Archivist writing section for Records Manager to insert into policy by end August 2019.</li> <li>2. Once council's Records Management Policy is complete, Retention Schedule will be updated in accordance.</li> </ol>
3.8 Working towards the retention of Archive Accreditation, completing the Review Stage (3 years after award) and later the Reaccreditation Stage (6 years after initial award)	Archivist	<ol style="list-style-type: none"> <li>1. Ensuring we are continuing to meet Accreditation standards, and have acted upon recommendations from our Accreditation feedback.</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing, with a view to being ready for our Review Stage in 2021 and Reaccreditation stage in 2024.</li> </ol>

3.9 Review and update Risk Assessments and Emergency plans.	All staff	1. Ensure that all documents are updated in accordance with changes to the service or to staff.	1. Ongoing, with annual review of Risk Assessments and Emergency Plans, with possibility of training to be provided through GMALSP later in 2019.
3.10 Test disaster plan	All staff	1. Create a plan for testing our disaster plan, ensuring all necessary features are covered. 2. Undertake test.	1. Complete a plan for a test by end of 2019. 2. Upon completion of plan, a date will be set.

## **13 MONITORING AND REVIEW**

- 13.1 The Forward Plan will be the basis for the next five years for developing new programmes for work and for bidding for new sources of income. The proposals in the strategy will be monitored annually, and the full strategy reviewed in 2024.