

DATED 2nd May

2014

**(1) EXPLORE LIBRARIES AND ARCHIVE MUTUAL LIMITED**

**and**

**(2) THE COUNCIL OF THE CITY OF YORK**

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**Contract for the Provision of Services**

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## Contract for Provision of Services

Date: 2nd May 2014

### Parties:

- (1) THE COUNCIL OF THE CITY OF YORK of West Offices Station Rise York (the "Council"); and
- (2) EXPLORE LIBRARIES AND ARCHIVES MUTUAL LIMITED, an industrial and provident society with exclusively charitable objects of Library Square, York YO1 7DS ("Explore").

### Background: best value principles

The Council and Explore aim to work together in a spirit of co-operation with a view to ensuring best value is achieved in the provision of the Services and Support Services. In particular, the Council and Explore are committed to providing high quality services at a fair price and they recognise the need for continuous improvement in economy, efficiency and effectiveness. This contract reflects the spirit of the Cabinet Paper presented to the Cabinet of the Council on 11 February 2014.

### The Council and Explore agree as follows:

#### 1. Definitions and Interpretation

The provisions of schedule 1 shall apply.

#### 2. Services

- 2.1 Explore shall provide the Services during the Contract Period with such skill and care as may be expected of a competent provider of services similar to the Services.
- 2.2 The Council shall provide the Support Services during the first Year of the Contract Period in accordance with this contract (including, but not limited to, Schedule 10) and with such skill and care as may be expected of a competent provider of services similar to the Support Services.
- 2.3 Any future provision of the Support Services after the first Year of the Contract Period shall be negotiated between the Council and Explore in accordance with schedule 7 and the following process:
  - 2.3.1 the Council and Explore shall co-operate with each other in good faith to agree a methodology for assessing the Support Services usage for the first Year of the Contract Period by 31 May 2014;
  - 2.3.2 the Council will by 31 October 2014 confirm to Explore the actual cost of the Support Services for the first Year of the Contract Period and how this will affect the Price from 1 April 2015 (the commencement of the second Year of

the Contract Period) based on the difference between £601,070 (exclusive VAT) and the actual cost of the Support Services;

2.3.3 the Council will by 31 October 2014 confirm the basis and terms on which it is offering Support Services to Explore for the following Year of the Contract Period (and for the avoidance of doubt the Council may provide a number of options for Explore to purchase Support Services from the Council); and

2.3.4 Explore will confirm by 31 December 2014 to the Council whether it agrees to any of the Council's offer(s) to provide Support Services under clause 2.3.3.

For the avoidance of doubt there is no obligation on Explore to engage the Council to provide any of the Support Services after the first Year of the Contract Period.

### **3. Loan of Assets**

3.1 The Council and Explore shall enter into the Loan and Management Agreement.

### **4. Compliance with legislation, guidance and policies**

4.1 When providing the Services Explore shall comply with its obligations under statute so far as applicable to the provision of the Services, and will comply with all user requirements in respect of the Public Services Network

4.2 When providing the Support Services the Council shall comply with its obligations under statute so far as applicable to the provision of the Support Services.

4.3 The Council warrants that by entering into, and complying with its obligations under, this contract it has complied with all applicable legislation and regulations, including (but not limited to) all applicable procurement and state aid legislation.

### **5. Explore Personnel**

5.1 Explore shall engage enough people with the ability, skill, knowledge, training or experience necessary to provide the Services in accordance with this contract and shall in any case meet such staffing requirements as are specified in schedule 2.

### **6. Council's Obligations and Facilities**

The Council shall provide such facilities and perform such obligations as are set out in schedule 3, in accordance with the provisions of that schedule.

### **7. Trade Mark Licences**

7.1 The Council appoints Explore as its non-exclusive licensee to use the Council Marks for the Contract Period in accordance with the terms of this contract.

7.2 Explore appoints the Council as its non-exclusive licensee to use the Explore Marks for the Contract Period in accordance with the terms of this contract.

7.3 Each party shall comply with any reasonable brand guidelines issued by the other party in respect of use of the trade marks licensed to it under clauses 7.1 and 7.2.

- 7.4 Neither party shall and shall not permit any other person to:
- 7.4.1 during or after the Contract Period in any part of the world use or register, or attempt to use or register, or claim rights in any of the trade marks licensed to it under clauses 7.1 and 7.2 respectively, other than as authorised under this contract;
  - 7.4.2 do anything, or act in a manner, which may denigrate the value of or render invalid the trade marks licensed to it under clauses 7.1 and 7.2 respectively or which might prejudice the right or title of the other party to its trade marks;
  - 7.4.3 make any representation or do any act which may be taken to indicate that it has any right, title or interest in or to the ownership or use of any of the trade marks licensed to it under clauses 7.1 and 7.2 respectively or any confusingly similar marks except under the terms of this contract; and
  - 7.4.4 use the trade marks licensed to it under clauses 7.1 and 7.2 or any confusingly similar mark other than in accordance with this contract.
- 7.5 Use by either party of the trade marks licensed to it under clauses 7.1 and 7.2 respectively shall not operate to transfer to the other party any right in respect of such trade marks except as set out in this contract.
- 7.6 If either party becomes aware of any unauthorised use or infringement of any of the trade marks licensed to it under clauses 7.1 and 7.2 respectively or of any claims or actions in connection with any of these trade marks, it shall promptly notify the other party with full details.
- 7.7 Neither party may bring, defend or settle any action in relation to the trade marks licensed to it under clauses 7.1 and 7.2 respectively, except with the other party's prior written consent.
- 7.8 Explore shall as soon as is reasonably possible after the commencement of the Contract Period acknowledge the financial support of the Council by placing the words "*supported by City of York Council*" together with the Council's logo in the form shown at Schedule 12 on: Explore's main website, the main external signage at Library Premises, Explore's official stationery, and on marketing material relating to the Services.
- 8. Authorised Officers and Liaison**
- 8.1 The parties shall appoint one or more Authorised Officers specifying and notifying to the other party the information set out in schedule 4 and may change such Authorised Officers at any time.
  - 8.2 At least one Authorised Officer of each party shall have full authority to represent that party in all matters pertaining to this contract. Other Authorised Officers may have such limited authority as is described in the notice appointing them.
  - 8.3 The party making an appointment or change of an Authorised Officer shall give at least two Working Days' notice in writing to the other specifying the information set out in schedule 4.

8.4 Upon any change in the details specified in the notice of appointment of an Authorised Officer, the relevant party shall send to the other a notice in writing setting out the changed details.

8.5 The parties shall ensure that their Authorised Officers meet on a regular basis for the purpose of ensuring the smooth running of the contract and to identify concerns early enough to prevent disputes arising.

## 9. **Inspection and Monitoring and Investigations**

9.1 Explore shall allow the Council's Authorised Officers (or anyone authorised by them), at the Council's cost, to:

9.1.1 inspect, monitor and audit compliance with the user requirements of the Public Services Network;

9.1.2 inspect and observe the performance of the Services; and

9.1.3 subject to clause 11.2, investigate complaints made to Explore, at all reasonable times on reasonable prior notice.

9.2 The Council shall ensure that any person it authorises to carry out any inspection, monitoring or investigation shall not interfere with or disrupt the performance of the Services, shall have proper regard to the nature of the Services and shall comply with the Council's obligations of confidentiality under this contract.

## 10. **Audit**

10.1 For the Contract Period, and for a period of seven years from termination or expiry of this contract, Explore shall maintain full and accurate records in accordance with generally accepted accounting principles, in an agreed form, of all charges, prices, costs and expenses associated with and invoiced in respect of the Services and all processing of data under this contract.

10.2 For the Contract Period, Explore shall ensure that monthly management accounts are produced in addition to its annual audited accounts and shall, if requested, promptly provide to the Council copies of such records and accounts and any other financial information reasonably requested by the Council.

10.3 Explore shall, on reasonable written notice in advance, allow the Council and any auditors of, or other advisers to, the Council to access any of Explore's premises, Personnel, relevant records and systems used by Explore in the provision of the Services as may be reasonably required to verify that the Services are being provided in accordance with this contract and the adequacy of Explore's financial standing.

10.4 The Council shall use its reasonable endeavours to ensure that the conduct of each audit does not unreasonably disrupt Explore or delay the provision of the Services by Explore.

10.5 Subject to the Council's obligations of confidentiality, Explore shall provide the Council (and its auditors and other advisers) with all reasonable co-operation, access and assistance in relation to each audit.

- 10.6 The parties shall bear their own costs and expenses incurred in respect of compliance with their obligations under this clause.
- 11. Explore Complaints**
- 11.1 Explore shall operate an appropriate complaints procedure during the Contract Period that will properly, courteously and efficiently deal with complaints in respect of the Services.
- 11.2 If Explore is investigating or dealing with any complaint the Council shall not intervene or carry out separate investigations unless it reasonably considers Explore's action is inadequate. The Council shall notify Explore of its intention to intervene or start its own investigation.
- 12. Price**
- 12.1 In return for Explore providing the Services, the Council shall pay the Price to Explore in accordance with schedule 6.
- 13. Value Added Tax**
- The Price does not include value added tax which, if applicable, the Council shall pay to Explore at the prevailing applicable rate in addition to the Price.
- 14. Late Payments**
- 14.1 A party who fails to pay to the other any sum for more than 14 days after it becomes due shall pay to the other interest on such sum at the rate of statutory interest as defined in the Late Payment of Commercial Debts (Interest) Act 1998.
- 14.2 Interest shall be payable from the due date for payment until payment is made unless before that date the party in default has (in good faith) informed the other that the relevant sum is disputed and has started the dispute resolution procedure in clause 22.
- 15. Entire Agreement and Contract Variation**
- 15.1 This contract is the exclusive statement of the agreement between the parties in relation to the Services and Support Services and it supersedes all previous communications, representations, arrangements and agreements between the parties in relation to the Services and Support Services.
- 15.2 Neither party has relied on (and hereby waives all right to make a claim in respect of) any representation, arrangement, understanding or agreement not expressly set out in this contract.
- 15.3 No variation of this contract shall be effective unless agreed in writing signed by Explore and the Council.
- 15.4 If either party wishes to vary this contract it may start the contract variation procedure set out in schedule 7 and the parties shall operate and engage with such procedure in good faith.

15.5 This contract includes the schedules but if there is any discrepancy between the terms of the schedules and the terms of the main body of this contract, the terms of the main body of this contract shall prevail.

## 16. **Contract Renewal**

16.1 If the Council wishes to renew this contract so that it continues after the end of the Contract Period, it may start the contract renewal procedure set out in schedule 8.

16.2 If by 31 December in the last Year of the Contract Period the parties have not agreed the terms on which they will renew this contract, and if by that date no party has served a Non-Renewal Notice, then this contract shall continue, subject to the termination provisions of clause 25, from and including 1<sup>st</sup> April in the following Year, varied as follows:

16.2.1 The new Contract Period shall be a period equal to the previous Contract Period;

16.2.2 The Price for the first Year of the new Contract Period shall be the Price for the last Year of the old Contract Period;

16.2.3 Either party may terminate the renewed contract by serving at least four months' notice in writing on the other before the start of the new Contract Period; and

16.2.4 In all other respects the terms of the renewed contract shall remain identical to this contract and in full force and effect.

## 17. **Insurance**

17.1 Explore shall take out and maintain with reputable insurance companies policies of insurance of the types and in the amounts (at least) set out in schedule 9.

17.2 Explore shall provide the Council on request (not more than once a Year) with copies of the insurance policies and evidence that they are in force.

## 18. **Records**

18.1 Explore shall retain reasonable records in respect of the Services and make them available to the Council at the Council's reasonable request for a period of 6 Years from the end of the Year in which this contract expires or is terminated.

## 19. **Data Protection, Confidentiality, Public Announcements and Freedom of Information**

19.1 The parties shall comply with their obligations under the Data Protection Act 1998.

19.2 The parties shall use all reasonable endeavours to ensure that Confidential Information is only used for the purposes of this contract and shall not be disclosed to anyone else except as permitted by this contract.

19.3 Neither Explore nor the Council shall make any press announcements about this contract or publicise this contract or any part of it except with the written consent of the other.

19.4 Explore recognises that the Council's duties of confidentiality are subject to the Freedom of Information Act 2000. The Council shall not provide any Confidential Information about Explore to a third party under the Freedom of Information Act 2000 unless, prior to any such disclosure, the Council has informed Explore of the request for such information and given Explore the opportunity to make representations about what material should be disclosed.

19.5 The provisions of this clause shall survive termination of this contract.

## 20. **Intellectual Property Rights**

20.1 All Intellectual Property Rights generated from or arising as a result of the provision of the Services shall belong solely to Explore.

20.2 So far as may be necessary for the Council to be able to continue providing the Services after termination of this contract, Explore shall grant to the Council a non-exclusive, perpetual, royalty free licence to use any such Intellectual Property Rights.

20.3 The provisions of this clause shall survive termination of this contract.

## 21. **Breach**

21.1 If either party commits a Breach or Serious Breach the other may serve on it a Breach Notice.

21.2 On receipt of a Breach Notice the party in breach shall remedy the Breach or Serious Breach within the time specified in the Breach Notice, such specified time being not less than 21 days in the case of a Breach and not less than 7 days in the case of a Serious Breach.

21.3 If the recipient of a Breach Notice disputes that it is in breach, it may within 7 days of receipt of the Breach Notice start the dispute resolution procedure set out in clause 22. The Breach Notice shall then be suspended until the dispute has been determined.

21.4 If the dispute resolution procedure is not initiated then the party in breach shall remedy the Breach within the specified time.

## 22. **Dispute Resolution**

22.1 Any dispute arising in connection with this contract shall first be addressed by direct personal liaison between the Authorised Officers.

22.2 If any dispute has not been resolved by the Authorised Officers within 5 Working Days, the matter shall be referred to be resolved by direct liaison between more senior officers representing both parties.

22.3 If any dispute has not been resolved by such senior officers within a further 5 Working Days the matter may be referred at the option of either party, within a further 5 Working Days, to mediation in accordance with the Model Mediation Procedure for the time being of the Centre for Effective Dispute Resolution.

22.4 If a dispute is referred to the Centre for Effective Dispute Resolution the parties shall engage with the Model Mediation Procedure in good faith and neither party may start legal proceedings until such procedure is complete.

22.5 This clause shall not apply after a notice of termination has been served in accordance with clause 25.

### 23. **Force Majeure**

23.1 Neither party shall be liable for any delay in performing any of its obligations under this contract if such delay is caused by a Force Majeure Event.

23.2 A party experiencing a Force Majeure Event shall give the other party full particulars of the circumstances and use all reasonable endeavours to resume performance as soon as possible.

### 24. **Liability and Limitations of Liability**

24.1 Subject to the following provisions of this clause, each party shall be responsible to the other for and shall promptly make good all losses, damages, costs, expenses, liabilities, claims or proceedings suffered by the other as a result of any Breach or Serious Breach that the party at fault commits.

24.2 A party that suffers as a result of the other party's Breach or Serious Breach must:

24.2.1 in consultation with the defaulting party, take such steps as are reasonable in order to mitigate its loss;

24.2.2 promptly notify the other of any claim or liability;

24.2.3 allow the other party (if it so requests) to conduct and control (at such other party's sole expense) the defence of any claim and any related settlement negotiations; and

24.2.4 afford the other party all reasonable assistance (at such other party's sole expense) and make no admission prejudicial to the defence of such claim.

24.3 Except in respect of death or personal injury caused by the negligence of the party at fault (for which no limitation applies) neither party shall be liable to the other for any loss of profit, loss of business, loss of revenue, loss of anticipated savings or loss of use or value or any indirect, special or consequential loss however arising by reason of:

24.3.1 any representation (unless fraudulent); or

24.3.2 any implied warranty, condition or other term; or

24.3.3 any duty at common law; or

24.3.4 any express term of this contract.

24.4 Except in respect of death or personal injury caused by the negligence of the party at fault (for which no limitation applies) the entire liability of each party under or in

connection with this contract shall not exceed the Price in respect of the Year in which such liability arose.

- 24.5 Subject to clauses 24.1, 24.2, 24.3, and 24.4 each party shall indemnify the other party and keep that other party indemnified fully (subject to clause 24.4) against all claims, proceedings, actions, damages, costs, expenses and any other liabilities which may arise out of, or in consequence of, the supply, or the late or purported supply, of the services to be provided by the indemnifying party under this contract or the performance or non-performance by the indemnifying party of its obligations under the contract or the presence of the indemnifying party or any staff at the places where its services are to be delivered, including in respect of any death or personal injury, loss of or damage to property, financial loss arising from any advice given or omitted to be given by the indemnifying party, or any other loss which is caused directly or indirectly by any act or omission of the indemnifying party.

## 25. Termination

- 25.1 Subject to this clause, this contract shall last for the Contract Period.
- 25.2 Either party may terminate this contract in the circumstances and manner described in clause 16.2.3.
- 25.3 The Council may terminate this contract immediately by written notice if Explore, its employees or agents commit an offence under the Bribery Act 2010 in relation to the obtaining or the performance of this contract or any other contract with the Council.
- 25.4 In exercising its rights under clause 25.3 the Council shall act reasonably and proportionately having regard to the gravity of the prohibited act and the identity and authority of the person committing it.
- 25.5 The Council may terminate this contract by written notice with immediate effect if Explore undergoes a change of control within the meaning of section 416 of the Income and Corporation Taxes Act 1988 which impacts adversely and materially on the performance of the contract.
- 25.6 The Council may only exercise its rights under clause 25.5 within three months after receiving written notice giving full details of the change of control.
- 25.7 Either party may terminate this contract immediately by written notice if the other party:
- 25.7.1 has committed a fundamental breach of this contract;
  - 25.7.2 has committed a Serious Breach and has not remedied the Serious Breach as required by clause 21;
  - 25.7.3 has committed a Persistent Breach and the last Breach comprising the Persistent Breach is not remedied as required by clause 21; or
  - 25.7.4 commits or suffers any Insolvency Event.

## 26. **Consequences of Termination**

- 26.1 Termination of this contract shall not affect any right of either party that has arisen before termination.
- 26.2 Any provision of this contract that is expressly or by implication intended to have effect after termination shall continue in force for the intended period.

## 27. **Assignment and sub-contracting**

- 27.1 Explore may not assign the benefit or burden of this contract without the prior written consent of the Council which the Council shall not unreasonably withhold or delay.
- 27.2 Explore may only sub-contract performance of its obligations under this contract by the appointment of agency staff under its direct control or otherwise as agreed in writing by the Council (such agreement not to be unreasonably withheld or delayed).
- 27.3 The Council may not assign or sub-contract the benefit or burden of this contract except:
  - 27.3.1 in order to comply with any statutory reorganisation of the Council or of the Council's activities or functions; or
  - 27.3.2 with the prior written consent of Explore which Explore shall not unreasonably withhold or delay.
- 27.4 If either party sub-contracts its obligations (whether in accordance with this clause or not) it shall nevertheless be liable for the performance of its sub-contractor.

## 28. **Notices**

- 28.1 Any notice to be given by either party to the other under this contract may be personally delivered, or sent by recorded delivery to the address of the other party as set out in the heading to this contract, or as otherwise notified in writing, or by transmission, with due transmission receipt, to a fax number or e-mail address notified in writing for the purpose.
- 28.2 Any personally delivered, faxed or e-mailed notice shall be deemed received on the day it was delivered or sent, if it was delivered or sent on a Working Day before 5.00pm and otherwise on the next Working Day.

## 29. **Non-Waiver**

- 29.1 No forbearance, delay or indulgence by either party in enforcing the provisions of this contract shall prejudice or restrict the rights of that party, nor shall any waiver of rights in respect of any Breach or Serious Breach or Persistent Breach operate as a waiver of any rights in respect of any other Breach, Serious Breach or Persistent Breach.
- 29.2 No right, power or remedy under this contract is exclusive of any other available right, power or remedy and each such right, power or remedy may be cumulative.

**30. Severability**

- 30.1 If one or more of the provisions of this contract are or become to any extent invalid or unenforceable under any applicable law then the remainder of this contract shall continue in full force and effect.
- 30.2 If this happens then both parties shall negotiate in good faith to amend the provision concerned in such a way that as amended, it is valid and enforceable and, to the maximum extent possible, meets the original intention of the parties.

**31. Agency, Partnership and Joint Venture**

- 31.1 Explore is an independent contractor and this contract is not intended to nor shall it create any agency, partnership or joint venture.
- 31.2 Neither party shall hold itself out as being entitled to represent or bind the other in any way.

**32. Third Party Rights**

This contract does not and is not intended to provide any third party with any rights under the Contracts (Rights of Third Parties) Act 1999 or otherwise.

**33. Public Authority Functions**

Nothing in this contract shall prejudice or affect the rights, powers, duties and obligations of the Council in relation to the exercise of the Council's functions as a public authority provided that this clause shall not relieve the Council from liability in respect of any Breach, Serious Breach or Persistent Breach.

**34. Governing Law and Jurisdiction**

This contract is governed by and shall be construed in accordance with the law of England and Wales and Explore and Council irrevocably submit to the exclusive jurisdiction of the courts of England and Wales.

## Schedule 1

### Definitions and Interpretation

1. In this contract the following terms have the following meanings unless the context makes it clear this is not intended:

**“Authorised Officers”** the individuals appointed by Explore and the Council to represent them under this contract in accordance with clause 8;

**“Breach Notice”** a notice specifying:

- another party’s Breach
- whether it is a Serious Breach
- the remedial action required and
- the time within such action must be taken;

**“Explore Marks”** the Explore trade marks shown at Schedule 11 and such other trade mark(s) as Explore notifies to the Council are Explore Marks for the purpose of this contract;

**“Breach”** a failure by either party to fulfil its obligations under this contract;

**“Confidential Information”** any information of a confidential nature obtained under this contract, or relating to this contract but not including information:

- in the public domain (otherwise than by breach of this contract)
- in the lawful possession of the receiving party before the date of this contract (other than through liaison between the parties before and in anticipation of this contract)
- obtained from a third party free to divulge it
- required to be disclosed by a court or other competent authority
- *properly disclosed on a confidential basis to staff, agents or professional advisers of the respective parties, for the purposes of this contract;*

**“Contract Period”** from such time as the transfer in accordance with the Transfer Agreement takes place to 31 March 2019 (subject to renewal in accordance with this contract);

**“Council Marks”** the Council trade marks shown at Schedule 12 and such other trade marks as the Council notifies to Explore are Council Marks for the

	purpose of this Contract;
<b>"Force Majeure Event"</b>	any event or circumstance beyond the control of a party including acts of war, acts of god, government action, riot and civil commotion but excluding labour dispute by a party's own staff, failure by any sub-contractor which has not itself suffered such an event or circumstance, a failure by government to make payments to the Council and any event or circumstance that would have been avoided by the affected party acting with reasonable prudence and diligence;
<b>"Insolvency Event"</b>	the calling of any meeting of a party's creditors; the appointment of any receiver, administrator, or administrative receiver over all or any part of its assets or undertaking; the suspension or cessation of its business; any threat to suspend or cease its business; the making of a winding-up or bankruptcy order; the convening of a meeting to pass a winding-up resolution; or it entering into liquidation;
<b>"Intellectual Property Rights"</b>	all patents, copyrights, design rights, trade marks, service marks, trade secrets, know-how and other intellectual property rights (whether registered or unregistered) and all applications of the same;
<b>"Library Premises"</b>	the premises listed in Schedule 5 of the Transfer Agreement (to the extent that they continue to be leased by Explore during the Contract Period) and any other premises leased by Explore to deliver the Services from time to time;
<b>"Loan and Management Agreement"</b>	the loan and management agreement between the Council and Explore entered into on 2 May 2014;
<b>"Non-Renewal Notice"</b>	a notice served by either party indicating that it does not wish this contract to continue after the Contract Period;
<b>"Persistent Breach"</b>	the commission by a party of three or more Breaches in any period of six months whether or not such Breaches are of the same type and whether or not they have been remedied;
<b>"Personnel"</b>	employees, volunteers, workers, freelancers, individual contractors and trustees;
<b>"Price"</b>	the sums specified in schedule 6;

<b>“Public Services Network”</b>	the Council’s public network known immediately before the commencement of the Contract Period as the “Public Services Network”;
<b>“Renewal Notice”</b>	a notice requesting renewal of this contract served in accordance with paragraph 2 of schedule 8;
<b>“Renewal Reply Notice”</b>	a notice replying to a Renewal Notice served in accordance with paragraph 4 of schedule 8;
<b>“Serious Breach”</b>	a failure by either party to fulfil its obligations under this contract where such failure: <ul style="list-style-type: none"> <li>• has a serious adverse effect on Explore’s overall provision of the Services; or</li> <li>• is a failure by the Council to pay to Explore any sum which has become due and which is not reasonably disputed and which is not paid within 40 Working Days of the due date;</li> </ul>
<b>“Services”</b>	the services to be provided by Explore as described in schedule 2;
<b>“Specification”</b>	the specification set out in schedule 2;
<b>“Support Services”</b>	the services to be provided by the Council to Explore for the first Year of the Contract Period as set out in schedule 10 (and for further Years if agreed in accordance with this contract);
<b>“TUPE”</b>	the Transfer of Undertakings (Protection of Employment) Regulations 2006 as amended;
<b>“Transfer Agreement”</b>	the transfer agreement under which the library and archive services are transferred from the Council to Explore dated 2 May 2014;
<b>“Variation Notice”</b>	a notice proposing a variation to this contract served in accordance with paragraph 1 of schedule 7;
<b>“Working Days”</b>	Monday to Friday inclusive but excluding bank holidays and public holidays; and
<b>“Year”</b>	a period of twelve months running from 1 April to 31 March, except in respect of the 11 month period from commencement of the Contract Period to 31 March 2014 which shall be treated as the first Year of the Contract Period.

2. Unless the context makes it clear that this is not what is intended, in this contract:
  - 2.1 a reference to one gender includes all genders;
  - 2.2 the singular includes a reference to the plural and vice versa;
  - 2.3 reference to a clause or a schedule is a reference to a clause or schedule of this contract; and reference to a paragraph is a reference to a paragraph in a schedule;
  - 2.4 headings are for reference only and not interpretation; and
  - 2.5 references to statutory provisions include any provision that amends, replaces or supplements them.

## Schedule 2

### 1. Description of the Services

The service shall fulfil the Council's statutory duty under the Public Libraries and Museums Act 1964 which states that: *It shall be the duty of every library authority to provide a comprehensive and efficient library service for all persons desiring to make use thereof.*

The service shall further Explore's vision, *to enable people to live fuller, more connected and engaged lives.*

**Explore will deliver a comprehensive and efficient public library service** increasing access to library services by providing excellent services, encouraging everyone to be a library member from birth, and giving York residents universal membership of all public libraries in England and Wales through membership of the Society of Chief Librarians.

Explore shall provide the following core offers:

*i. The Health and Social Care Offer:*

- A network of local hubs offering non-clinical community space where people can access free, impartial information and advice
- Community outreach supporting vulnerable people such as a home library service, and books on prescription
- Expert staff with up to date knowledge of health care services and providers in their local community and who will be able to signpost customers effectively to providers where clinical or specialist support is needed. They will do this with respect and confidentiality.
- Assisted on-line access to a range of websites by staff who are expert in mediated searches and able to locate information and online resources appropriate for the customer need and to facilitate and enable digital literacy
- Self-help, independent library resources including impartial health information to support people in making independent life decisions
- Health and care information services through partnership with agencies such as Age UK, Macmillan to signpost customers
- All sites to be dementia friendly
- Public health promotion activity working with the public health team
- Social and recreational reading opportunities like reading groups
- Volunteering and community engagement activities

*ii. The Universal Reading Offer:*

- Promoting the joy of reading through a range of activities and events
- Free access to book stock to browse and borrow in a variety of formats for all ages in which readers claim a legitimate interest
- A stock policy that reflects the community's requirements, promotes the stock, and provides the widest range of material within the resources available
- Average number of items added to stock per year over the life of the contract to be no lower than the number of items added to stock by the Council during the financial year 2013/14

- Access to the national book collection through inter library loan
- Support for reading groups
- Interactive catalogue and events that support and develop a community of readers. Connecting readers to other readers
- Promoting reading for children and young people, working with schools and early years settings
- Supporting literacy development at all ages
- Taking part in national reading promotions
- Services for targeted audiences within the universal offer

iii. *The Universal Information Offer:*

- Information from all sources, which has been researched by information professionals, giving a level of quality assurance to the user
- Expert staff, trained in reference work
- Provision of community information at each site and management of Yortime.org.uk
- Impartial reference and information allowing people to make informed decisions
- Access to local and family history resources
- Business and enterprise information supporting SMEs and people looking to start up in business
- Information on jobs and careers as well as job search workshops in partnership with York Learning
- Work with the Council's benefits team to deliver information on the range of and changes to benefits
- Expert help accessing rights, democracy and citizenship information
- Expert help accessing Gov.uk, york.gov.uk and other national and local government websites

iv. *The Universal Digital Offer:*

- Free access to the Internet for every resident
- Free WiFi in every library
- Clear and accessible online information about library services
- A range of online reference sources
- Ebooks
- Free help to get online and support once you are online
- Targeted work to get people online
- Surgeries to try out new technology such as tablets, ereaders etc.
- Mediated help online
- Staff trained to help customers access digital information
- Ability for customers to join online
- Ability to be contacted online/via email for answers to customer enquiries
- 24/7 access to services through a virtual library presence
- Ability to reserve & renew items remotely via an online catalogue

**Explore shall deliver the following additional services:**

*i. An archive and local history service:*

- Promoting access to the collections
- Ensuring, conservation, acquisitions and disposal of the collection
- Achieving archive accreditation within 4 years
- Supporting local democracy and accountability by identifying and preserving the key original records of York's local government through best practice professional records management
- Maintain free hands-on public access to the archive and local history collections both in York Explore and throughout our network of libraries
- Maintaining York as a National Archives Approved repository for legally-protected Public Records and Manorial Documents
- Developing partnerships with local community groups to increase the use of the archive and local history collections, and volunteer opportunities to get involved in preserving the collections
- Increasing the proportion of the archive and local history collections which are available online
- Working with local partners to increase educational use of the archive & Local history collections, and to develop the archives collections to support economic and tourism development
- Pursuing external funding to support these objectives
- Working in partnership with the Council to deliver all the Heritage Lottery Fund approved purposes of the York Gateway to History project grant, and specifically
- Delivering Approved Purpose Three ("to give hands on access to the archives") through the HLF approved Activity Plan attached as Appendix 1 of this contract.

*ii. Management of the Learning Network:*

- Developing it in partnership with York Learning to support the curriculum

*iii. Administration of YorkCard for the Council:*

- Issuing YorkCards in accordance with the Council's eligibility criteria
- Negotiating new discounts from other providers
- Marketing the benefits of YorkCard
- Maintaining a marketing database for the use of the Council and administering the Yortime ebulletin

*iv. Administration of the Yortime Service:*

- Administering the Yortime mailing, maintaining the database of individuals' details in compliance with data protection requirements and seeking user permissions in order to make the data available to the Council free of charge for appropriate Council communications
- Operating the Yortime booking system, ensuring that the system is supported and maintained and leading on future system development in consultation with the Council's Learning Services. Where further development of the system is required by

the Council and this incurs a development cost then the Council will be liable to pay for any further support costs. Where these development costs lead to further annual support costs these will be met by Explore. Where further development of the system is required by Explore and this incurs a development cost then Explore will be liable to pay for these further costs. (NB the data will remain in the ownership of the Council).

- Working in partnership with Learning Services to manage content generation and user access maintaining a joint post (this arrangement to be reviewed annually)

v. *Provision of learning space for York Learning:*

- Making no less than 50% of available room capacity for hire, free of charge, to York Learning

vi. *Toy Library:*

- Administering the toy library on the Library Mobile service in partnership with Children's Centres

**Explore shall ensure that appropriate staff are deployed to carry out the service by:**

- Retaining a professionally qualified chief librarian
- Retaining a qualified and designated Civic Archivist
- Retaining a core of qualified professionals
- Staff and volunteers appropriately trained to deliver the comprehensive and efficient service
- Paying all staff no less than the living wage

**2. Specification Outcomes**

The service shall deliver the following outcomes:

- a. Increased opportunities for residents to shape local services through volunteering roles and opportunities, evidenced by:
  - A widening range of volunteer roles within the service to support paid staff
  - Active membership of the York Volunteering Partnership
  - Partnerships with organisations to deliver services such as with the Royal Voluntary Service to deliver the Home Library Service
- b. "Co-production": the active involvement of residents in decisions and service redesign of Explore's services to meet local needs, evidenced by:
  - Opportunities for residents to elect two board members and to stand for the board
  - Friends groups and advisory groups which will be open to everyone of all ages
  - Workshops designed to include everyone and actively encouraging people from disadvantaged communities to take part which will build capacity through topics such as "how to be a board member"

- c. Residents increasingly supported to engage in planning, priority setting and problem solving generally in their communities, evidenced by:
- Partnership working with the Council's Communities and Equalities team to deliver a programme of engagement activities at each library designed to build community capacity
  - An identified space at every library where the Council can engage with and consult communities both online and face to face
- d. Increased investment in and championing of innovation, evidenced by:
- Seeking out national and international models of excellence and innovation, working with innovation platforms, such as Genius, promoting innovation through case studies, and implementing ideas in York where appropriate.
  - Innovative approaches to the preservation of and public access to the archives and local history collections through the "Gateway to History" and the "City Making History" projects including
  - Attracting external funding to invest in innovation
  - Partnerships with the Council's ICT service to deliver innovative approaches to the use of new technology
- e. A wide range of communication channels enabling new ways for the Council and other agencies to interact with residents, evidenced by:
- Partnership working with the Council's Customer Services to develop a new model of customer services in communities ranging from telephone access, to web access to face to face contact, with staff trained to support Council enquiries and to help people to get online
- f. Opportunities for children and young people to be actively involved in shaping Explore, evidenced by:
- Development of a special Advisory group for those age groups
  - Regular consultation with children and young people undertaken across the City
- g. Residents increasingly enabled to find answers to local problems, evidenced by:
- Improved access to life-critical information
  - Partnerships developed with other local providers to identify local need and develop appropriate solutions
  - Work with residents to develop skills that increase self-sufficiency, reducing demand on public services
- h. Communities placed at the heart of everything Explore does through the development of community hubs – a flexible and welcoming space where everyone can come together for a wide range of activities and events – evidenced by:
- Realigned service provision within a network of community assets meeting identified community need providing a single point of co-ordination for community management

- Modern, outward looking, welcoming, customer first, flexible spaces where local residents can come together for a wide range of community activities
- The transition of other Council and third sector community based services into the hub
- Initiatives that reduce the Council's service delivery
- New "paid for" services for example linked to economic growth, new jobs
- Opportunities and resources to support residents to get involved in their community and the decisions that affect its development

The Council and Explore will cooperate to further the co-location of services within the hubs. Explore will not charge the Council or its key partners for their location and/or operation within hubs (other than to achieve cost recovery).

- i. Enhanced transformation and efficiency across the business of the Council and other delivery agencies, evidenced by:
  - Support to the Council's transformation projects notably in the area of Adult Social Care
  - Provision of facilities and resources to engage the community in new ways of working
  
- j. Inspiring learning available for all, evidenced by:
  - Partnership with York Learning to support their delivery of a range of programmes in skills development and to prepare people for work
  - State of the art learning spaces accessible to all
  - Explore's active membership of the York Community Learning Trust
  - Management of the Learning Network, planning developments with York Learning
  - Delivery of a range of learning programmes such as family and local history, reading, IT
  - Delivery of a digital inclusion learning programme that will get people online for free. All of our sites are UK Online Centres
  - Support for literacy at all ages
  - Access to the national book collection through inter library loan
  - Information literacy programmes delivered
  - Resources to support the National Curriculum
  - Developing self-organised learning
  - Quiet study spaces for individuals and groups
  
- k. Good relations between different communities living in York, evidenced by:
  - Opportunities to celebrate diversity such as the Human Library, book displays and lectures
  - The building of York's multiple collective identities and memories by working with local people to identify and preserve the key records of all cultures and communities in the city

- l. The creation of high quality employment opportunities, evidenced by:
  - New employment opportunities for residents including apprenticeships, employment support and employee assistance programmes
  - We will work with York Learning to provide a range of opportunities for NEETs, adults with learning disabilities and people recovering from mental health
  
- m. A Fairer York and narrowing the gaps, evidenced by:
  - Furthering the principles of the Fairness Commission
  - Support for the financial inclusion strategy through the Small Changes partnership with CAB and Aviva
  
- n. Increased customer satisfaction with the service
  - Explore's Customer First standard, an in house programme to ensure excellent customer care
  - Achievement of the Customer Service Excellence award by year two of the contract

### **3. Performance Information**

Explore shall provide information in respect of each quarter of the financial year, to be received by the Council no later than 6 weeks after the end of the quarter, detailing Explore's progress against the targets set out in Appendix 2 to this contract.

## Schedule 3

### Council's Obligations

#### The Council will for the Contract Period:

- Provide appropriate support and advice, through the person of the Authorised Officer in the first instance.
- Provide access to the Public Services Network to all Explore Personnel requiring access to the Public Services Network to deliver the Services.
- Use its best endeavours to support Explore's vision.
- Ensure that Explore is involved in cultural and community development projects and activities led by the Council.
- Facilitate and support effective working relationships with all council departments and ensure access to potential partnership and stakeholder groups.
- Involve Explore at an appropriate level in City of York projects of cultural importance.
- Seek ways to continue to strengthen the role of Explore in civic and cultural life of the city.
- Ensure that Explore is a key member of the Community Learning Trust.
- Nominate a Director to serve on the board of Explore in accordance with the rules of Explore.
- Actively support Explore's work to raise investment funding from external sources.
- Allow Explore to submit bids through the Council's Capital Resource Allocation Model process.
- Allow Explore to submit bids to the Council in respect of other forms of prudential borrowing.
- Provide office accommodation at West Offices or office accommodation of equivalent specification at a level commensurate with that enjoyed by officers and Staff of the Council's library and archive service immediately before the date of this contract.
- Loan to Explore the Archives collections and Local History collection in accordance with the Collections Loan and Management Agreement.
- Lend to Explore free of charge its mobile library vehicle at the date of transfer provided that Explore shall be responsible for maintaining and operating it and that there shall be no obligation on the Council to renew the vehicle and Explore shall return it to the Council when it has no further operational use for it.
- Assist Explore in the creation of community hubs by:
  - identifying potential premises solutions that would better meet identified community need
  - brokering relationships with appropriate community bodies
  - co-locating Council services with Explore where mutually beneficial
  - ensuring close liaison between Explore and the Council's Customer Services functions to deliver redesign of access to services for communities where beneficial

- making hubs a first option for any new “paid for” services that the Council plans to deliver
- Involve Explore in the Council’s “transformation” projects.
- Deliver a programme of engagement activities through its Communities and Equalities team at each library designed to build community capacity.
- Manage the York Explore Phase II refurbishment to completion.

## Schedule 4

### Authorised Officers' Details

#### Authorised Officer Details

Council

Name: [REDACTED]

Address: [REDACTED], West Offices, Station Rise,  
York YO1 6GA

Telephone number: [REDACTED]

Email address: [REDACTED]

Company

Name: [REDACTED]

Address: Explore York Libraries and Archives Mutual Ltd, Library Square, York, North Yorkshire,  
YO1 7DS

Telephone Number: [REDACTED]

Mobile telephone number: [REDACTED]

Email address: [REDACTED]

## **Schedule 5**

### **Part 1**

#### **Legislation**

Data Protection Act 1998

Health and Safety at Work Act 1974

Libraries and Museum Act 1964

Equality Act 2010

Tithe Act 1936

The Local Government (Records) Act 1962

Public Libraries and Museums Act 1964

Local Government Act 1972

## Schedule 6

### Payment Schedule

- During the Council's financial year 2014/15 the base price for the Year in respect of the Services provided by Explore to the Council shall be **£2,402,650** (exclusive VAT).
- For the first Year of the Contract Period the Price shall be the base price for 2014/15 adjusted as follows:
  - A reduction in the base price equating to the actual net amount spent by the Council in operating the services between 1 April 2014 and 30 April 2014;
  - An increase of £7,460 (a reduction in the superannuation retained by the Council); and
  - An increase of £3,180 (a reduced NNDR cost to the Council).
- Subject to the rest of this schedule and the terms of the contract, for the four Years from 1 April 2015 to 31 March 2019 the base price for each Year of the Contract Period shall be **£2,341,990 (exclusive VAT)**.
- Each Year, from 1 April, 2015 onwards, the price shall be calculated by taking the base price for the Year and applying the following adjustments:
  - Adding a sum equating to the uplift in Explore's Agreed Pay Budget when inflation is applied to it at the rate used by the Council for comparable staff groups within its own budget setting process. For these purposes "Explore's Agreed Pay Budget" shall be defined as the budget allocated for pay for staff for the services transferred by the Council under the Transfer Agreement at the date of transfer i.e. £1,631,145 and increased each year of the Contract Period from 1 April 2015 onwards at the rate used by the Council for comparable staff groups within its own budget setting process; and
  - Any other changes to this contract for services negotiated and agreed between the two parties in accordance with this contract; and
  - Deducting or adding the difference between £601,070, representing the notional annual value of Support Services to be purchased by Explore from the Council during 2014/15, and the actual cost of Support Services used which is to be established during 2014/15 in accordance with clause 2 of the contract. The Council shall issue Explore with a Purchase Order in April 2014 for the first 11 months of the contract period and in March each Year in respect of each of the following years of the contract period.

The purchase order shall be net of:

- Any Support Services (including broadband services) purchased by Explore from the Council in accordance with this contract; and
- Prudential borrowing repayments being made by the Council on behalf of Explore until such time as the borrowing is repaid

Explore shall submit an invoice to the Council for payment in advance in respect of each quarter of the Contract Period by the following dates in each year of the Contract Period:

Date	Period	Comment
30 April 2014	1 May 2014 – 30 September 2014	An estimated amount to be used to be based on five twelfths of the base price for 2014/15 (as the annual Price will not yet be known)
1 Sept 2014	1 Oct 2014 – 31 December 2014	To be based on one quarter of the annual price and to include any necessary adjustment to the previous invoice in light of calculation of the annual Price
1 December 2014	1 Jan 2015 – 31 March 2015	To be based on one quarter of the annual Price

On the first of the month prior to each respective quarter thereafter.

Invoices shall be paid within 14 days of receipt by the Council

## Schedule 7

### Contract Variation

1. This variation procedure may be started at any time by either party serving a Variation Notice specifying:
  - the proposed variation
  - the reasons for the proposed variation
  - how the proposer thinks the variation would affect performance of the Services
  - when the variation would take effect.
2. The recipient of a Variation Notice shall respond in writing within 10 Working Days setting out its comments on the proposed variation and any counter-proposals.
3. The parties' Authorised Officers shall then meet within 10 Working Days to discuss the proposed variation. If they do not reach agreement, the proposer of the variation may require a meeting within a further 10 Working Days between more senior officers of the parties. If such senior officers do not reach agreement, the contract shall not be varied.
4. If the parties agree to vary this contract they shall draw up a written memorandum setting out the agreed variation and the memorandum shall be signed and dated by Authorised Officers of both parties. The variation shall come into effect on the date specified in the memorandum or, if no date is specified, on the date of the memorandum.

## Schedule 8

### Contract Renewal Procedure

1. The following procedure may be used in the [fourth year] of the Contract Period.
2. Not earlier than 1<sup>st</sup> January nor later than 31<sup>st</sup> March the Council may serve a Renewal Notice stating its wish to renew this contract for a further period with effect from 1<sup>st</sup> April after the end of the Contract Period. The Renewal Notice shall specify:
  - the proposed new Contract Period
  - the Price proposed for the new Contract Period
  - any other variations proposed to the terms set out in this contract.
3. Explore shall serve a Renewal Reply Notice within 10 Working Days of receipt of the Renewal Notice. The Renewal Reply Notice shall state:
  - whether the recipient of the Renewal Notice wishes to renew this contract and, if so,
  - whether it accepts the terms proposed in the Renewal Notice and, if not,
  - what alternative terms it proposes.
4. Within 10 Working Days of receipt of a Renewal Reply Notice, the Council shall respond in writing specifying:
  - whether it accepts the terms proposed in the Renewal Reply Notice and, if not,
  - whether, despite that, it wishes to try to negotiate alternative terms.
5. The parties shall then meet as soon as practicable to try to agree the terms of a new contract.
6. Either party may at any time bring the renewal procedure to an end by serving a Non-Renewal Notice on or before 31<sup>st</sup> December in the last Year of the Contract Period. A written response served under paragraph 4 indicating that the serving party does not accept proposed terms and does not wish to try to negotiate alternative terms shall be a Non-Renewal Notice.

## Schedule 9

### Insurance

#### *Policy type*

#### *Insured Sum*

Throughout the Contract Period Explore shall maintain the following insurances:

- public liability insurance with a minimum limit of indemnity of ten million pounds (£10,000,000) for each and every claim;
- employer's liability insurance with a minimum limit of indemnity of five million pounds (£5,000,000).

Note: only policies in respect of which an insured sum is specified are compulsory.

## Schedule 10

### Support Services

The Support Services are such support services provided by the Council to Explore in accordance with this contract that will for the first Year of the Contract Period be such services that at least meet the standard and description of the services that were provided internally by the Council to the Council's local authority libraries and archive service immediately before the Transfer Date (as defined in the Transfer Agreement), with the notional **annual** value of £601,070 including, but not limited to:

1. Procurement and Finance (accountancy)
2. Debtors
3. Creditors
4. IT
5. Office Accommodation
6. Facilities and Estate Management
7. HR
8. Legal
9. Procurement
10. Performance and Innovation
11. Marketing and Communications
12. Broadband services\*

and such other services as the Council and Explore agree in good faith should be provided in furtherance of the contract and the Transfer Agreement.

- \*Broadband services are defined as Wide Area Network services including voice, data, and internet provision at the following premises:

Acomb Explore Library	Acomb Explore Library Learning Centre, Front Street, York, YO24 3BZ
Bishopthorpe Library	Bishopthorpe Library, Main Street, York, YO23 2RB
Clifton Explore Library	Clifton Explore Library, Rawcliffe Lane, York, YO30 5SJ

Copmanthorpe Library	Copmanthorpe Library, Village Centre, Main Street, York, YO23 3SU
Dringhouses Library	Dringhouses Library, Tadcaster Road, York, YO24 1LR
Dunnington Library	Dunnington Library, The Reading Room, Church Street, York, YO19 5PW
Fulford Library	Fulford Library, St Oswald's CE School, Heslington Lane, York, YO10 4LX
Haxby Explore Library	Haxby Explore Library, Station Road, York, YO32 3LT
Huntington Library	Huntington Library, Garth Road, York, YO32 9QJ
New Earswick Library	New Earswick Library, Hawthorn Terrace, New Earswick Children's Centre, York, YO32 4BY
Poppleton Library	Poppleton Library, The Village, York, YO26 6JT
Strensall Library	Strensall Library, 19 The Village, York, YO32 5XS
Tang Hall Explore Library	Tang Hall Explore Library, Fifth Avenue, York, YO31 0PR
York Explore Library	York Explore Library, Library Square, York, YO1 7DS

## Schedule 11

### Explore Marks

The name **Explore** and such other trade mark(s) as Explore may provide the Council to use from time to time in accordance with this contract.

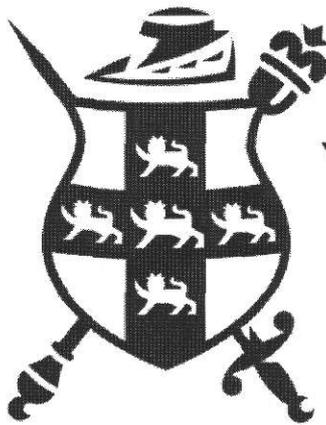
# explore

**Schedule 12**

**Council Marks**

The name **City of York Council** and such other trade mark(s) as the Council may provide Explore to use from time to time in accordance with this contract.

**SUPPORTED BY**



CITY OF  
**YORK**  
COUNCIL

Executed as a deed by Explore Libraries and Archive Mutual Limited acting by:

..... FIONA CAROL WILLIAMS .....  
DIRECTOR  
and

..... VICTORIA PIERCE .....  
DIRECTOR

..... FCB Williams .....

SIGNATURE OF  
DIRECTOR

..... V. Pierce .....  
SIGNATURE OF  
DIRECTOR

The COMMON SEAL of )  
The Council of the City of York )  
was affixed to this deed )  
in the presence of:- )

..... Glen McCusker .....

Authorised Officer

Mr Glen McCusker LLB  
Solicitor



8185

## APPENDIX 1

Approved Activity Plan (see next page)





***YORK: GATEWAY TO  
HISTORY***

ACTIVITY PLAN

Final Report

by

Jura Consultants

and Richard Taylor,  
City of York Council



24<sup>th</sup> August 2012



**Jura** CONSULTANTS



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## CONTENTS

	SECTION	PAGE
	Executive Summary	
1.0	Introduction	1.
2.0	Strategic Context	8.
3.0	Comparator Review	13.
4.0	Consultation Findings	15.
5.0	York Archive Survey	24.
6.0	Prioritised Activities	32.
7.0	Activity 1 - Creation of a Community Advisory Group	38.
8.0	Activity 2 – Staff Training and Development	40.
9.0	Activity 3 – Recruit Archive ‘Champions’	44.
10.0	Activity 4 – Askham Grange Placement Programme	47.
11.0	Activity 5 – Community Collections Development	49.
12.0	Activity 6 – Enhanced User Experience for Hands-on Access to Collections	52.
13.0	Activity 7 – Enhanced Family History Service with the Family History Society	57.
14.0	Activity 8 – School Learning Resources	60.
15.0	Activity 9 – Volunteering Programme	63.
16.0	Activity 10 – Lifelong Learning Events	66.
17.0	Activity 11 – Programme of Family Learning Activities	69.

<b>18.0</b>	Activity 12 – Gateway to History Poster Competition	71.
<b>19.0</b>	Activity 13 – Programme of Themed Talks and Tours in Partnership with AVG	74.
<b>20.0</b>	Resource Schedule	76.
<b>21.0</b>	Action Plan	79.
<b>22.0</b>	Long- term Opportunities	88.

The following appendices are provided in a separate document:

Appendix A	Talkabout Survey Summary
Appendix B	Consultation Notes
Appendix C	Job Descriptions for temporary project staff
Appendix D	City of York Archives & Local History volunteer policy & procedures
Appendix E	Letters of Support: York's Alternative History Group, York Racial Equality Network

## **Executive Summary**

*York: Gateway to History* is an exciting project to create a 21<sup>st</sup> century Archive and Local History Service for York – a service which serves and reflects all communities and cultures, past and present, in this ancient city. The project will be the long-term legacy of the “York800” celebrations of 2012: commemorating the year when the people of York achieved local self-government.

The project includes the bringing together on one site of the city's internationally-important archives with its regionally-significant local history library collections by the creation of a new city-centre archive conservation repository, one of the first to meet the new PD5454 standard, at York Explore (the Central Library). A sympathetic refurbishment of the first floor of the grade 2 listed York Explore building will create new public spaces suitable for a much wider range of archive users than before. Hand in hand with these physical improvements will be a series of strategic service developments to ensure that the heritage user experience is transformed to the same degree as the building.

This proposed two-year Activity Plan represents an investment in building people capacity in the Archives and Local History Service: in its current and non-users, its staff, its volunteers and in the wider communities it exists to serve directly and indirectly.

The Activity Plan will make the service and the collections easier to use for everyone, whatever their previous level of experience with archives. The Plan will build a network of community links and outreach champions across a much wider range of York citizens than the service has ever engaged with before. This will give the service the broad base of community support that it needs to create a long-term virtuous cycle of continuous improvement. The plan will drive the service forward so that it genuinely becomes a highly valued long-term community heritage asset, and one which is capable of delivering City of York Council's strategic objective to “Build Strong Communities”

## **Market Research**

A comprehensive programme of market research including an online survey, focus groups and interviews has been undertaken to assess the potential to increase use of Archive and Local History resources. Care has been taken to ensure that the research process has been inclusive, seeking the views of existing users, communities of interest, people from different ethnic backgrounds, young people and people resident in particular geographic communities across the city. As a result, this Activity Plan presents a strategy that responds to the scale of the challenge to raise awareness and use of the collections whilst acknowledging the scope of opportunity that the internationally significant collection provides. In total 444 people gave their views to inform the development of the project.

## **Aim of the Activity Plan**

In response to the findings of the market research, the aims of the Activity Plan can be summarised as follows:

- To deliver an enhanced user experience, offering free, hands-on access to 800 years of the history of the city and its people;
- To deliver a programme of activities and events to raise the profile of the service and to demonstrate its relevance to all communities in the city, old and new;
- To work in partnership with volunteer heritage groups such as the Friends of York City Archives, the York and District Family History Society, and the Association of Voluntary Guides to deliver an enhanced public heritage offer, over and above the core service possible with the existing staff team;
- To support community organisations across the city that have, or are thinking about, developing their own archives to record their lives and activities for the benefit of future generations;
- To create a sustainable network of contacts, supporters and partners across all parts of the city to assist in future developments and enhancements to the service;
- To work with community partners to add their material to the archive and local history collections to ensure that the archive comes to represent "all our citizens for all time".

Investment in the organisational infrastructure is required to deliver these ambitious aims and to maximise the opportunities offered by developing the York Explore building.

## **Planned Activities**

The market research process generated a large number of diverse ideas for activities which would generate greater awareness and use of the Service. It was clear that the Service as it stands does not, and will not, have the capacity to develop and deliver all of these ideas in the two years of the *York: Gateway to History* project. Therefore priority has been given to activities that will increase the capacity of the Service to build relationships with networks of potential new users and supporters; that will enhance the collection to attract new users, and which will deliver an enhanced quality core service at York Explore. The priority list of activities for the first two years is thus:

- Creation of a community advisory group to guide the development of the Service
- Programme of staff and volunteer training and development
- Recruit Archive Champions to provide a link into communities of interest
- Placement programme for residents at Askham Grange Open Prison to provide support to the Archive Service whilst undertaking resettlement and re-integration activities
- Cataloguing of the non-civic archive to improve access to the collection. The cataloguing process will also generate a number of follow on volunteer projects

- Community collections development to include training for community organisations that have archives, events and seminars to raise the profile of the Service
- Enhanced user experience through improving research spaces, more access to collections and provision of self-service reference guides. A tiered programme of user training will be offered from bite-size 'new users start here' inductions through to multi-week intensive courses on specific aspects of using the collections.
- Enhanced family history research service in partnership with York and District Family History Society that will include the Society moving into the building and providing a service to support members of the public researching their family tree
- Creation of a suite of learning resources for schools that will include activities both in the York Explore Archive and Local History spaces or in the classroom
- A launch exhibition researched and produced by volunteers with support from Archive and Local History Service staff
- Programme of life-long learning courses in partnership with the City of York Council's Adult and Community Education team, working with groups who are currently under-represented in archive user audiences, or under-represented in the archive itself
- A "Gateway to History" poster competition to re-create a 1950's railway poster, engaging the public in a vote to select the figures to represent the cities communities past and present
- Programme of talks and tours on the collection, the York Explore building, the Mint Yard complex surrounding it, and the wider history of the city and its people.

The successful delivery of the Activity Plan programme will require additional project specific staff. The following posts will be created:

- Community Collections and Outreach Archivist – 2 year full-time post
- Community Collections Assistant – 2 year part-time requirement (0.6 FTE) that will be filled by a graduate, or by a number of intern placements
- Education and Public Programmes Officer – 1 year part time post (0.6 FTE )

The total cost of the Activity Plan programme is £170,715 including all additional staff costs.

*Each individual activity has its specific targets, but overall we are aiming to build our audience to 50,000 on-site users of the Archive and Local History facilities at York Explore each year, of which 5,600 will be intensive hands-on users of original archival material. We aim to produce 11,000 archive items for use annually, and to deliver 70% of these requests to the user within 20 minutes of the request being made.*

Across the city, we aim to change awareness and perceptions of the service as a whole, amongst users and non-users alike. In a citywide survey in 2011, 76% of residents agreed that York's history was important to the city's identity, and 68% said that York's history made them proud to live there.

And yet, in that same survey 39% of residents still had no idea that the Service even existed, and 82% of residents didn't know where it was. Ten years ago 85% of residents consulted had never used the Archive or Local History services in anyway at all.

Our ambition is to use the *York: Gateway to History* project to reverse those statistics, and the negative perceptions of the service which lie behind them.

## 1.0 INTRODUCTION

### 1.1 Introduction

This report presents an Activity Plan to support the delivery of *York: Gateway to History*, an exciting project that will transform CYC's Archives and Local History Service through service development and relocation to York Explore (York's Central Library).

The Gateway to History project will realise the City of York Council (CYC) long-term vision for the Archives and Local History Service that "Telling the story of the people of York, the archive will be for all the people of York, enriching lives in all sorts of ways."

The main capital works involve bringing together York's internationally important archives and local history library collections into conservation-grade premises to create a single access point for residents and visitors to learn about the history of York. The *York: Gateway to History* project will give hands-on access to 800 years of unique historical documents telling the story of the people of York and how they have shaped their city. It will open up the city's history through activities such as exhibitions, displays, walks, group visits, and learning sessions tailored to a wide variety of audiences from all backgrounds and levels of interest. The City of York Archives and Local History Service will be open seven days a week, including four evenings.

The city-centre home for the archive will be created by refurbishing and extending the first floor of the Grade 2 listed York Explore Library Learning Centre (the former Central Library). The opportunity will be taken to complete outstanding works to the rest of the building fabric. This will complete the reinvigoration of this building as a popular civic space that was started by the creation of York Explore in 2009-2010. As a new public facility the Gateway will use its high-profile city-centre location opposite the Visit York Information Centre to signpost and act as a gateway to the less visible archives held by other city institutions. It will also offer a range of on-site opportunities for people to become actively involved with the archive as volunteers and supporters.

The Archives and Local History Service and CYC recognise that its understanding of the content and value of its collections, its limited public access facilities, and its historic connections with local communities and audiences are currently poor. The *York: Gateway to History* project is intended to provide the investment needed to transform the service into one fit for 21<sup>st</sup> century audiences, by creating the physical and organisational infrastructure to drive the service forward.

The proposed 2 year activity plan aims to equip the Archives and Local History Service with the extra capacity it needs to invest in making the service and the collections easier to use for everyone. The Activity Plan will also build a network of community links and outreach champions across a much wider range of York citizens than the service has ever engaged with

before. This will give the archive the broad-based community support that it needs as a springboard to a long-term virtuous cycle of driving the service forward, so that it genuinely becomes a highly valued long-term community heritage asset, and one which is capable of delivering CYC's 2011-2015 Council Plan strategic objective to "Build Strong Communities"

This Activity Plan explains the programmes and initiatives that will be provided to generate maximum impact from the investment. The *York: Gateway to History Activity Plan* has been prepared in consultation with a range of stakeholders and in accordance with the requirements of the HLF guidance document 'Planning Activities in Heritage Projects.'

## 1.2 York's Archival Collections

A Statement of Significance and Conservation Management Plan has been prepared by Elizabeth Oxborrow-Cowan Associates, consulting archivists, to inform the development of the project. The following is drawn from the statement of significance to provide an overview of the importance of York's collections:

*York is recognised internationally for having one of the most outstanding collections of civic records in the UK. The medieval and early modern civic records are renowned for their longevity, starting in the C13th, their level of detail and their comprehensiveness. Key series include:*

- *Records of the proceedings and business of the Council (known as the House Books). These are a complete run from 1476 to the current day and probably only London has an equivalent record. Other medieval cities such as Hull and Bristol do not.*
- *Chamberlain's Rolls and Books, which hold the financial records of the medieval borough. These are unique as they are a comprehensive financial record from the 1280s to 1835 and include vouchers and bills. It is likely that no other medieval city in the UK, including London, has comparable coverage.*
- *The Freeman's Rolls. These records start in 1272, much earlier than any other British medieval city, and run continuously through to the modern period. They are 'an amazing record that helps to identify individuals and their start in a trade and usually their fathers. They are a very long and full record', including registers, accounts, petitions, appeals as well as lists of Freeman.*
- *Records of the Wardmote Court, which covered the most minor of crimes. This record series is rare as it is a continuous run since the C15th. Its localised and mundane content meant that this record was often not preserved in other cities. Purvis in his essay on York archives describes this as unique. It provides fascinating detail about everyday life and specific individuals.*
- *The York Bridgemasters' Accounts give details of property and owners/tenants in York as well as information about building repairs which are hugely informative as they explain in detail the uses, structures and changes of use of buildings thus enabling a physical recreation of the past. York holds a continuous run from the C14th to the modern period which makes it a very significant collection. Possibly only London and Exeter (a partial run) hold similar records. 'It is hard to exaggerate the importance of the medieval archive and the range of materials and subjects.'*<sup>1</sup>

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<sup>1</sup> Dr Sarah Rees-Jones, Senior Lecturer in Medieval History, University of York

*The civic collections document the concerns and preoccupations of the City elders over eight centuries, reflecting the nature of life in the city, and their reaction to all aspects of life from organising militia during the Civil War to dealing with disposal of dung. 'These are the records of the actual government. So without them you cannot understand the city as whole. They are the lynchpin for understanding York.'*<sup>2</sup>

*The National Archives has stated on several occasions how important the York Civic Archives are. 'The collection is of outstanding national importance. It shows the history and development of one of the most important cities outside London from the medieval period onwards....what we have in the civic archive ... is the record of that transformation. Although civic archives can be dry, these are of a completely different quality as they are continuous and so extensive. They have survived in the custody of the city for so long, have not suffered much loss and they do document such an important city.'*<sup>3</sup>

*Outside the core civic archives the City of York department also holds other notable collections which provide detailed sources for the history of York and its people which cannot be replicated elsewhere. The department holds the best collection of books, local newspapers and maps relating to York. The local newspaper collection begins in 1722 when newspapers were first emerging, and contains complete runs of all major York publications, comparable only to the British Library. Records of local bodies like the Ouse and Foss Navigations along with the Gas Company Records (rare industrial records for York) provide insight into the economy and commerce. 'There is nowhere else the York Oral History Society could go to find out what it gets from the [Archives and Local History] Department.'*<sup>4</sup> *Furthermore, collections complement each other, filling in each other's gaps, confirming each other's content and giving different perspectives. As a consequence it is possible to recreate the social, political, economic and physical fabric of York for the last 800 years. This is demonstrated by the support the collections have given to the Hungate Dig, the biggest ever archaeological dig in York, which has traced the history of the Hungate area of York back to the Roman period and has relied heavily on the City collections to inform its work.*

*There are other outstanding collections which document wider subjects. There are the original records of the observations taken in York in 1782 by the deaf and dumb astronomer John Goodricke (who died at 21) and Edward Piggot to support their revolutionary proposal that certain stars experience periodic variation in their brightness caused by being an 'eclipsing binary' - a theory which technology could not prove until a century later. This method of analysing stars is still used by astronomers today and as a consequence astronomers remain interested in research into this collection. 'This collection is one of a kind. We are very lucky to have it.'*<sup>5</sup> *The Knowles Archive is also of national importance, containing 6,500 detailed interior and exterior photographs of York churches taken by John Ward Knowles (1838-1931, a local glass-painter and pioneering photographer) including many images of church glass and*

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<sup>2</sup> Simon Webb, PhD researcher

<sup>3</sup> Andrew Rowley, The National Archives

<sup>4</sup> Mike Race, Trustee, York Oral History Society

<sup>5</sup> Professor Linda French, Professor of Physics, Illinois University and researcher of the Goodricke/Piggot Archive

*decoration which were subsequently destroyed or damaged in the Second World War. The Gray Archive documents in detail through letters and personal papers the life of an important local middle class family (of Gray's Court, behind York Minster) from 1623 to 1868.*

*The value of the City of York collections has also to be seen in the wider context of other York resources. In particular the City collections complement the collections of the Borthwick Institute at York University (which holds the archives of the ecclesiastical government of the city, and the personal and business archives of many local people prominent in local politics such as the Rowntree family) York Minster (covering the Minster's involvement in City life) and the Guild of Merchant Adventurers (the largest surviving mediaeval York guild whose archives document the business and social activities of the local elites who founded the City Council in 1212). This quartet, all of international repute, provide the core documentary resources without which it is not possible to adequately understand York's history. Wider ranging local archive collections such as those at the National Railway Museum and the Yorkshire Film Archive, and the surrounding local authority repositories also complement and have congruence with the City collections.*

### **1.3 Current Access to the Archive**

At present, the archive and local history library collections are split across two sites. The archives are held within a suite of spaces converted from unused galleries in the north wing of City Art Gallery (comprising storage vaults and a single staff office/volunteers workroom) whilst the local history library is held on the first floor of York Explore.

The local history library is open to the public seven days a week but public access to the archive collections is restricted to 2 days per week, by advance booking only. The existence of the archive is not widely promoted due to most of the post-mediaeval collections being largely uncatalogued. For an archive, where free access browsing is not feasible, and exhibitions can only showcase a fraction of the items in the collection, high-quality and comprehensive catalogues, preferably online, are the key that unlocks the door to increasing access and learning about the collections.

As such, at present, the archive collections are most frequently used by a small number of very enthusiastic amateur and professional researchers who have the skills to be able to use the mediaeval archives. Archive staff have been using the "York800" celebrations in 2012 to promote use of a wider range of archives by other groups. But attempts to increase access with the current lack of catalogues and over a spilt site is very labour-intensive, requiring a lot of staff time to be devoted to physically searching for material, transferring it from the archive stores to the reading room at York Explore, and supervising new users.

To make a start on alleviating this situation, external funding has been obtained from the National Cataloguing Grants Scheme (NCGS) administered by The National Archives. This is targeted at a comprehensive cataloguing project for the Civic Archives (i.e. the records of local government in York from 1155 to 1974, which comprise approximately 60% of the archive

collections). By creating a public online database this project will enable greater awareness of the civic collection. In particular it will help to generate interest in the collections by revealing the previously neglected 18<sup>th</sup>, 19<sup>th</sup> and 20<sup>th</sup> century civic archives, which are more easily understood by inexperienced researchers, and particularly valuable to family historians. This will help counter the perception that the archives are "mainly medieval and mainly for experts", and serve as a starting point to make the archive more accessible to more people. However, the NCGS project will not address the current limitations on physical access to the archive, nor will it address access to the "non-civic" archives – the remaining 40% of the collections comprising the historic records of York's communities, sports clubs, amenity and leisure societies, pressure groups, political parties, families and small businesses – all of which have huge potential for engaging the attention of more diverse audiences.

The recording of performance statistics has not been undertaken in a consistent and robust manner. In the financial year 2010/11, the Archives and Local History Service recorded 103 archives users, 293 remote enquires (287 of which via email), and 424 individual items retrieved for consultation. These figures put the service approximately 26<sup>th</sup> out of the 28 local archive services in England and Wales which serve a similar local population size (+/- 20%). However, it should be noted that these user figures reflect the fact that CYC has previously not been actively promoting or developing the service, in order not to raise user expectations beyond what the Service can currently physically deliver. The historic user figures reflect a conscious decision to limit the service provided, rather than encourage access to a service that is acknowledged to not be fit for purpose. Instead, a decision was taken to wait until the development phase of the *York: Gateway to History* project had been funded and then use this project to deliver a public awareness-raising campaign.

In addition to hands-on access at the search room, the Archives and Local History Service offers talks and lectures on an ad hoc basis to interest groups.

At present the collections tend to be used for the following:

- To support amateur and professional researchers;
- To inform exhibitions and programmes developed and delivered by other heritage and community organisations;
- To inform publications written by other organisations and individuals who can fund the research time necessary;
- To inform council business;

#### 1.4 Project Aims

The aims of the *York: Gateway to History* project are to:

- Dramatically raise the public profile of the archive so that visitor numbers increase;

- Make it easier for everyone, whatever their previous level of knowledge, to engage with the collections in ways that suit them as individuals, families or groups;
- Offer a range of formal and informal learning opportunities to visitors, volunteers and staff to increase their understanding and enjoyment of the collections so that they become advocates for the archive;
- Create meaningful ways for people to become actively involved in the development of the collections and for diverse communities to be represented in the archive;
- Implement a step-change improvement in the conservation and management of the collections so they have a sustainable future;
- Use the project as a catalyst for improving public access to and understanding of the hitherto neglected Mint Yard complex (the historic built environment surrounding the Central Library).

## 1.5 Activity Plan Objectives

Based on discussions with the client team and a workshop with staff from across the CYC Libraries and Heritage service, and the CYC Adult Education service, the Activity Plan objectives were defined as follows:

- **Cataloguing and research** – developing a detailed understanding of the current collection, why it is important/relevant and how it can be used
- **Developing partnerships and networks** – creating linkages across York with other archive services and heritage organisations as well as between users
- **Taking the collection out to the community** – looking at using the branch libraries and local history groups to generate interest in the archive
- **Re-focus the collection on being a comprehensive cross-city archive and generate new contributions which reflect the full diversity of communities and viewpoints in the city** - raising “archive awareness” in local community, identity and political groups to begin creating and preserving their own archive records and contributing them to the civic archive
- **Re-launching the volunteer programme** – a formalised programme with roles and responsibilities
- **Providing a structured programme for formal education** – a formalised programme of learning opportunities for school groups with structured curriculum-led visits and teacher resources
- **Increasing the use of the collection with wider audiences** – making the archive more accessible to the general public

- **Integrated archives and local history visitor offer for York Explore and across the wider Library and Heritage service** – seamless access to information and learning about the collections regardless of where users make their first contact with the service.

## 1.6 Activity Plan Process

The Activity Plan describes the processes that Jura Consultants and the staff of CYC Archives and Local History Service undertook to identify and develop proposals to encourage access to and engagement with the archive collection. The Activity Plan is based on an understanding of the opinions and needs of project stakeholders and potential users of the archive, developed through consultation with a wide variety of potential user groups. Consultation has been in-depth and multi-faceted in order to explore the current awareness of the collection, opinions on the project and the types of use they would like to see available once funding is confirmed. A key focus of the consultation has been to identify activities which can be targeted at particular audiences, with the aim of encouraging greater opportunities for learning about and engaging with the heritage of the city.

Consultation has been carried out through the following methods:

- **Surveys**  
An online survey was used to obtain the views of a diverse audience. The survey process was successful in generating significant input and contributions from people that have never previously used any archive collection. In total 344 completed responses were received.
- **Focus groups**  
Focus groups with key potential audiences were carried out. This included supporting societies, existing users of the archive, the Youth Council, education providers, and community representatives focussed on Acomb and Tang Hall branch libraries, to provide sample responses from two outlying council areas with divergent demographics. The focus group process highlighted the main issues that the project needs to address whilst providing a forum to raise the profile of the service.
- **Interviews**  
Interviews were undertaken with representatives of stakeholder organisations. This involved both other CYC departments (e.g. education) and external agencies representing community interests. Interviews were particularly instructive in identifying ways to develop partnerships in the short, medium and long-term.

## **2.0 STRATEGIC CONTEXT**

### **2.1 Introduction**

This section provides a short summary of local initiatives and issues that could benefit the development and delivery of the project and Activity Plan programme.

### **2.2 Supporting Societies**

The "supporting societies" comprise a number of volunteer-led local heritage groups who have previously worked with the Archives and Local History Service. Supporting societies include the following organisations:

- City of York and District Family History Society
- York Association of Voluntary Guides
- York Oral History Society
- York's Alternative History
- Friends of York City Archives
- Timeline York Plus (an umbrella committee for over 40 local community history societies)

These societies have the potential to be of significant assistance in the development of the Archives and Local History Service. They each have a sustainable organisational structure (written constitution; designated officeholders with clear responsibilities, properly managed finances); have a proven track record in harnessing the abilities and enthusiasm of their members to deliver activities and events; and are each the leading local society for a specialist expertise that's relevant to the work of the Archives and Local History Service. Discussions are on-going with these organisations to develop partnership agreements or joint working arrangements as necessary.

### **2.3 Approach to Collections Development**

As part of the planning process for *York: Gateway to History* the Archives and Local History Service has formally adopted a new community-focussed collecting policy (downloadable from [www.york.gov.uk/archives](http://www.york.gov.uk/archives)). This policy clearly defines the unique role of the CYC Archives and Local History Service in relation to the other archives and heritage institutions in the city, as illustrated by the following extracts:

*The purpose of the department is to preserve, augment and give public access to archives and published local history materials in the custody of the City of York Council. The department is specifically responsible for the preservation and secure storage of records of permanent legal or historical value created or received by the City of York Council and its predecessors in law.*

*The objective of the department is to maintain a permanent publicly-accessible record of the heritage and culture of the City of York and its people as an historical and educational resource, and as a focus for promoting civic pride, local identity, and active citizenship.*

*We will give the highest priority to collecting a comprehensive archive documenting the decision-making processes and the most significant activities of the City of York Council and its predecessors in law.*

*We will comprehensively collect archives from individuals and organisations in both public and private sectors that have made a significant contribution to the city, its citizens or its neighbourhoods through active participation in the community, civic or business life of the city. These will include, but are not limited to, the archives of parish councils, businesses, clubs and societies, guilds, political parties, trade unions, pressure groups, local campaigns, families and individuals.*

*We will collect archives and published materials to represent, as far as possible, the full range of activities, cultures and viewpoints within the City of York. We will regularly review the collections in conjunction with our stakeholders to identify any gaps in their coverage and take all practicable steps to address any weak areas.*

As the sole archive in the city whose purpose is to represent the history of the people of York, the service should represent all communities resident within the city. The current NCGS cataloguing project (see section 1.3) is scheduled for completion by the end of 2013. This will identify gaps in the collection and opportunities to extend the coverage of the main civic (governmental) archive. Beyond this, the non-civic (community) archive provides further opportunities to collect non-statutory collections that reflect wider society in York. If the scope and extent of the existing non-civic archive was better understood, processes could similarly be put in place to enhance these collections to ensure that the aim of a representative community archive can be achieved.

## **2.4 Other Large Local Archives**

There are four public archives in the city with significant York-related collections: CYC Archives and Local History Service, the Borthwick Institute for Archives at the University of York; the Yorkshire Film Archive at York St John's University, and York Minster Library and Archives.

Each of these institutions has a particular specialist focus for its collecting policy as regards York-related material. The CYC Archives and Local History Service is the archive of local government and, by extension, the archive of other groups of "active citizens". The Borthwick Institute houses the Church of England diocesan and provincial archives, the archives of other local religious bodies, and the archives of York's hospitals and healthcare providers. York Minster Library and Archives holds the archives of the Dean and Chapter and related records,

whilst the Yorkshire Film Archive is the specialist technical repository with the skills to preserve and give access to moving image archives relating to York and Yorkshire.

Because of the historic regional significance of the city of York, and as a consequence of previous local government reforms and boundary changes, collections relating to York are also to be found in the archives held at the National Railway Museum, in the neighbouring local authority archives for North Yorkshire, East Riding of Yorkshire, Hull City, West Yorkshire, Sheffield and Doncaster; and also in The National Archives in London.

The widely-dispersed nature of archival resources of relevance to the history of York is a source of confusion to potential users. Effective coordination and sharing of information is required to ensure that it is made as simple as possible for archive users to find the information that they require to answer their questions. The proposed new service, located at the heart of the region's major tourist destination, would be well-placed to provide this co-ordinated information *Gateway to History*.

## **2.5 Other Significant Local Archives**

It is clear that in addition to the four large archive holders within the city, there are also a number of smaller organisations holding historic records which, if made accessible, could complement and extend the civic and non-civic archives held by CYC Archives and Local History Service. By developing relationships with holders of these collections and facilitating the development of networks across archive holders (large and small, institutional and community in nature), the archive sector in York and Yorkshire can be strengthened and the potential for broadening access to collections can be achieved.

## **2.6 York800**

"York800" is a year long programme of events to celebrate the 800<sup>th</sup> anniversary of the city obtaining the right to self-government from King John in 1212. A year-long events programme has been scheduled covering all areas of city life, from sport (10k runs), street parties, medieval festivals, the York Mystery Plays, family fun days and the York800 Proms in Museum Gardens. The history of the city, in particular the way that York people have governed and influenced the development of the city, has played an important role in inspiring and informing events.

The York800 celebrations provide an effective platform from which to launch an enhanced archive and local history service as a long-term legacy of the celebrations, looking to the future as well as the past. This re-launch will build upon the outcomes of York800. These will include a greater appreciation and awareness of the history of the city as not just comprising built heritage but also about the history of York's people and their role in local self-government; enhanced networking and partnership opportunities across the city, a greater local "sense of

place” and civic pride, and a greater awareness of how the role that change and diversity has played in ensuring the city’s continued economic prosperity over 800 years.

## 2.7 Cultural Attractions

The Archives and Local History Service will be located together within York Explore, a well used public amenity reporting in excess of 500,000 visits per annum. The aim of the project is to effectively integrate the archive and local history service across the York Explore building so that archive activities can occur anywhere within the building (although the conservation store and reading room will clearly be in fixed locations). The opportunity for the Archives and Local History Service is clear – by moving the archives to where the people are, rather than expecting the people to seek out the archives, the service gains exposure to a visitor population of over 500,000 per annum and can encourage a significant proportion of them to engage in archive activities.

Looking slightly wider, York Explore is within five minutes walk of the Yorkshire Museum (298,118 visitors), York Minster (416,000 visitors) and York Art Gallery (280,118 visitors). These cultural neighbours present partnership working opportunities whilst also benefiting the Archives and Local History Service by attracting visitors into the area. With appropriate interventions these visitors could be encouraged to engage in archive activities at York Explore, and archive activities could move out of York Explore into the other locations.

## 2.8 Latent interest in the concepts behind York: Gateway to History

Between April and June 2011, CYC carried out a survey on awareness of and attitudes to the city archives, to capture the pre-project baseline position. The survey used CYC’s “Talkabout” panel, which comprises 1,500 local people who are asked for their views on a variety of local issues facing York through postal surveys. A summary of the findings from the Talkabout Panel can be found at Appendix A. The panel is broadly representative of York in terms of age, gender and area and includes residents from different geographic, social, economic and cultural groups. A total of 1,017 completed questionnaires were returned, giving a response rate of 68%.<sup>6</sup>

Awareness of the Archives and Local History Service was relatively high, but usage, unsurprisingly, was not. Responses to the question “Are you aware of the City Archive” were:

- |  |     |
|--|-----|
| • No, I didn't know it existed                   | 39% |
| • Yes, I know it exists but I have never used it | 49% |
| • Yes, I know it exists and have used it once    | 6%  |

<sup>6</sup> The resulting data was weighted to reflect the demographic profile of the overall panel and therefore of York. Based on statistical rules, the overall results from the survey were accurate to within +/- 3.1% at the 95% confidence level. This means that if the exact same survey was carried out 100 times, 95 out of 100 times the results would not be more or less than 3.1% from the figures quoted. This level is superior to the accepted industry standard of +/- 5%.

- Yes, I know it exists and have used it more than once 6%

However, responses to the question "Do you know where the City Archives are?" revealed that the relatively high awareness of the service was quite "soft" in practical terms:

- No 82%
- Yes 18%

When asked to positively identify with a more general series of statements the responses revealed a high level of local emotional connection with the concept of archives, local history and identity, but as yet disconnected with actual use of the archives service:

- York's history is important to the city's identity 76%
- York's history makes me proud to live here 68%
- I am interested in the history of York 63%
- It is important that the archives are open to the public 62%
- The city archives are easy to use 4%

[not all questions shown]

The panel was also presented with a list of various activities and options, and asked to agree or disagree that each option would encourage them to visit the Archives and Local History Service. These options and responses were used as the basis for the more detailed online survey carried out as part of the research for this Activity Plan (see section 5).

However, one response is worth highlighting as illustrating the high level of potential interest in the archive. In response to the question "Do you agree or disagree that nothing would encourage you to visit the City Archives":

- Strongly agree/tend to agree 4%
- No opinion/tend to disagree/strongly disagree 96%

In summary, at face value these responses confirm that the *York: Gateway to History* project is starting from a very low level of public usage and detailed knowledge of the Archives and Local History Service.

However, they also illustrate that the deeper concepts behind the project have a resonance across all types of local people, and that there is a fundamental body of goodwill towards the Archives and Local History Service, coupled with a high degree of latent interest in the service, if it could raise its profile and be made more accessible. These issues have been explored in more depth during the Activity Plan research.

### **3.0 COMPARATOR REVIEW**

#### **3.1 Introduction**

This comparator review considers the experiences of Hull History Centre and London Metropolitan Archives. Hull History Centre has been selected as it represents a service that has moved to a new location and undertaken considerable work to catalogue and enhance its collection whilst developing new activities to attract audiences. London Metropolitan Archives is a comparator as it provides examples of engaging with learners and new audiences.

#### **3.2 Hull History Centre**

Hull History Centre is the new home of Hull City Archives, Hull Local History Library and Hull University Archives. Collections held at the centre includes the City's borough archives, dating back to 1299; records relating to the port and docks of Hull; papers of companies and organisations reflecting Hull's maritime history; papers of notable individuals including Andrew Marvell, Philip Larkin, Amy Johnson and William Wilberforce; records relating to local and national political and pressure groups; and over 100,000 photographs, illustrations; maps and plans, newspapers, special collections and reference sources relating to Hull and the East Riding.

##### **Volunteering**

Hull History Centre operates a volunteering programme to encourage people to assist in behind the scenes and educational work. The website provides a number of case studies that demonstrate the types of activities undertaken by volunteers and the benefits volunteers achieve. Volunteering roles have included:

- Audience development assistant
- Archiving papers of local Members of Parliament
- Cataloguing a scrapbook on the Women's Cooperative Movement
- Shadowing the Senior Archivist
- Archiving collections deposited by Stamps Family Solicitors and the Hull Pegasus Model Flying Club

Hull History Centre has received an 'overwhelming response to a call for volunteers'. Centre management identify ways in which volunteers can enhance what the Service provides. These roles are then advertised to recruit volunteer assistance. Volunteering roles for a project on the Second World War resulted in over 150 applications.

##### **Learning**

The following learning programmes are provided at Hull History Centre:

- 'Led sessions for schools'
- Monthly lunchtime club lecture
- Holiday family activities
- Local history courses and family history courses
- Summer programme of 'acoustic in the archive' – first Saturday of every month an acoustic musician performs at the archive

The University of Hull is currently participating in the 'Born Digital' project which is looking at approaches to preserving digital records. New processes at the History Centre instigated by involvement in this project include taking digital photographs of new deposits when they are received and a processing plan has been produced for each new digital accession.

### **3.3 London Metropolitan Archives**

"London Metropolitan Archives (LMA) is home to an extraordinary range of documents, images, maps, film and books about London. This site offers an insight into the archives, with practical advice on how to research and use them, both at LMA and online. LMA is the largest local authority record office in the United Kingdom. It has 105 km of books, maps, films and photographs in strong-rooms - an enormous amount of information London and Londoners. This material dates from 1067 to the present day and covers every imaginable subject."

(source [www.ima.gov.uk](http://www.ima.gov.uk))

#### **Learning**

A programme of activities for school groups visiting the LMA is offered. This includes workshops and information packs covering a wide range of topics including history, science and literacy. LMA has also produced an interactive learning website aimed at school children. This can be accessed and used remotely.

#### **Engaging New Audiences**

The Writing Acting and Publishing Project for Young People (WAPPY) worked with 9 young people from different ethnic backgrounds aged 11-14 who were keen writers to teach them skills to perform their work confidently. LMA hosted a number of events and activities to support the delivery of this project.

## 4.0 CONSULTATION FINDINGS

### 4.1 Introduction

The following activities were undertaken as part of the consultation exercises to support and shape the *York: Gateway to History* project.

Type	Audience	No. Attendees
Staff Workshop	Archives and Local History Service Other Libraries and Heritage front-of-house staff Libraries and Heritage specialists Adult and Community Education Service staff	13 + 2 remote
Focus Groups	Supporting Societies	9
	General Users	24
	Acomb Area community groups and councillors	14
	Tang Hall Area community groups and councillors	8
	Education Providers	4
York Youth Council	13	
Stakeholder Interviews	Friends of York City Archive Volunteer Forum York Equalities Advisory Group Community identity/advocacy organisations Other York Archive Services	13 groups
Online Questionnaire	York Archive and Local History Service Users General Archive Users Non Users	344

In addition a wrap-up session was held at the end of the consultation period to which all workshop attendees and interviewees were invited. This gave the project team the chance to formally thank all participants for their contributions to the Activity Planning process, and to feedback to them how their input has influenced the development of the project.

This consultation exercise has gathered views and opinions on the *York: Gateway to History* project through workshops, focus groups, interviews, and survey, with participation from approximately 444 people. Questioning focused on the following:

- Awareness of the archive and collection content
- Suggestions for improvement of the current Archives and Local History Service
- Comments on the proposed architectural plans for the renovation of York Explore
- Interest in topics and proposed activities
- Opportunities to engage more people with the archives and increase usage/interest
- Improving volunteering opportunities
- Ways to create partnerships and create a city-wide archive network

This section summarises key feedback received.

## **4.2 Awareness of the Archive and Collection Content**

### **4.2.1 Internal**

- Archive and local history staff have a good understanding of what the collection holds and the key themes under which items can be catalogued. It is admitted that considerable work needs to be undertaken in order to secure a comprehensive understanding of the collection, that this will be a massive undertaking and will be essential in order to provide a valuable public service and further develop activities to encourage new and existing audiences.
- Each Archive and Local History Service staff member has his/her own areas of interest and expertise. Staff members feel that the public expect them all to be 'encyclopaedias' on the collection.
- York Explore and branch staff members have a general knowledge of the collection but require *further training* in order to know what information is held, where and who to refer people to for further information. It is felt that this will be important in addressing the perceived divide between ground floor services (public library) and first floor (Archives and Local History service).
- Archive and library staff felt that the service had little profile within other CYC departments.
- Friends of York City Archive (65 members) have been involved with the Archives and Local History Service for a long time with some long-standing members having been volunteers for over 20 years. As a collective group there is a considerable amount of knowledge about the collection which can be tapped into, but this group may also be the most resistant to changes to the service.

### **4.2.2 External**

- Awareness of the York Archives and Local History Service (its existence, location, contents of the collections, etc.) is virtually nil amongst the general populace and amongst local societies, associations and community groups other than some local history groups.
- 'Amateur historians' were vaguely aware of the Archives and Local History Service but were either unsure about how to access the collection or felt that it was a resource for 'serious' researchers only, offering limited or no public access. Those with little experience or knowledge of the collection felt the Archives and Local History Service seemed somewhat *daunting (felt overwhelmed)* and some commented that it had almost become 'a privileged preserve'.
- Many participants did not know what the collection held, how to access it or that it had such a high international significance.
- Education providers were aware of and had previously used archive resources in York such as the Borthwick Institute and York Castle Museum. None had directly used the CYC Archives and Local History service.

- Other York archive service providers and local history groups were aware of the York Archive and Local History Service as members of the city's archive community. Some had previously collaborated on small projects.

#### 4.3 Suggestions for Improvement of the Current Archives and Local History Service

- The key point highlighted by current users is that the present Archives and Local History Service has been in decline for the past few years does not currently meet basic user expectations and is operating below what users would consider as a standard level for any archive.
- Access to complete, high quality, searchable catalogues and an index are essential – it must be easy to understand what information is available, where to find it and how to access it.
- The quality of service has always been constrained due to the volume of space available. There needs to be more space for general users to work and to work quietly. A dedicated volunteer or 'societies' space was suggested.
- Additional specialist archive and library staff members are required to enhance the current service and all staff, no matter what their position should be able to address user enquiries. Specialist archive staff time should not be taken up by 'superfluous' activities such as helping people on the public access internet computers.
- Provide a list of all specialist staff and their areas of expertise so users know who to direct their queries to.
- Obtaining digital copies of information should be made easier, particularly for those who are not familiar with or do not use digital cameras.
- A clear statement about the relative significance of the collections in local, regional, national and international terms is required. It would also be useful to have a statement about how the various archives in York complement each other and how they do/might collaborate with each other.
- More needs to be done to welcome and orient newer/inexperienced users in order to improve access and alleviate confusion. Staff being behind a desk can appear formal/like gatekeepers. Inexperienced users are inhibited by the feeling that they have to ask the staff "stupid questions" – they want it to be easier to find out what's in the collections and how to use them by themselves, or in a more relaxed way.
- The current users of the Archive and Local History Service do not reflect the demographics of the City of York as a whole. Almost one in eight of York's population are now non white-British<sup>7</sup>. More effort needs to be made to engage a more diverse range of users and encourage underrepresented groups to contribute to the collection.
- Volunteering has recently all but disappeared. The programme should be re-launched, providing a greater variety of opportunities to get involved and should be more open to a wider audience. A more structured approach to which projects are being undertaken is required but

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<sup>7</sup> 11.8% as calculated in the report *Mapping rapidly changing ethnic minority populations* published by the Joseph Rowntree Foundation in 2009. See also *York's Minorities Have Been Hidden from History* York's Alternative History blog at <http://yorkalternativehistory.wordpress.com/write-it/yorks-minorities-have-been-hidden-from-history/>

flexibility is necessary in order to ensure a good fit with volunteer schedules/availability. Volunteers will be key to cataloguing and indexing the collection but training is required.

#### **4.4 Comments on Proposed Architectural Plans**

All consultees were generally positive about the proposal to re-integrate the Archive with the Local History Library at York Explore. General comments on the architectural plans included questions and concerns regarding;

- Storage – enough capacity to keep full collection on site; room for future growth; room for societies to keep and access their archives; must meet conservation standards; ensure safeguards for materials
- Space – quiet study/work areas; dedicated space for volunteers and local history societies; lockers for bags and personal items; limited space for display at branch libraries; not all activities related to the archive have to happen on the first floor or on site
- Access – greater opening hours; computers and equipment; make sure events/different uses were publicised in advance so that users know what to expect on arrival
- Parking – 2 disabled parking spaces presently too few and often blocked by delivery vans
- Invitation area in foyer – should be visual and interactive to encourage people upstairs; should act as an orientation point
- Exterior – should also be utilised to draw passing footfall

#### **4.5 Opportunities, Topics and Activities**

##### **4.5.1 General Principles**

- Activities should be designed to raise awareness of the scope of the collection
- Ensure activities are pitched at all levels of interest and experience with the archive so that a new inexperienced user can continue to learn and grow
- Archives have a role in presenting the history and heritage of York but also in interpreting and furthering contemporary understanding and life
- Make the documents come to life
- The collection is a hidden treasure that in addition to its own strengths could shed light on other collections and other resources
- The learning benefits of the collection are potentially limitless if made accessible in an appropriate way
- Activities should support research into the collection – i.e. find out what we currently have
- Provide a clear structure and matching staff skills with the activities programme
- Involve volunteers, partners and local societies as much as possible
- Offer activities in multiple languages
- Reduce the bureaucracy/form-filling required to access the collections as much as possible

#### 4.5.2 Topics

- Introduction and orientation to the archives – what is an archive; why are records kept; what can they tell you; how to get started
- Social and economic development of the city – social housing; entrepreneurs; confectionery and railway industries
- Family history
- History of houses, streets and neighbourhoods
- Food, cooking/baking recipes
- Curriculum topics – maths; geography; art; citizenship; literacy; creative writing; spatial awareness
- Appeal to ‘gruesome’ side (Horrible Histories style)
- “Journey of a Document” – understanding how the collection is here, how it is kept etc.
- Document archaeology – could have involvement in this from the public. Allow for self discovery rather than imposing a narrative on users

#### 4.5.3 Activities

##### Collection

- Indexing and cataloguing the collection on a searchable online system
- Digitisation of collection materials
- Tag records – indicate which language they are in; which topic, neighbourhood or notable person they pertain to; GPS coordinates
- Transcription of handwritten documents, particularly those in old English or Latin
- Helping local groups and societies set up, develop and care for their archives and contribute to the CYC Archive and Local History Service
- Hands-on use of original documents
- Better use of the oral history recordings

##### Exhibitions

- Temporary displays on site
- Travelling exhibitions to branch libraries or other cities
- Lend archive materials to support other exhibitions at York museums/attractions
- Online exhibitions

##### Events

- Behind the scenes tours of the archive
- Private viewing events
- Walking tours from York Explore
- Outreach activities at branch libraries
- Re-enactments – important events, public debates
- Trails and treasure hunts
- Storytelling and dramatic presentations

- Tie into existing York event and festival programme – Big City Read etc
- Heritage weekends – e.g. glassware collection combined with stained glass at York Minster
- Reminiscence sessions
- Author events – become the natural venue for local historians to launch books i.e. offer a tailored book launch package

### **Network**

- Centralised database of all archive collections in York
- Would be good to create a forum for researchers so they can help each other out by sharing information, discussing issues and giving advice
- Develop local and family history clubs
- Wiki resource for staff to share their knowledge and expertise

### **Outreach**

- Offer more in local branches e.g. drop-in family history surgery sessions, small travelling displays to showcase collection, PC with local photo slideshow, display of Imagine York photos, extracts from newspapers, council minutes, etc.
- Visits to community groups – standard and tailored offers, e.g. social groups for elderly people like Age Concern, local churches, family learning classes, WRVS
- Make presentations to other CYC departments to showcase what the archive holds and how it can be used as a resource to assist in their work
- Need for a trained 'acquisition librarian' [sic] to seek out all local groups to build "archive awareness, help local groups manage develop their own archives, and identify new archives for acquisition

### **Learning**

- Taster sessions
- Talks by archivists and local historians (ensure that speakers are representative of all York societies)
- Courses or workshops:
  - Using archive equipment e.g. Scanners, microfiche readers etc.
  - Handwriting interpretation
  - Interpretation of writing/texts
  - Using digital cameras
  - Dating photographs
  - Making a family tree/ scrapbook
  - How to care for your family archive materials
- Offer genealogy weekend packages for locals and tourists

### **Education**

- Teacher learning packs which can be downloaded

- Class visit to the archive – important to demonstrate that historical sources are real, to illustrate how historical research and preservation of the documents are handled. A hands-on experience (with appropriate safeguards) would be a real wow factor experience for students
- A school visit should be no longer than 2 hours – preferably a 1 hour and 2 hour programme option should be made available
- Loan boxes
- Year 7 students undertaking a history module view the history of York as the history of England – this collection supports this approach and could support a range of activity
- Primary school classes explore where they live, neighbourhood, city and so on, this collection could complement this module
- Be part of the syllabuses of history degree courses at universities and colleges

#### **Communications**

- Provide practical 'how to' guides to make it easier for people to get started
- Use of social media
- Interactive user guides/ phone app
- Newsletter
- Weekly list of 'what's on' at York Archive
- Column in local newspaper on exciting archive/local history material

#### **4.5.4 Formal Training**

- Training of Local History, York Explore and branch library staff on what is contained in the archive, how to access it etc.
- Professional development workshops for teachers to introduce them to archive resources and how they apply to different areas of the curriculum
- Information sessions to other York archive services to highlight what is contained in the archive, how to access it and how it relates to other archive collections in the city
- Creation of scheme for 'pre-release resettlement placements' for residents of Askham Grange Prison

#### **4.6 Volunteer Opportunities**

- A more formalised programme needs to be put in place – likely to be project-based
- Need designated staff member to manage the programme
- Offer a range of opportunities to allow a wide range of people to get involved:
  - Reading Room assistance for inexperienced users
  - Project specific research and activities
  - Research fellowship (allow for own research interests)
  - Student work experience
  - Internships
- Need to be clear about:

- Type of project
- Duties and responsibilities
- Training to be provided
- Time commitment
- New recruits should be required to fill out an application form and provide references where existing/previous volunteers should be recognised on the merit of their previous work
- Activities of greatest interest;
  - Giving advice and assistance
  - Cataloguing, indexing and creating databases
  - Photographing
  - Digitisation
  - Transcription
  - Practical conservation
- Training should be given to support volunteers in their role
- Volunteers should be champions for the archive – tell people how great the archives are and how enriching the volunteering experience is
- The contribution made by volunteers needs to be recognised and appreciated

#### **4.7 Partnerships**

- Internal partnerships with existing departments within the CYC is key to getting the greatest use out of the archive as a resource
- There are a number of archive resources, local history societies and institutions that would be pleased to work with the CYC Archives and Local History Service in partnership
- It was suggested that CYC Archives and Local History Service could provide a coordinating role across all societies in the city and could encourage cross-working between the groups by matching needs with skills and resources.
- Borthwick Institute – Would like to see a partnership agreement made for the use of their conservation lab (a facility that would be needed but could not likely be accommodated at York Explore). Could provide joint training for staff and volunteers.
- Many societies are looking for:
  - Volunteer opportunities
  - Assistance in starting or developing their archive
  - Dedicated space they can use
  - Storage of and access to their collections
  - Joint project working – such as newspaper indexing
- Great potential to expand the partnership network beyond just local history societies to ensure the representativeness of the archive – equalities groups, activist groups, York city guides, under-represented communities and audiences
- Need to set out clear partnership agreements and achievable goals and projects
- Benefits for CYC Archives and Local History Service would be:
  - Alternative locations to host activities
  - Sharing of resource requirements i.e. funding, staff, volunteers

- Access to additional archive collections
- Ensuring that the city of York's story is told in its entirety

#### **4.8 Consultation Findings and Conclusions**

- Currently York Archives and Local History Service does not meet standards and expectations of an archive service
- There is little or no awareness of the archive collections or the service by the general public
- There is a great deal of interest in the history of York and how the archive will be developed as a resource for public use
- Activities should focus on bringing the service up to scratch with the following key priorities:
  - Cataloguing of the collection
  - Creation of a more formal volunteer programme
  - General activities to encourage as many people as possible to get involved and engage with the service
  - Creation of a more formal education programme for schools and further/higher education institutions
- York Archives and Local History Service has the potential to act as the coordinator and convenor of all archive related resources and groups in the city
- Partnership working and outreach activities will help to alleviate any pressure caused by physical space restrictions at York Explore and add to the richness of the collection

## 5.0 ONLINE SURVEY RESULTS

### 5.1 Introduction

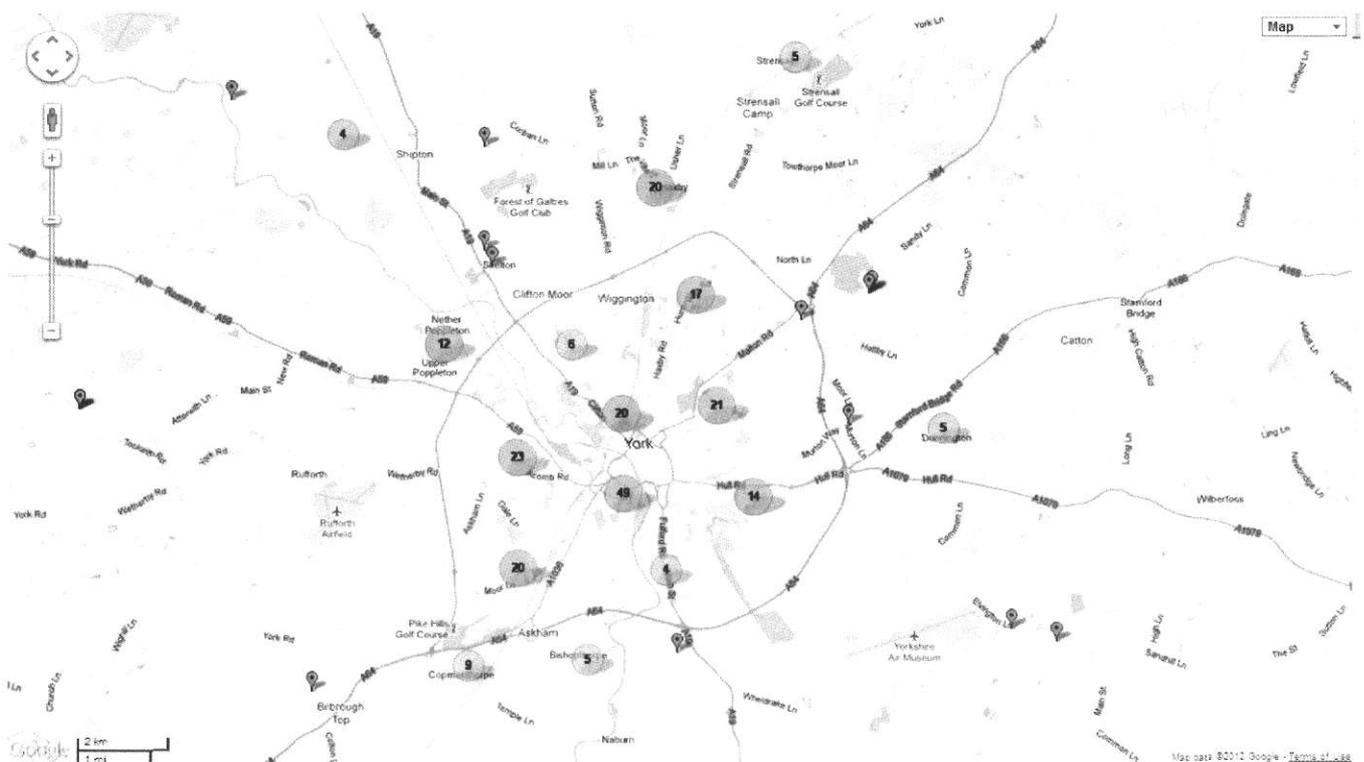
An online survey targeting both users and non users of the CYC Archive and Local History Service was run from the 25<sup>th</sup> May 2012 until the 1<sup>st</sup> July 2012. A total of 344 responses were collected.

### 5.2 Participant Profile

Of those that responded approximately:

- 45.6% were male and 52% were female
- 96.8% indicated they were white British
- 88.6% stated that they did not have a disability
- Of the 6.5% that indicated they had a disability, 61.9% said that this was due to long-standing illness or a health condition, and 42.9% indicated they had a physical impairment
- 51.4% said they were of a Christian faith and 32.8% had no religion
- 65.7% were married and 18.7% were single
- 33.6% were aged 55-64, 26.1% were aged 65-74 and 20.8% were aged 45-54

The following map shows the origin of participants from the York area.



71.5% of respondents are from York and an additional 13.4% are from the rest of Yorkshire. The greatest concentration of respondents comes from south York.

### 5.3 Archive Usage

The following table shows the usage of the York Archives and Local History Service as well as other well known archive collections/services in York.

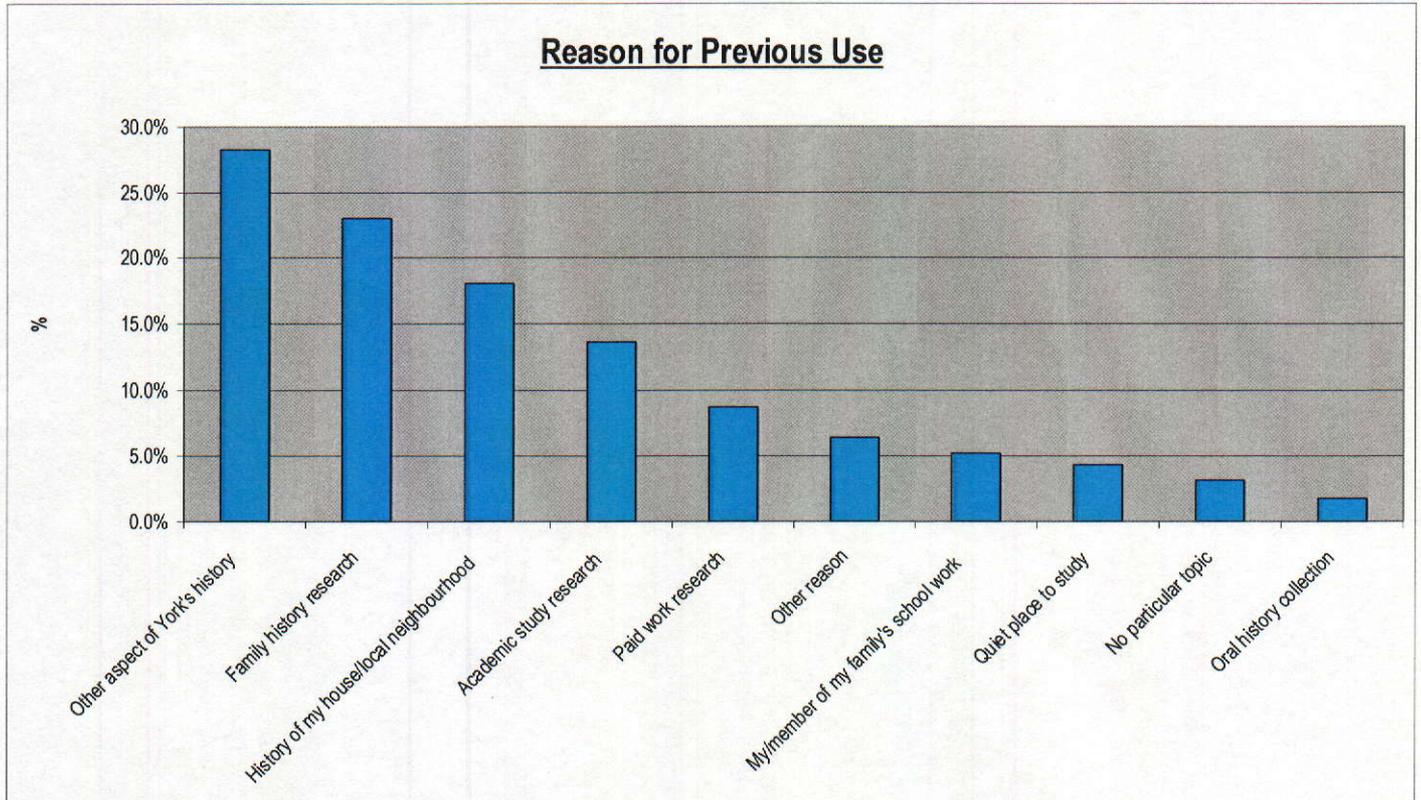
Archive Collection/Service	%				Frequency Used	% Used
	Visited in Person	Made Remote Enquiry	Both	Not Used		
Archives and Local History Service at York Explore (includes visits before or after May 2010 merger)	37	4	8	51	168	49%
Borthwick Institute for Archives, University of York	27	5	3	64	123	36%
York Minster Library and Archive	32	1	2	65	119	35%
Search Engine at the National Railway Museum	14	3	1	81	64	19%
City of York and District Family History society research room	13	3	1	83	59	17%
Yorkshire Film Archive	7	5	1	87	46	13%
Service offered by a York local history society	8	1	1	90	35	10%
Merchant Adventurers' Archives	4	2	0	93	24	7%
York Regimental Museums archives (Tower Street)	5	1	0	94	22	6%
York St John University Archives	5	1	0	94	22	6%
Bootham School Archives	1	1	1	97	9	3%
St Peter's School Archives	1	1	0	98	7	2%

The majority of respondents have not used any of the archive collections or services listed above. Use of York Archives and Local History Service was the highest with 49% of people indicating they had either visited in person, made a remote enquiry or done both. This was followed by the Borthwick Institute (36%) and the York Minster Library and Archive (35%). Use of York Archives and Local History Service was predominantly undertaken as a visit in person (37%).

Participants were also asked to name the other York local history society resources they had used. This included the Dringhouses Local History Society (5), York Cemetery Archives (5), Yorkshire Architectural and York Archaeological Society (5), Acomb Local History Group (4), and Haxby and Wigginton Local History Society (4).

## 5.4 Reasons for Use

The following chart illustrates the reasons given for use of the York Archives and Local History Service.



The main reason for using the York Archives and Local History Service was to research some aspect of York's history not related to family history, the history of a home or neighbourhood (28.2%). The next most popular reasons were for researching family history (23%) or the history of a house or neighbourhood (18%). York Archives and Local History Service is also used for academic research (13.7%) and paid research (8.7%).

Use of other archive collections/services in York predominantly focused on consultation of parish records (48), census records (37) and maps (37).

## 5.5 Use of Outside or Online Archives

39.5% of respondents indicated that they have used other archive collections/services outside York. The top 5 answers were North Yorkshire County Record Office (26), The National Archives at Kew (15), West Yorkshire Archives Service Leeds office (14), East Riding Archives at Beverley (11), and the British Library (9).

42.7% of respondents indicated that they have used online archive resources. The top 5 answers were Ancestry.co.uk (57), the National Archives (34), Find My Past (15), Access to Archives (A2A) (11), and the British Library (10).

## 5.6 Reasons for Non Use

Those who had not previously used the York Archives and Local History Service were asked to provide their top 3 reasons for not visiting. The following table summarises the frequency of response and overall weighted score.

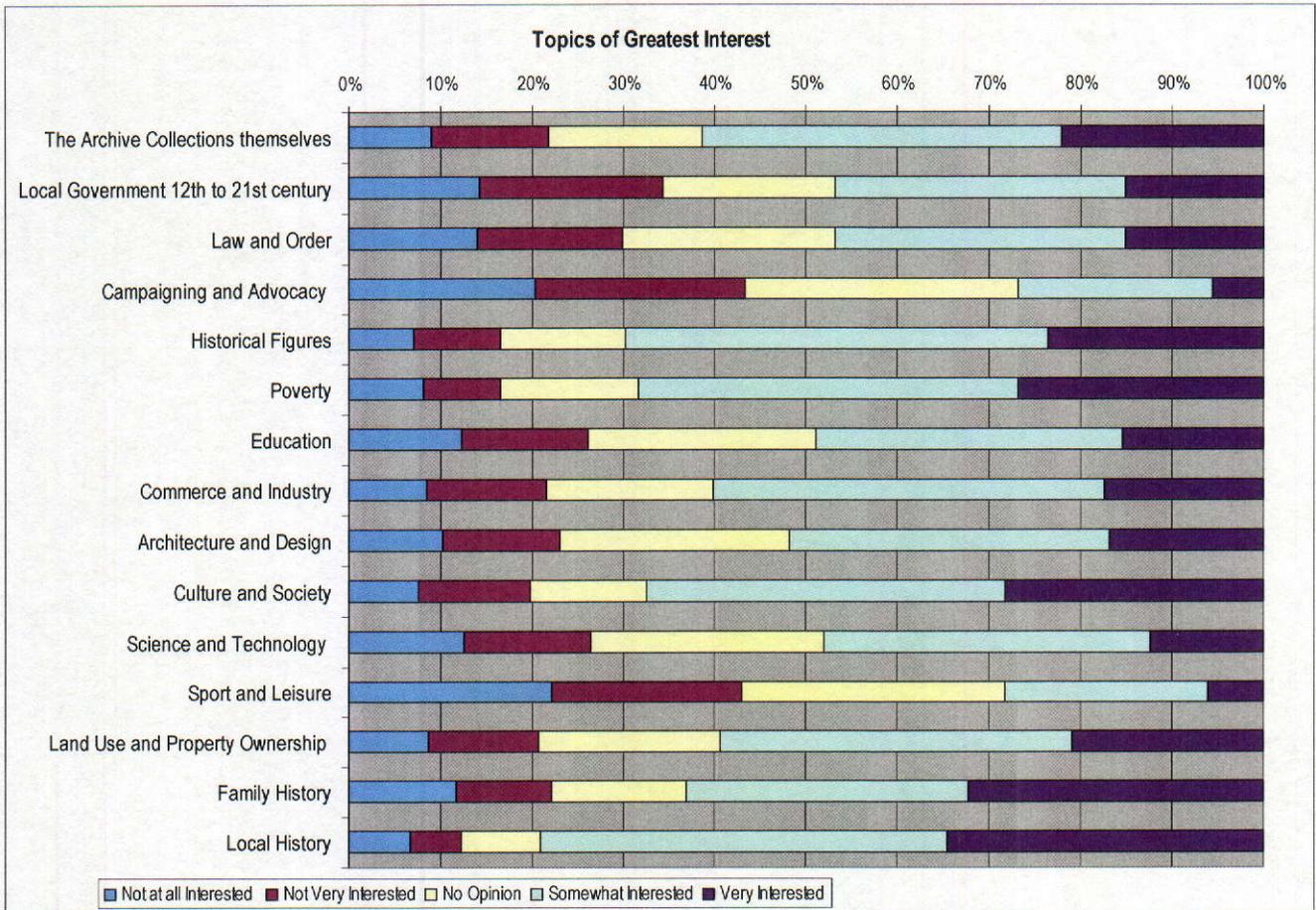
	<b>Main Reason</b>	<b>Second Reason</b>	<b>Third Reason</b>	<b>Total</b>	<b>Weighted Score</b>
I don't really know what an archive is	6	1	1	8	21
I don't know what type of documents the archive collection includes	<b>38</b>	18	18	74	<b>168</b>
I don't know what themes, events, or people the collection pertains to	6	17	14	37	66
I don't know what the collection items would be able to tell me	9	19	11	39	76
I don't know where the archive is	12	19	<b>20</b>	51	94
I don't know how to gain access the archive (i.e. drop in or by appointment)	12	<b>25</b>	12	49	98
I don't have the patience to search the collection for what I need	2	0	6	8	12
I don't think I have the skills to use the equipment	2	3	4	9	16
I find using the archives overwhelming	1	3	4	8	13
I don't have the time to visit in person	<b>23</b>	10	16	49	<b>105</b>
There is no online access	13	11	11	35	72
My physical disability/poor health prevents me from using the archive service	2	0	1	3	7
I find the staff are unhelpful	0	0	1	1	1
I find the other users and volunteers intimidating	0	0	1	1	1
Materials in the collection are not relevant to me or my subject area	11	10	6	27	59
I am not interested in history or archives	<b>31</b>	6	2	39	<b>107</b>

The main reasons that prevent respondents from using York Archives and Local History Service (in order of priority) were that they did not know what type of documents the archive collection included, they are not interested in history or archives, and they do not have time to visit in person. Other high ranking reasons included not knowing where the archive is located and/or how to gain access to the archive. Additional reasons stated included that respondents did not know the archives existed or were available to the public (7) and that they have not had the need to use the archives (13).

## 5.7 Interest in History of York

47.7% of respondents indicated that they were 'very interested' in the history of York, whilst 43% indicated that they were 'quite interested'. Only 5% of respondents were not interested.

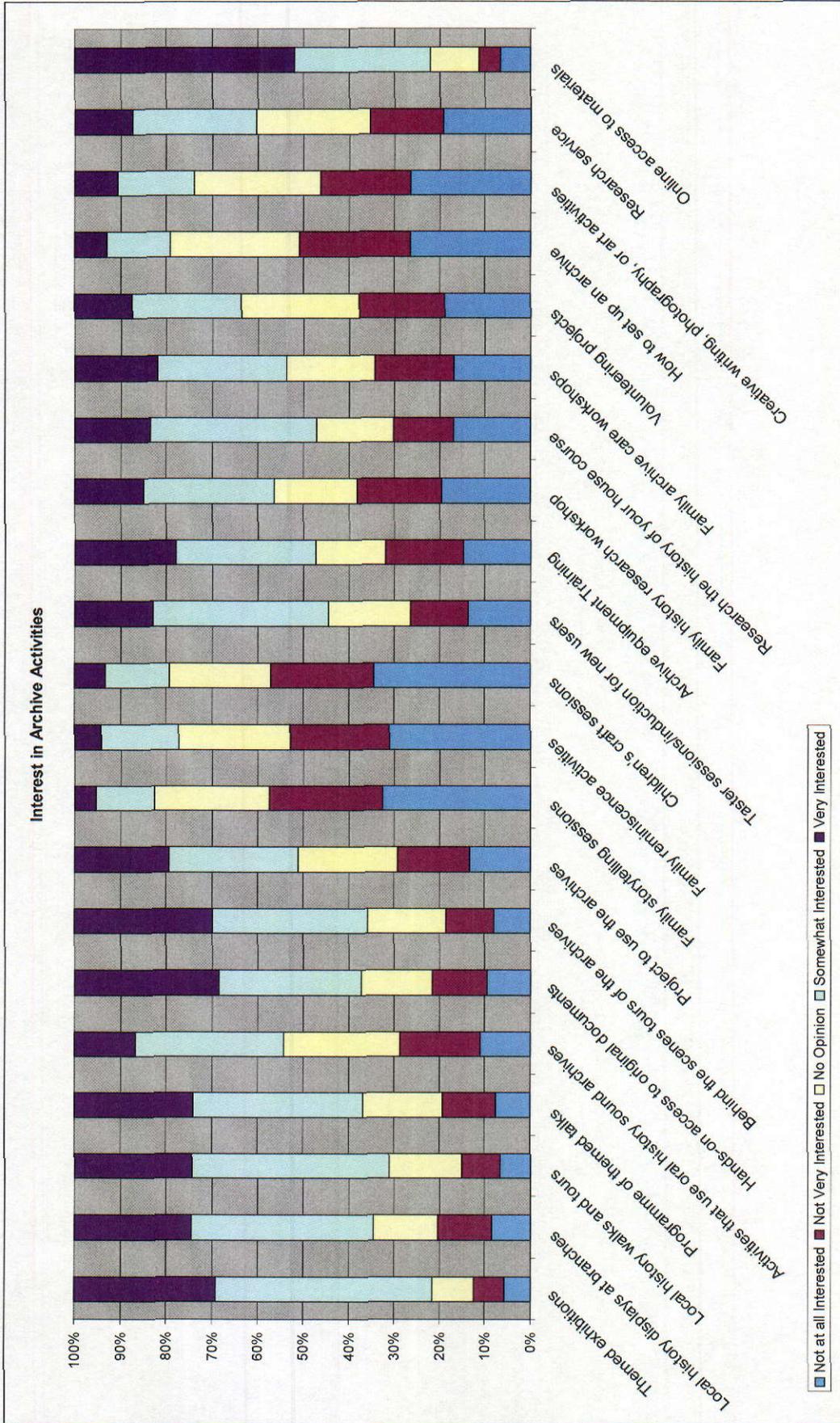
The following chart summarises the respondent's interest in particular topics related to York's history that are reflected in the York Archive and Library Service collection.



The top 5 topics that attracted the greatest interest from respondents include local history (79.1%), historical figures (69.8%), poverty (68.3%), culture and society (67.4%), and family history (63.1%).

### 5.8 Interest in Archive Activities

The following chart illustrates respondents' interest in proposed archive activities.



Greatest interest from respondents was shown for themed exhibitions (78.5%), online access to materials (77.9%), local history walks and tours (68.6%), local history displays at branch libraries (65.4%), behind the scenes tours of the archives (64.2%), a programme of themed talks about the archive collection (63.1%), and hands-on access of original archive documents for personal use (62.8%). Additional interest was recorded for activities that make use of archive materials and oral history recordings, and courses that introduce new users to the archive and/or train users on how to use the equipment, undertake research on the history of your house or family, and how to care for personal archive materials. Other activities and topics suggested by participants included food/cooking/baking/spices, better use of social media, creation of a research community to share information and outline what resources are available and where.

## 5.9 Volunteering

Respondents were asked to indicate their interest in volunteering with the York Archives and Local History Service. The following table summarises their response.

	Frequency	%
Yes, any opportunity to get involved	13	3.8
Yes, but the subject/topic would have to be of interest to me	56	16.3
Yes, but it would depend on the type of work I was asked to do	52	15.1
No	153	44.5
Unsure	70	20.3
Total	344	100.0

35.2% of respondents were interested in volunteering with the York Archives and Local History Service. 16.3% indicated that the subject/topic would have to be of interest in order to motivate them to volunteer and 15.1% said that they type of work they were asked to undertake would influence their decision to volunteer. Of those who said no, many indicated that lack of time was the main reason.

Those interested in volunteering showed the greatest interest in the following activities:

- Researching themes and topics for publications (28.5%)
- Helping to catalogue and index archives to make more of them available (26.5%)
- Assisting with practical conservation of the collection (26.2%)
- Contributing to the development of an exhibition (24.1%)
- Transcribing written records for better clarity (24.1%)

## 5.10 Conclusions

- A good response was achieved for the survey with 344 participants

- Those who said they have used the Archives and Local History Service before were between the ages of 45 and 64 years old (64.8%), however the majority of respondents overall were 45 years or older
- The majority of respondents had not used any of the archive collections/services in York. This is not surprising given the low profile of the service.
- York Archives and Local History Service was used the most (49%), over the Borthwick Institute and York Minster Library and Archive. This may indicate greater relevance of the documents and materials held.
- The main reasons for use was researching York's history (28.2%), family history (23%) and the history of a house or neighbourhood (18%)
- A higher percentage of respondents say they have used archives outside of York (39.5%) and online archive resources (42.7%). This may be due to the ease of access that other archive services provide; particularly online resources.
- Reasons for non use reflect the need for the York Archives and Local History Service to better promote the content of the collection, how it can be used, its location, and accessibility.
- There is a high percentage of people who are interested in the history of York and should therefore be interested in what the York Archive and Library Service can offer them, confirming the indicators given in the 2011 "Talkabout" survey.
- Focus should be made on those topics and activities indicated to be of greatest interest.
- Volunteering is of interest to those who have an interest in history and the time to participate. Any volunteering programme should ensure that a range of topics and activities are offered to target a range of interests with flexibility to meet busy schedules.

## 6.0 PRIORITISED ACTIVITIES

### 6.1 Introduction

The following sections outline activities to be undertaken as part of the *York: Gateway to History* Project. To ensure a well rounded Activity Plan, a range of activities have been outlined which address the Heritage Lottery Fund's (HLF) key objectives of increasing **participation in** and **learning about** the heritage..

HLF defines 'participation' as getting people actively involved with heritage. They highlight 3 ways to do this:

- Help the community to take an active part in the project
- Create opportunities for people to volunteer in the project
- Develop new and/or wider audiences for the heritage

All projects funded by the HLF must deliver the objective "to help people to learn about their own and other people's heritage" by offering opportunities for everyone (not just school children) to develop their understanding of heritage. The 3 main ways to meet this learning aim are to:

- Provide information about your heritage and interpret it for people
- Create opportunities for people to gain new or increased skills
- Hold events or activities to help the general public or particular groups of people learn about the heritage

Therefore, the key areas are **learning, participation, audience development, training, and volunteering.**

### 6.2 Prioritisation of Planned Activities

The market research process has assisted in developing a 'long list' of activities that could be provided to generate awareness and understanding of the Service and its collections, or to encourage engagement with the collections. In working towards selecting a deliverable and affordable short list of preferred activities the team have been very conscious of the current low level of awareness of the Service and collections, and the investment required to effect a step-change in how the Service operates. The aim of the *York: Gateway to History* project is to create the basic organisational infrastructure to sustain a core service that works well for all users. This must be achieved before developing more adventurous projects. Without investment in getting the basics right, more far-reaching activities are unlikely to be successful.

The short list of activities identified for delivery through this Activity Plan will bring the Service up to an acceptable level of performance. Activities were selected for the short list if they would clearly help to achieve these aspirations for the project:

- Developing a high quality core service

- Securing and testing working relationships with core partners
- Developing a network of partners to assist in engaging more difficult to reach audiences
- Enhancing our understanding of the collections to ensure that approaches to communities and the Service provided to users is relevant and accurate
- Raising the profile of the Service when appropriate to welcome new deposits to strengthen and broaden the non-civic archive
- Generating awareness and understanding of the collections and how they can be used by different people

Sections 7 to 19 below describe in detail each priority activity which will be delivered during the 2 year project programme.

### 6.3 Additional Project-Specific Staff

The prioritised activities for *York: Gateway to History* aim to deliver progress in 4 areas:

- Enhanced access to the core civic archive, the record of 800 years of local self-government, to promote active citizenship;
- Development and growth of both the civic and non-civic (community) archives so that they genuinely represent all communities and viewpoints in York;
- Development of the service provided to the public to create an open, inclusive and welcoming environment at York Explore, via local community centres, and online;
- Creation of partnerships and networks to ensure that all activities generate the greatest return on resources expended and to ensure that awareness and understanding of what the archive collection is and does is improved.

Many of the component activities in the prioritised list can be delivered by an active programme of volunteer recruitment and a re-focussing of the work of the existing Archives and Local History Service staff team.

However, in order to achieve the desired transformation of the Service some additional temporary project staff with specific skills are required to build capacity in the service and in the wider community. The work of these additional posts will cut across several of the specific activities defined below, and so this section provides an overview of the roles envisaged for these positions. Draft job descriptions for each position are attached as Appendix C.

The additional project staff envisaged are:

- 1fte Community Collections and Outreach Archivist for two years
- 0.6fte Community Archives Assistant for two years
- 0.6fte Education and Public Programming Officer for 1 year

### **Community Collections and Outreach Archivist (1fte for 2 years)**

The non-civic (or community) archive includes archives created by individuals, groups, societies, businesses and organisations. As such it records the “unofficial” history of the city of York, complementing the “official” record held in the civic archive. However, the collection is un-catalogued and undocumented and as such it cannot be made fully accessible to the public. This has been identified as a priority weakness to be addressed in the current Archives Conservation Management and Maintenance Plan<sup>8</sup>. The degree of comprehensiveness with which this collection actually represents all communities and viewpoints in the city is also not mapped.

The consultation process has also identified a number of community partnership and networking opportunities that could be developed and built upon by the Archives and Local History Service. However, to achieve this, a dedicated and concerted effort will be required to build awareness, understanding and trust between community groups and the service, as the foundation for a long-term beneficial relationship.

This project post will therefore be responsible for supporting the existing Archives and Local History Development Manager in two major strands of public-facing activity.

Firstly, the post holder will address current deficiencies in access to the community archive collections by:

- Creating a high-level online catalogue of the collection to increase understanding of what community archives are held, the connections between individual archives in the collection and with the civic archives, and connections with other archives held elsewhere;
- Identifying areas of strength and weakness within the non-civic archive;
- Identifying areas of the collection that need to be strengthened through active collecting;
- Identifying areas where further research would make the collection more accessible;
- Identifying discrete volunteer projects that could develop better detailed understanding of and access to the non-civic archives once the high-level catalogue is completed.

Secondly, the post holder will develop relationships with organisations and groups across the city - in particular groups with no existing relationship with the Archives and Local History Service - so that the following networking and partnership objectives can be achieved::

- Identifying, locating and mapping archive collections in both traditional and electronic formats that exist within York’s communities, and mapping how these complement the existing civic and non-civic archives held by the service;
- Offering assistance and training to community groups to identify, manage and preserve the archives they hold;

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<sup>8</sup> Developed as part of the *Gateway to History* project by Elizabeth Oxborrow-Cowan Associates Ltd, 2012

- Encouraging community groups and organisations to preserve their archives in the long term by transferring them to the Archives and Local History Service, and therefore improving the coverage of the non-civic archive;
- Raising the profile of the Archives and Local History Service as both a public resource and a resource for community identity, and encouraging people to use it as such

Finally, the post holder will have responsibility for identifying volunteering opportunities arising out of this outreach and collections development work, and either providing training to volunteers to carry out these activities, or creating volunteer role descriptions for these activities so that they can be rolled out at a future date by the permanent Archives and Local History Service team.

#### **Community Archives Assistant (0.6fte for 2 years)**

The main focus of this role will be to carry out the detailed “coal face” research and mapping work on the existing non-civic archive collections, and on any new archives identified out in the wider community; and to act as the day-to-day supervisor for volunteers engaged in this work.

In this role the Community Archives Assistant will thereby release the Community Collections and Outreach Archivist to spend more time on networking and partnership development.

This post is envisaged as a way of offering a chance to gain paid heritage skills work experience for those contemplating a career in this field. Although it has been costed at the equivalent of 0.6fte for two years, it is likely that the community collections work will take the form of several discrete mini-projects occurring at intervals over the two years of the *York: Gateway to History* project. In that case, the proposal would be to spread the work experience benefit by use this budget to recruit several Community Collections Assistants for shorter periods of time, each to tackle an individual mini-project. Some of these posts will then be used to provide internships for students attending the University of York’s new MA in Public History.

#### **Education and Public Programming Officer (0.6fte for 1 year)**

The consultation process has identified an appetite for a range of learning activities related to the archive collection. This post holder will be responsible for developing educational resource packs and content for schools, to be used both for learning visits to the archive, and in the classroom by being made available online. The post holder will also assist the existing Archives and Local History team to develop family learning activities. These resources will remain available for re-use after the end of the main *York: Gateway to History* project. The post holder’s main responsibilities will be:

- Development of a number of thematic ideas for education experiences that can be tested with the education sector;
- Development of a number of education packs that can be tested with the education sector;

- Production of education packs that take into account feedback from the sector;
- Training delivered to Archives and Local History Service staff on how to develop and deliver learning resources;
- Development and documentation of public programming ideas in consultation with York Explore staff;
- Delivery and evaluation of a pilot programme of family learning and public activities;

### **Volunteer Programme**

All volunteer roles identified as part of the *York: Gateway to History* project will be managed according to CYC Libraries and Heritage service-wide policies and procedures for the recruitment and training of volunteers. These policies and procedures require that:

- Written volunteer role descriptions are produced for each volunteer role;
- Potential volunteers must complete the CYC application form for volunteers;
- Volunteers will be selected by interviews conducted by the manager/specialist responsible for the volunteer opportunity. Recruitment checks may be made including taking up references, and CRB checks;
- Volunteer recruitment will be in line with the Council's Equal Opportunities policy;
- Volunteers will sign a Volunteer Agreement. The agreement is binding in honour only and is not intended to be a legally binding contract of employment.

A copy of the current policy, together with the current volunteer FAQs, and the Archives and Local History Service volunteer agreement, are attached as Appendix D.

Recruitment of volunteers for *York: Gateway to History* will be overseen by the existing Archives and Local History Development Manager. The definition of specific volunteer roles within each activity, and the day-to-day management and training of volunteers, will be undertaken by the project leader for that activity. This may be the Community Collections and Outreach Archivist, the Education and Public Programming Officer, or an existing member of the Archives and Local History Service team as appropriate.

A priority for the project volunteer programme will be to develop a pool of “volunteer leaders” – volunteers who can supervise a small team of other volunteers on a mini-project, and take day-to-day responsibility for delivery of that mini-project.

### **Costs and Programme**

The following table summarises employment costs for additional temporary staff required to facilitate change.

<b>TABLE 6.1 RECRUITMENT AND EMPLOYMENT COSTS</b>	
<b>Activity</b>	<b>Cost (£)</b>
Recruitment costs (advertisements, interview expenses)	£3,000
Community Collections and Outreach Archivist - 1fte for 2 years	£64,268
Community Archives Assistant - equivalent of 0.6fte for 2 years	£26,392
Education and Public Programming Officer - 0.6 fte for 1 year	£18,432
<b>TOTAL</b>	<b>£112,092</b>

The work of the Community Collections and Outreach Archivist (CC&OA) is not dependent on the project capital works. If the project receives a Round 2 pass from the HLF, recruitment of the CC&OA will be started immediately after formal Permission to Start is received. Community Archives Assistant(s) will be recruited to help the CC&OA with community archives mini-projects as required during the two year duration of the project.

The Education and Public Programmes Officer will be recruited towards the end of the capital works programme, with the objective of having the post filled one month before the new archive is opened to the public. This will give time for the scope of the role to be clarified in detail following consultations with the Community Advisory Group (see section 7)

Recruitment expenses for volunteers will be met from existing Archives and Local History Service budgets. Other expenses associated with volunteer activities during the project are set out in the specific activity definitions which follow.

## **7.0 ACTIVITY 1: CREATION OF A COMMUNITY ADVISORY GROUP**

### **7.1 Description**

A community advisory group from a range of disciplines and areas of expertise is required to ensure that the project delivers its full potential and leaves a sustainable legacy. The advisory group will specifically focus on providing guidance to the project team on creating the most inclusive service possible. The advisory group is likely to include representation from the following areas:

- CYC Adult Education Service
- York's secondary and tertiary education institutions
- Local academic users
- Staff from other York archive institutions
- The supporting societies (see section 2.2)
- Local groups represented on CYC's Equalities Advisory Group (e.g. York Racial Equality Network, York LGBT Forum)

*The advisory group will provide feedback on detailed designs and service development proposals to ensure that all issues have been considered. The group will also advise on matters such as project staff job descriptions, room layouts, partnership arrangements, education activities, etc.*

### **7.2 Outputs**

The aim of this activity is to create a support network for the project that provides a range of viewpoints whilst strengthening the core team. The advisory group will have a material impact on the development of the project with the aim of ensuring that the most effective decisions are taken at each stage.

### **7.3 Target Audience**

The direct target audience for this activity is the members of the advisory group (up to 12 people) whilst the indirect target audience are all service users who will benefit from the suggestions made by the advisory group.

### **7.4 Partners**

The advisory group is a partnership arrangement. Specific organisations to be represented will be identified and recruited in due course.

## **7.5 Evaluation**

The success of the advisory group will be measured partly by a qualitative assessment of its impact on the main project (e.g. number of suggestions adopted which benefit the users or the quality of the collections). This information will be captured by keeping an on-going written record of the discussions and decisions of the advisory group and the reports back to the group from the project team. In addition, the final meeting of the advisory group will be used as a post project review to capture lessons learnt and suggestions for future developments.

## **7.6 Resources**

The advisory group will be supported by 5% of the existing Archives and Local History Development Manger's time. A budget of £320 has been allowed for meeting expenses.

## **7.7 Programme**

The advisory group will be provisionally recruited during quarter 4 of 2012, pending the HLF Round 2 decision. If the project receives a Round 2 pass from the HLF, the group will meet quarterly from spring 2013 onwards for the duration of the project (8 meetings.)

## 8.0 ACTIVITY 2: STAFF TRAINING AND DEVELOPMENT

### 8.1 Description

Successful delivery of the *York: Gateway to History* Project will require enhanced integration of public information and service standards for the archive collections across the CYC Libraries and Heritage Service (both within the York Explore building and across the wider branch network).

Achieving this goal will require staff training to raise awareness and understanding of the Archive and Local History service across all front-of-house staff and to effectively imbed The Archives and Local History Service in the core service provided by all Libraries and Heritage service staff.

Staff training and development aims to deliver a culture change within the Libraries and Heritage service. Staff need to move away from a perception that the Archives and Local History Service is "something that happens upstairs at York Explore and nothing to do with us" towards an understanding that the Archives and Local History Service represents collections and public outputs that permeate the whole of the wider Libraries and Heritage service, both at York Explore and throughout the branch network.

To deliver this change a programme of staff training is required to increase awareness and understanding of what the archives and local history collections contain and how they can be used by the community. The training programme also needs to effect a culture change to eliminate any vestiges of a "nothing to do with me" attitude. All front-of-house, specialist and management staff are to accept that responding to enquiries from users about the archive and local history collections (to the best of the individual's knowledge) is the responsibility of all staff.

Training will be provided in the following areas of service development:

- A basic introduction to "Archives for non-Archivists" that delivers a sound understanding of archives and their significance to non-professional archive staff. This training will be bought in from external experts.
- "The Journey of a Document", i.e. how archival documents are conserved, catalogued and made accessible to the public
- Bite-sized introductions to the extent and breadth of the civic and community archives including collection themes, document types, geographic coverage, and date range.
- Bite-sized examples of the ways in which archival material can be used by the public.
- Mapping areas of expertise of the specialist archives and local history staff, so that staff know to whom to refer users for further information.
- Mapping of other archive resources in the city and beyond to provide the "Gateway to History".
- Specialist training in specific collections in partnership with the supporting societies: e.g. how to undertake family history research, in partnership with the York and District

Family History Society, and how to access and use the oral history collection, in partnership with the York Oral History Society.

- How to deliver an effective service to people with specific physical and cultural needs, in partnership with local disability and racial awareness groups.

Staff training will be delivered via workshops to provide the greatest opportunity for discussion on the subjects addressed. These will be held on the regular "first Thursday" training mornings at York Explore, and as specific events at other Libraries and Heritage branches where training rooms are available. The training programme will be delivered through a combination of internal specialist staff, local community groups, and bought-in specialist expertise.

Where appropriate external contractors and partners will be required to provide written resources that will serve both as aide-memoires of the training received, and will be used to deliver the training to new members of staff in the future. This will avoid additional costs once the current project is completed.

In addition to these, a number of other resources will be created to support the direct delivery of training, including:

- Hard-copy quick reference guide that provides answers to frequently asked questions;
- Online staff wiki that allows staff to register and share their experiences of working with the collection and responding to customer enquires;
- A public wiki that operates in parallel with the "official" online catalogue. This wiki will tap into "the wisdom of crowds", allowing both staff and users to insert comments on collections and their catalogue descriptions, and provide advice to other users on the contents of collections and ways in which they may be used.

The training programme will ensure that all staff have a working knowledge of the collections. However, the enhanced service will also identify subject specialists that users can be referred to, to answer specific enquiries. These subject specialists will tend to be archive professionals but could also include members of the various supporting societies, and (of course) staff at other archive services in York or beyond.

Additionally, Archives and Local History Service staff will give short induction sessions for other CYC departments to ensure they had an understanding of the resources and services available from the service and how they may be used to support their work and support delivery of the Council Plan strategic objectives for 2011-2015.

## 8.2 Outputs

The outputs of this activity will include:

- A culture change in the way that York Library Service staff view the archive and local history service
- A greater awareness and understanding amongst staff of the content of the archive and local history collections
- An integrated use of the archive and local history collections as a resource across all CYC departments
- An improved user experience facilitated by staff being better equipped to answer queries
- Greater conversion of people making remote enquires to members of staff into direct users of the archive
- Development of partnership working arrangements with local societies and community groups, in particular the York and District Family History Society and the York Oral History Society

### 8.3 Target Audiences

The main target audiences for this activity will be front line staff at York Explore, all branch library managers, and heads of other CYC departments. *This audience population will total some 41 staff within Libraries and Heritage plus approximately 96 departmental managers across CYC.*

### 8.4 Partners

Partners in the delivery of staff training will include:

- York and District Family History Society
- York Oral History Society
- York Blind and Partially Sighted Society
- York Independent Living Network
- York Carers Forum
- York Racial Equality Network.
- Specialist archive training providers e.g. The Archive Skills Consultancy Ltd (subject to tender)

### 8.5 Evaluation

Libraries and Heritage staff training will be evaluated by means of pre- and post-workshop feedback forms to measure staff perceptions of the skills and knowledge they have gained and the effectiveness of the workshop format. This will be followed up by on-the-job evaluations of staff members' performance via the CYC staff Performance Development process. After initial delivery of training, specific individual training needs and performance issues will be monitored using the Performance Development Plan for each member of staff, from all of which the annual Libraries and Heritage Training Plan is compiled.

The effectiveness of training for staff across CYC will be monitored by pre- and post- workshop evaluation questionnaires, and by keeping records of internal CYC departmental use of the archive and local history collections.

## 8.6 Resources

The following summarises the resources required to deliver this activity.

<b>TABLE 8.1 STAFF TRAINING: RESOURCES REQUIRED</b>	
<b>Activity</b>	<b>Cost (£)</b>
Specialist external training providers	£4,000
Specialist access training from local community groups	£1,000
Specialist subject training from supporting societies	£400
Production of reference guides and development costs for wiki	£1,000
Archives and Local History team - 5% of time (existing budgets)	£0
Archives and Local History Development Manager 10% of time (existing budgets)	£0
<b>TOTAL</b>	<b>£6,400</b>

## 8.7 Programme

Staff training will not start until after completion of the NCGS cataloguing project on the civic archives, and after the Community Collections and Outreach Archivist has been in post for at least six months. This will allow the training to give a comprehensive view on the breadth and depth of the collections. Time also needs to be allowed before starting training to firm up the project partnerships with external societies (see sections 7, 11 and 12).

The initial staff training workshops must be completed before the new archive opens to the public in May 2014.

These parameters indicate that the bulk of the staff training sessions will be delivered in the period November 2013 to April 2014.

Training sessions for other CYC departments will be delivered after the new archive opens to the public, from June 2014 onwards.

## 9.0 ACTIVITY 3: RECRUIT ARCHIVE 'CHAMPIONS'

### 9.1 Description

The consultation process undertaken to develop this Activity Plan has identified a number of organisations and individuals that could provide a route into communities which are under-represented amongst current users of the service, and whose history is under-represented in the archive collections. The consultation process also indicated that one of the most effective ways of developing links with these potential audiences and collection holders is to work through trusted intermediaries within "gatekeeper" organisations. These intermediaries can raise the profile of the archive within their community, whilst also identifying how the archive can support the work of the gatekeeper organisation and the communities it works with.

Taking into account these findings, the project team aim to create a group of Archive Champions to act as a two-way channel to communicate messages about the Archives and Local History Service to and from the communities and individuals that they work with. For example, the Chair of the York Racial Equality Network could be invited to be an archive champion with the aim of raising the profile of the Archives and Local History Service with groups that are part of that network.

It is clear from the consultation process that many of these community gatekeeper groups have limited or no resources for work outside their core remit. Support for the work of the Archive Champions will have to come from the *York: Gateway to History* project. The project must ensure that the information provided to these champions is targeted, focused and of benefit to the champion and their community.

The following process will be used to ensure that this is achieved:

- Initial approach to gauge interest in becoming an archive champion
- Discussion to understand current and future aims and aspirations
- Identification of the type and volume of information that may be appropriate
- Archives and Local History Service to provide information in an accessible format

The aim of this activity is to create local audience-specific advocates for the archive. This will mean that when the gatekeeper organisation(s) with which the champions work are developing projects, have questions with which the Archives and Local History Service could assist, or potentially have records or reminiscences from their community to lodge with the archive; the champion will be able to quickly provide a link in to the Archives and Local History Service.

## 9.2 Outputs

The output of this activity will be a group of advocates for the archive that can provide a credible and high level link into communities that may be otherwise difficult to attract to the archive or that may have collections that could enhance the archive collections

The direct output will be the development of partnerships and additional routes to engage new audiences and holders of non-traditional archive material. The indirect output will be the use of *archive and local history collections materials in campaigns or projects developed by the gatekeeper organisations with whom the champion or advocate works.*

## 9.3 Target Audiences

An archive champion or advocate organisation will be identified for the following communities:

- York's BME communities
- Refugee support organisations
- Roma/Travellers
- Disability rights groups

## 9.4 Partners

Partners will include *CYC Adult Education Department (cross-over with Activity 10 – see section 16)*

## 9.5 Evaluation

The success of this activity will be evaluated against the MLA Generic Social Outcomes (GSOs) "Stronger, Safer Communities" and "Strengthening Public Life". We will carry out a post-project qualitative review using a third party of our success in engaging the target communities and the willingness of representatives to serve as Archive Champions. This will be coupled with asking Archive Champions and their gatekeeper groups to complete a post-project questionnaire to capture their views on how the activity has worked against the GSOs.

## 9.6 Resources

Establishing and maintaining the network of Archive Champions advisory group will be supported by 5% of the existing Archives and Local History Development Manger's time and 10% of the Community Collections and Outreach Archivist's time.

A budget of £1,320 has been allowed for expenses and the production of publicity materials for groups (including translation costs into minority languages.)

## 9.7 Programme

Recruitment of Community Archive Champions will start following appointment of the Community Collections and Outreach Archivist in the second quarter of 2013.

## 10.0 ACTIVITY 4: ASKHAM GRANGE PLACEMENT PROGRAMME

### 10.1 Description

HM Prison/Young Offender's Institution Askham Grange is an open prison which delivers a national service to women prisoners (residents) and young offenders and offers the opportunity for up to ten mothers to maintain full-time care of their child or children whilst in custody. The prison building was built in 1886 as a private family mansion and became Britain's first open prison for women in 1947. CYC Libraries and Heritage Service provides the prison library service at Askham Grange under a Service Level Agreement with the prison, funded by the Ministry of Justice via the National Offender Management Service.

Residents tend to be transferred to Askham Grange to complete the last part of their sentence, and the prison's main focus is the reintegration and resettlement of prisoners into the community and preparation for life after prison. In 2009 Askham Grange became the first prison to be awarded outstanding inspection grades by Ofsted for the quality of its learning (see <http://ofstednews.ofsted.gov.uk/article/472>)

This activity will involve CYC Archives and Local History Service providing a series of Stage 1 work placements through which Askham Grange residents will be supported to become re-accustomed to a normal working environment before their release. Stage 1 placements involve cultivating trust on both sides of the relationship. Residents are dropped off in York and have to take responsibility for making their own way to the work location and back again to the minibus pick-up point. The programme of work during the placement is defined by the host organisation, and feedback is provided to the resident during and after the placement.

The HLF investment in new spaces and archive facilities at York Explore will open up the opportunity to deliver this activity. In particular the new archive spaces will free capacity in the existing team to ensure that this activity can be delivered successfully.

The exact content of each individual placement will be determined by the Archives and Local History Development Manager working with the Community Officer at Askham Grange. It is likely that the placements will consist of a mixture of clerical and manual work in connection with the relocation of the archive and local history collections, and some practical basic conservation projects as identified in the Archives Conservation Management Plan.

### 10.2 Outputs

The target for this activity is to provide 4 placements of up to two months each. If this pilot programme is successful, it will be possible to continue this activity indefinitely.

This activity will directly benefit the Archives and Local History Service by providing additional capacity, and will directly benefit the Askham Grange residents who take part by helping them

reintegrate into society as they end their period of imprisonment. The activity will also have wider indirect benefits to society as a whole by contributing to Askham Grange's efforts to reduce rates of re-offending amongst former residents. In addition, this activity will benefit the participant by providing a supported transition from incarceration to independent living.

### **10.3 Target Audience**

The target audiences for this activity are the female residents at Askham Grange Open Prison.

### **10.4 Partners**

Partners in delivery of this activity will be:

- CYC Prison Librarian
- HM Prison Service

### **10.5 Evaluation**

This activity will be evaluated by the individual feedback reports on each placement and by a post-project review with the Community Officer at Askham Grange

### **10.6 Resources**

There is no cash cost for this activity. The activity will be supported by time contributions from the CYC Prison Librarian and the Community Officer at Askham Grange at no cost to the Archives and Local History Service. All expenses for residents on placements are paid for by HM Prison Service. The Archives and Local History Development Manager will support the activity using up to 5% of his time.

### **10.7 Programme**

The minimum placement duration is 6 weeks; however an individual may work on one project for more than 6 weeks. The project timetable has therefore allowed for four placements of up to two months each, with a month's gap between placements for feedback. Placements will start in January 2014 following delivery of staff training (Activity 2) and towards the end of the capital works programme.

## 11.0 ACTIVITY 5: COMMUNITY COLLECTIONS DEVELOPMENT

### 11.1 Description

One of the central aims of the *York: Gateway to History* project is to extend and enhance the breadth and scope of the archive collections held by CYC so that they represent the full range of communities and viewpoints in the city. As well as contributing to increase community cohesion this objective will provide additional archive resources to further engage new audiences.

Stakeholders in a variety of community groups across the city repeatedly expressed the view in the consultation process that they needed professional support and guidance from the Archives and Local History Service to ensure that their groups and organisations are collecting the appropriate type and level of information and that it is catalogued or documented in the appropriate way.

CYC Archives and Local History Service staff will provide training to groups and individuals that currently have, or are developing collections of archival material so that:

- Groups and individuals are confident that they are collecting information that is relevant to them, but also to future generations with an interest in their activity
- Groups and individuals are aware that they can transfer their archives to the Archives and Local History Service for permanent preservation when the appropriate time comes
- When the time comes to transfer a group's archives, the collection is already in an appropriate format for long-term preservation, and is already documented so that the need for processing by CYC staff is minimised, and the new archive can be made available to all users as quickly as possible.

Engagement with groups and organisations will be achieved via a mix of direct one-to-one contact with organisations known or likely to have collections of interest to the archive, and by running a series of open seminar days which any organisation with an interest in receiving training or advice will be welcome to attend.

Delivery of this activity will be one of the two main responsibilities of the Community Collections and Outreach Archivist (CC&OA), supported by the Community Collections Assistant(s), as described in section 6.3. The CC&OA will prepare training resources that could be used with individual groups or as part of a wider workshop session. The frequency of workshop sessions will be informed by an initial review and mapping exercise of collections and organisations in the community that may benefit from this type of support.

### 11.2Outputs

The following outputs will be achieved through the successful delivery of this activity:

- Archives awareness development within individuals, groups and organisations across the city, to include enhanced understanding of the collection held by CYC and the uses to which it can be put, the services provided by CYC and the fact that CYC welcomes community archives to be permanently preserved as part of the city's history.
- Capacity-building and development of skills and expertise within those organisations that currently hold, or are developing archival collections
- Within CYC, developing an understanding of the breadth of collections currently within the community
- Development of relationships with organisations that could ultimately benefit from, provide benefit to, or work in partnership with CYC
- Ultimately, and where appropriate, the deposit of collections and information from community organisations with the Archives and Local History Service

### 11.3 Target Audiences

The consultation process has assisted in identifying the types of organisation that may benefit from this activity. However it is likely that when the activity is delivered, there will be a number of additional target audiences that could be developed. Based on current understanding of the opportunity, the following organisation types will be targeted:

- Community history organisations
- Parish councils
- Neighbourhood ward committees and residents' associations
- Community representation groups
- Lobbying, advocacy and pressure groups
- Small and medium-sized local businesses
- *Local political parties*

We have a target to deliver 12 training/workshop events for these groups, with a total attendance of 180 community representatives.

### 11.4 Partners

Archive Champions and the Advisory Group will be instrumental in assisting in identifying gatekeeper organisations and network managers to facilitate access to groups that may have little awareness or understanding of archives and their applicability to wider society. In many respects, the first challenge for this activity may be generating an understanding of what archives are and encouraging organisations to realise that they hold an archive, or that their activities are worth recording in an archive.

## 11.5 Evaluation

The success of this activity will be measured by quantitative measures of the number and size of previously unknown community archives mapped by the service and the number of people served by them. This will be complemented by a qualitative assessment of their contribution to meeting the service's community documentation objectives, and the likelihood that they will eventually be transferred to the CYC Archives and Local History Service (or another public archive) for permanent preservation.

The success of training sessions and workshops will be evaluated by asking attendees to rate their experience according to the MLA Generic Learning Outcomes (GLOs) using questionnaires, with our standard targets that:

- 75% will claim to have learned something new;
- 70% will claim to have learned something of relevance to them
- 85% will claim to have gained new practical skills.

A post-project evaluation will be carried out of this activity through a survey of those organisations which took part, testing the value of the activity through questioning based on the MLA GSO outcomes "Stronger, Safer Communities" and "Strengthening Public Life".

## 11.6 Resources

The following table summarises the resources required to deliver this activity.

<b>TABLE 11.1 ACTIVITY 5: RESOURCES REQUIRED</b>	
<b>Activity</b>	<b>Cost (£)</b>
Travel budget for Community Collections and Outreach Archivist	£2,000
Event and seminar budget	£2,400
Discretionary Training Budget for community groups	£5,000
Volunteer recruitment (shared with Activity 9)	£1,500
Community Collections and Outreach Archivist – 40% of time	Included in project staff budget
Community Collections Assistant - - 20% of time	Included in project staff budget
Archives and Local History Development Manager – 5% of time	Existing staff budgets
<b>TOTAL</b>	<b>£10,900</b>

## 11.7 Programme

Outreach work by the CC&OA is programmed to start in spring 2014 following practical completion of the capital works at York Explore, and to allow time for the CC&OA to have built his/her knowledge of the existing community archive collections (see Activity 6). The outreach programme will last for one year.

**12.0 ACTIVITY 6: ENHANCED USER EXPERIENCE FOR HANDS-ON ACCESS TO ARCHIVE AND LOCAL HISTORY COLLECTIONS AT YORK EXPLORE**

**12.1 Description**

The capital investment elements of the *York: Gateway to History project* will provide greatly enhanced conservation and user facilities at York Explore. These will allow the Archives and Local History Service to give access to its collections to drop-in users seven days a week, including four late evenings.

The new facilities will offer up to 72 reader seats per day, compared to 20 reader seats offered by the old split-site service. Access hours for the archive collections will rise from 13 hours a week at present to 60 hours a week. For the first time different zoned areas will be available to suit users with different access requirements: supervised hands-on access to original material for intensive research; spaces for quiet personal study; rendezvous, exhibition and orientation areas for more informal use; drop-in spaces for quick reference; and family and group space where noisier interactions with the collections can happen without disturbing other users with different needs.

The capital investment will in itself raise the profile of the service, but the building and refurbishment is not an end in itself. The Archives and Local History Service will need to introduce new ways of working to ensure that users, especially new users and those from non-traditional audiences receive a customer experience which matches the quality of the capital investment.

Activities 6 to 11 comprise various activities intended to enhance the user experience at York Explore, in ways which complement the community outreach and internal staff training described in Activities 1-5.

Activity 6 is targeted at improving the core daily people-focussed activity offered by the Archives and Local History Service – drop-in hands-on access to the archival and local history heritage of York. The activity consists of two overlapping strands of work:

- Ensuring that the full range of the collections held are available for use by visitors on a daily basis (subject only to legal restrictions such as Data Protection legislation or overriding conservation issues) by creating a comprehensive body of information about the nature and content of the collections.
- Using this information to ensure that users have, or can easily acquire, the skills and knowledge they need to make the best use of their time and to understand how to use all the collections to answer their questions.

### **Access to all collections**

Relocation of the service to York Explore will remove the current physical barriers to access to the full range of collections. The *York: Gateway to History* project will complete the work of removing the remaining intellectual barriers to access. These have been caused by the previous *poor levels of cataloguing and documentation of the archives which have prevented the heritage significance of the collections being fully understood by all potential audiences.*

As described in section 1.3, a public database of the civic archive is already under construction and will be completed by the end of 2013. To complete the work of making all the collections accessible, the Community Collections and Outreach Archivist will carry out a similar project to address the deficiencies in access to the non-civic (community) archive collections. This will involve:

- Creating a high-level online catalogue of the collection to increase understanding of what community archives are held, the connections between individual archives in the collection and with the civic archives, and connections with other archives held elsewhere;
- Identifying areas where further research would make the collection more accessible;
- Identifying discrete volunteer projects that could develop better detailed understanding of and access to the non-civic archives once the high-level catalogue is completed.

This work will directly address the consultation feedback that both existing users and non-users *didn't know what the archive contained and therefore felt poorly-equipped to give opinions on how the service should be developed and what they would like it to do to assist them in their learning, use and enjoyment of the heritage.*

### **Improved user information and induction**

With the introduction of new equipment and access to more of the collection held by CYC, the need for archive user induction will become increasingly important. Induction will ensure that *users have the knowledge and skills to get the most out of their visit, or engagement with the Archives and Local History Service.*

A tiered approach to induction is planned which will take the following forms:

- Quick introduction to the service and collection – daily 10–15 minute “new users start here” induction sessions delivered by a member of staff to explain how the service works and how to search the collections. This programme will be targeted at users with some awareness of how archive search rooms operate and will be delivered by front-of-house staff (with appropriate training)
- Intensive induction – 1 hour course on how to use the archive and the equipment (e.g. microfilm readers) with support from staff and volunteers. This programme will be targeted at people that have never used the archive before and require more support

than existing users and will be delivered by the specialists in the existing Archives and Local History team.

- Extensive courses on particular subject matters - courses will be provided in partnership with external groups such as the York Family History Society, in particular topics, for example: family history; how to trace the history of houses and local neighbourhoods; how to build and care for your personal archive; and using online archive resources or oral history recordings. These courses may be one-off day courses, or be delivered as sessions held across a number of weeks.

A series of publications will be produced to be used in tandem with the induction sessions. These will take the form of quick reference guides that cover the content of the induction sessions whilst providing additional information that will be of use to users.

This approach directly addresses the consultation feedback that many of those who currently do not use the archive are unaware of what the collection contains and how it is, or could be relevant to them.

## 12.2 Output

Outputs from this activity will include:

- More confident users increasingly able to self-direct their learning from the collections rather than requiring intensive levels of mediation from staff;
- Enhancement of the service's ability to attract more and more diverse users through having the knowledge to explain the relevance of the full range of collections to them;
- Enhancement of the service's ability to attract more and more diverse users by visibly and pro-actively de-mystifying the process for using the collections;
- Enhanced opportunities for heritage learning through creation of a greater awareness and understanding amongst users of the contents of the archive and local history collections;
- Greater productivity from the existing Archive and Local History team by freeing time from the current system of one-to-one bespoke individual inductions;
- A sustainable framework for delivering user induction and training into the future which can be incorporated into service planning;
- Identification of areas of strength and weakness within the non-civic archive collections, and areas where the collection needs to be strengthened through active collecting, as a basis for outreach work (see Activity 5);

## 12.3 Target Audience

The target audience for this activity is all on-site and remote users of the archive, whether they are new to researching archival material, or they have some experience at York Explore or elsewhere. Our target is to build this audience to 50,000 annual on-site users of the archive and

local history facilities at York Explore, of which 5600 will be intensive hands-on users of original archival material. We aim to produce 11,000 archive items for use annually, and to deliver 70% of these requests to the user within 20 minutes of the request being made.<sup>9</sup>

By offering a tiered approach to induction training, it is intended that a number of options as to how these induction sessions are used will be applied, i.e. some users may engage with only one induction method, whilst others may progress from quick or intensive introduction to extensive courses. Based on previous experience we would anticipate involving around 500 users per year in the various tiers of induction sessions.

## 12.4 Partners

Archive champions (Activity 3) will be used to raise the profile of the induction programme within particular target audiences. The archive advisory group (Activity 1) will be used to provide feedback on the content of the induction sessions and reference guides.

Partners involved in the delivery of induction and training sessions will include:

- York and District Family History Society
- York Oral History Society

## 12.5 Evaluation

Numeric usage statistics for the enhanced public service will be counted and recorded on a daily basis, and benchmarked annually against the CIPFA returns for comparable local authority archive services.

User satisfaction with the public service at York Explore will be measured and benchmarked against other archive services by continued participation in the Archives and Records Association Public Services Quality Group Archive User Survey. In addition, increased public awareness of the content, location and relevance of the collections held by the Archives and Local History Service will be evaluated by repeating the 2011 "Talkabout" survey (see section 2.8) at the end of the *York: Gateway to History* project.

The success of individual induction sessions and in-depth workshops will be evaluated by asking attendees to rate their experience according to the MLA Generic Learning Outcomes (GLOs) using questionnaires, with our standard targets that:

- 75% will claim to have learned something new;
- 70% will claim to have learned something of relevance to them
- 85% will claim to have gained new practical skills.

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<sup>9</sup> On-site users calculated as 10% of the annual footfall in York Explore, number of intensive archive users and number of items produced for use calculated as the averages for all mainland UK archive services serving populations +/- 20% of York in 2010-11 (source CIPFA)

## **12.6 Resources**

The enhancement of community collections knowledge will be delivered using 40% of the Community Collections and Outreach Archivist's time and 60% of the Community Collections Assistant(s) time. User induction sessions will be developed and delivered using 30% of the existing Archive and Local History Service teams' time.

A project budget allowance of £1,000 has been made to cover the production costs of the user quick reference guides.

## **12.7 Programme**

Enhancement of the knowledge base on the existing community archive collections will be the first task undertaken by the Community Collections and Outreach Archivist after his/her appointment in spring 2013, and will be undertaken between spring 2013 and spring 2014 as a precursor to the community archive outreach work described in Activity 5.

User induction sessions will start to be developed by the Archives and Local History team from November 2013 onwards. Induction session delivery to the public will start following the anticipated practical completion of capital works and the soft launch of the new public facilities in York Explore in May 2014.

Quick introduction sessions will be offered daily and intensive introduction courses will be offered weekly, however outwith these induction periods, users will be able to ask staff for advice and will be able to refer to the quick reference guides.

## 13.0 ACTIVITY 7: ENHANCED FAMILY HISTORY SERVICE IN PARTNERSHIP WITH YORK AND DISTRICT FAMILY HISTORY SOCIETY

### 13.1 Description

The Archives and Local History Service is committed to providing a high quality core service covering all relevant areas, including family history. However, working in partnership with the York and District Family History Society will enable the Archives and Local History Service to provide an enhanced family history resource and user experience.

York and District Family History Society is an active volunteer organisation of over 700 members. The Society holds a collection of family history resources and archival research equipment, and regularly produces family history resources and materials for sale to the public. It also offers a family history research service for remote users. The Society currently leases premises on the outskirts of York.

It is planned that the Society will relocate from its current premises to York Explore on completion of the capital works element of *York: Gateway to History*. It will deposit its collections with the Archives and Local History Service and will operate its activities from York Explore. Current thinking is that the Society will not pay for this arrangement, but will provide volunteer services in-kind to the Archives and Local History Service in return for free storage of their collections and free use of activity spaces. The Society will provide the following:

- Collection and expertise associated with family history research
- Training provided by the Society to CYC staff
- Passionate and knowledgeable volunteers that will support the development of the service

By relocating the operation of the Family History Society to York Explore as part of the *Gateway to History* project, the Archives and Local History Service will strengthen its family history collection whilst also benefiting from the experience of working with experienced family history researchers. The Society will benefit from a higher public profile resulting in greater use of their service and recruitment of volunteers.

### 13.2 Outputs

*The outputs from this activity will be:*

- A clear service level agreement outlining the roles and responsibilities of each partner
- A broader, more diverse family history collection held at York Explore
- Securing a knowledgeable and passionate volunteer workforce
- Family History Society volunteers available to support the public with subject specialist advice in York Explore at least 2 days per week, with 1 of these days being a Saturday

### **13.3 Target Audience**

The principal direct target audience for this activity are the 700 members of the Family History Society. However securing a partnership with the Society will enhance the Archive and Local History Service's ability to develop the wider amateur family history and volunteer audiences.

The immediate target for this activity is to achieve a contribution of at least 800 hours of Family History volunteer time to the Archives and Local History Service per annum, and for the Family History Society to help develop and deliver two specialist staff training sessions (see Activity 2.)

In the medium to long-term, this partnership will also enhance the service's ability to deliver an ancestral tourism offer in partnership with other Yorkshire archives.

### **13.4 Partners**

The York and District Family History Society is the main partner in this activity. Discussions have been held with representatives of the Society to discuss the principles of a service level agreement between the Archives and Local History Service and the Society to deliver the public benefits for this activity.

### **13.5 Evaluation**

The success of this activity will be evaluated by a post-project review of the satisfaction of both parties with how the partnership agreement has developed. *This review will be conducted by a neutral third party*

### **13.6 Resources**

Delivery of the enhanced family history partnership service will be supported by existing staff budgets – 5% of the Archive and Local History Development manager's time and 30% of the Archives and Local History team's time.

A project budget allowance of £5,000 has been allocated for upgrades/purchases of new family history resources (e.g. microfilm publications, scanning of heavily used hard-copy resources such as *local directories*.)

### **13.7 Programme**

The Family History Society has already committed in principle to the partnership and is now awaiting the outcome of the Round 2 HLF funding application. If this application is successful, detailed negotiations to conclude the Service Level Agreement, and an audit of the two family history collections, will take place between June and October 2013.

The society will relocate to York Explore following practical completion of the capital works between March and May 2014, ready for the launch of the new service in May 2014.

Staff training sessions by the Family History Society will be delivered between November 2013 and February 2015.

## 14.0 ACTIVITY 8: SCHOOL LEARNING RESOURCES

### 14.1 Description

Consultation with teachers and education advisers has identified an appetite for a menu of learning experiences associated with the archive collection and archive reading room. The menu of learning opportunities will include a combination of on-site and in-class activities. These are explained below.

#### On-Site Experiences

Learning visits will be offered to schools and other organisations. These will include an initial presentation of historic documents led by the archivist and linking into educational outcomes. The second part of the visit will include the completion of resource packs in a learning space within York Explore. Different packages of learning experiences will be prepared varying in terms of target audience, content and subject matter and duration.

#### In-class Learning Resources

A series of learning packs will be created and made available for download to schools and other learning organisations through the project website and other online information hubs. The most effective way of providing learning resources is to provide a menu of choices from which teachers can select the most appropriate information. The menu will include a number of 'off the shelf' curriculum-linked packs that have defined learning outcomes, resources from the archive collection and activities to be completed by pupils. In addition a number of resource sheets will also be provided that will be used by teachers to inspire teacher generated activity lessons, or could be used to support the delivery of other items within the curriculum.

#### Development of Resources

A 0.6fte Education and Public Programmes Officer will be employed during the second year of the project to develop the resources described above and to deliver a pilot programme. The aim of this approach is to employ an additional member of staff that will work with archive staff and others as appropriate to develop and test resources which can then be delivered by archive staff and the teacher. By involving archive staff in the development of education resources it is intended that archive staff will learn from this process and be more able to develop resources with less support in future, after the Education post ceases.

In summary, the following process will be adopted by the Officer:

- Develop a series of learning topic ideas linked to the collection and the national curriculum key stages 3-5
- Develop learning projects with identifiable outcomes

- Pilot learning activities with teachers and other members of the target audience
- Provide training to archive staff in delivering learning experiences
- Provide a means of monitoring and evaluating the output of learning programmes

#### 14.2 Outputs

Outputs generated from this activity will include:

- Partnership development with practitioners in the learning sector across the city
- Skills development within core Archives and Local History Service staff – developed through working closely with the Education Officer
- Creation of a number of on-site learning experiences
- Creation of remotely accessible learning packages for delivery in the classroom

#### 14.3 Target Audience

During the development phase, the main audience will be:

- History coordinators in primary schools
- Subject Head Teachers in relevant disciplines
- Education advisers at the CYC

When education resources have been developed, the main target audience will be teachers in schools across the city and the wider region. Through these we would anticipate hosting on-site visits from around 400 school pupils annually, with a similar number being involved in off-site activities. Activities will be focussed on Key Stages 3-5.

#### 14.4 Partners

The following partners will be involved in developing learning resources:

- CYC Education Department
- CYC Adult Education Department
- York Youth Council
- Audience representatives as noted in 14.3 above

Where appropriate, the advisory group (Activity 1) and the archive champions (Activity 3) will be involved in this development and piloting process

#### 14.5 Evaluation

The development process for each individual archival learning resource will include a definition of the learning outcome(s) each resource is intended to support, and these will be used to evaluate

the success of this activity. In addition, a post-project workshop will be held with representatives of the target audience to review this pilot programme and to make suggestions for future improvements.

#### 14.6 Resources

The following summarises the resources required to deliver this activity.

<b>TABLE 14.1 SCHOOLS ACTIVITY RESOURCE BUDGET</b>	
<b>Activity</b>	<b>Cost (£)</b>
Resource Development Budget	£1,500
Piloting budget	£1,000
Creation of Educational Packs	£5,000
Promotional Events	£250
Education and Public Programmes Officer – 80% of time	Included in project staff budget
Archives and Local History team – 5% of time	Included in existing staff budget
<b>TOTAL</b>	<b>£7,750</b>

#### 14.7 Programme

The Education and Public Programmes Officer will be recruited near the completion of the capital works, between January and March 2014. Resources will be developed between March and August 2014, and then a pilot schools programme delivered starting at the beginning of the 2014-2015 school year in September and running to April 2015.

## **15.0ACTIVITY 9: VOLUNTEERING PROGRAMME**

### **15.1 Description**

The project will create a number of opportunities to develop volunteering opportunities. The following provides details of the initial volunteering work packages.

#### **Community Archive Collections Projects**

The Community Collections and Outreach Archivist's initial task will be to review and catalogue the existing non-civic community archives collections – see Activity 6. This process will provide a comprehensive overview of the scope of the collection and highlight areas for further work and investigation, including identifying how volunteers could support further development of the service's knowledge base of the non-civic archives, and thus open them up to wider audiences. A small team of volunteers will then be recruited to support the work of the Community Collections Assistant.

#### **Preparing for the Relocation**

A group of volunteers will be recruited and trained to support the relocation of the archive collection. Activities will include unpacking and re-packing collections, updating the catalogue and providing general support to the professional team.

#### **Volunteer Involvement in Developing User Guides**

As mentioned as part of Activity 2 a series of wiki's will be produced for both staff and users to raise awareness of how the collection is being used, and what it contains. Knowledge generated and captured during volunteer projects will be an important resource to enhance this wiki and volunteers will be encouraged to contribute to the wiki.

#### **Volunteer Exhibition Project to launch the new service**

The process of developing the *York: Gateway to History* project towards its HLF Round 2 application has uncovered a great deal of previously unknown information about the history of the York Explore building (the last Carnegie library); the history of the Mint Yard complex in which it sits, and the history of the city archive collections.

This corpus of information will be used as the basis for a volunteer-led research project to create an exhibition to launch the new service. Several teams of volunteers will be recruited to choose and research individual themes from the story of the building, the site or the archives, and to use this information to stage the launch exhibition for the Archives and Local History Service at York Explore, using the exhibition spaces and facilities created on the first floor landing by the capital works element of the project.

### **Post-opening Volunteer-Led Programmes**

The Friends of the York City Archives has expressed an interest in providing volunteers to support small-scale development projects focussed on their member's specific collections interests. In addition, raising the profile of the service through the *York: Gateway to History* project will encourage more people to volunteer. Training will be provided for all volunteers and where particular volunteers have a specific interest or aptitude for the volunteering activity they may be trained to lead a group of volunteers on a specific topic, subject or project.

### **15.2 Outputs**

Outputs of this activity will include:

- Re-launch of a structured programme for volunteer recruitment, involvement and recognition designed to attract a wider range of volunteers and to de-mystify the process of becoming a volunteer in the service;
- Launching the service with a volunteer-designed exhibition will communicate a clear message that the new service is a participatory service for everyone;
- Active engagement of a number of volunteers to support the Archives and Local History Service;
- Consequent increase in the capacity and productivity of professional staff
- Development of heritage, information and research skills within the volunteer workforce;
- Additional knowledge about the collections which can be added to the staff training wiki (see Activity 2) to improve the quality of public service

### **15.3 Target Audiences**

The project will aim to recruit volunteers from a variety of audiences. The following routes and contacts will be used to raise the profile of volunteering opportunities:

- Advisory Group
- Archive Champions
- York Committee for Voluntary Service
- Supporting societies and community partners of the Archives and Local History Service
- CYC council department contacts
- Friends of York City Archives

### **15.4 Partners**

The volunteering programme will be delivered 'in-house' but with assistance from those organisations and networks identified above.

## 15.5 Evaluation

Detailed project plans and role descriptions will be drawn up for all volunteer projects, and these will be used to evaluate the success of individual volunteer projects in delivering improvements to the management of and public access to the collections. In addition, the volunteer experience will be evaluated by requesting qualitative feedback from volunteers at the end of each mini-project, and volunteers will be asked to rate their experiences using the ILFA Generic Learning Outcomes – in particular assessing to what degree they have learned something new and gained new practical skills.

The volunteer programme will also be measured against quantitative targets. Volunteer time donations will be recorded. During the two years of the *York: Gateway to History* project the target will be to increase the number of volunteer hours per year from the current level of 400 hours to 2,000 hours per annum. After the project ends this target will drop to 1,000 hours per annum, as there will be fewer staff to plan and supervise volunteers' work.

## 15.6 Resources

The following summarises the resources required to deliver this activity.

<b>Activity</b>	<b>Cost (£)</b>
Training materials for volunteers	£1,500
Volunteer Gateway exhibition launch interpretation boards	£1,500
Community Collections and Outreach Archivist - - 10% of time	Included in project staff budget
Community Collections Assistant – 20% of time	Included in project staff budget
Archives Development Manager – 10% of time	Included in existing staff budget
Archives and Local History team – 5% of time	Included in existing staff budget
<b>TOTAL</b>	<b>£3,000</b>

## 15.7 Programme

The volunteer programme will be re-launched in May 2013 following recruitment of the Community Collections and Outreach Archivist, and will start with a series of mini-projects to prepare the collections for relocation, running from May 2013 to April 2014.

The volunteer exhibition project will take place between October 2013 and April 2014 to be ready for the launch of the new facilities in May 2014.

Volunteer-led collections access enhancement projects will come on stream from May 2014 onwards, and will continue to run after the formal end of *York: Gateway to History*.

## 16.0ACTIVITY 10: LIFE LONG LEARNING EVENTS

### 16.1 Description

The consultation process has identified an opportunity to run a number of short-term adult education activities using the archives collections as the basis for core skills development in areas such as literacy and numeracy. These will target both the general adult education audience, and also “gatekeeper” organisations (see Activity 3) which can provide the service with a link into communities and audiences that are currently under-represented at the Archives and Local History Service.

These activities will provide a direct benefit to participants (for example the Travellers Trust run literacy courses for women from the travelling community and it is planned that content from the archive will be used to inform / support a literacy course for this audience) and will also raise awareness of the existence of the archive, its willingness to collect information from a range of groups, and content currently held that may be of interest to that audience

#### Concept

Initially four pilot modules will be developed around the broad theme “Then and Now”. The resources will be topic based, written as 10-session courses, with materials also suitable to be used for one-off workshops.

These will initially be used with target groups of learners in Adult Education classes, including English and maths learners, at York Traveller’s Trust, and with the refugee community via Refugee Action York and the City of Sanctuary organisation. However, the model and resources could later be used in other learning situations. The benefit of this modular approach would be that future groups could pick up on the model, using the same equipment and resources, and picking a topic and project aim relevant to their own interests, abilities and needs.

A simple topic relevant to the target group (e.g. York’s People, Buildings (Restore or Replace), Transport, Employment and Jobs, Health, Children and Families) would be chosen. Adult education tutors will have two days working initially with archive staff and then researching archive materials, familiarising themselves with what is available. They will then plan and teach a course around the chosen topic for their group.

Learners will be invited, through a series of activities, to explore the “Then” (archive materials) and then compare it to the “Now” (or vice versa), using the mediums of photography, research, interviews, writing or data collection and recordings. Depending on the learner group, they will then create “books” (to suit a variety of levels of learners, including those with low literacy skills) radio style interviews, photographic records or digital stories – whichever is chosen as most appropriate for the specific topic and collective learner aims. Groups of learners will be linked with an “expert” in the field and use equipment, e.g., digital cameras and an iPad tablet, to record

what they do. There is the possibility to tap into expertise gained from projects linked to the York 800 celebrations and also to link up to other groups who have worked on these projects.

The idea is that the resources and follow on activities will become self-perpetuating. Resources created by one group will act as a springboard for other projects; equipment and knowledge will be passed from one group to the next; tutors will develop their skills in the use of new technology which will inform other work they do; learners will be introduced to appropriate technology along the way and be encouraged to take up further training which might open up employment opportunities. They could also volunteer as "experts" to work with new groups. Costs of creating future resources will reduce as the service builds up expertise and a bank of resources to use and projects can be tailored to suit different groups, levels of ability and the time and finance available.

## **16.2 Output**

Outputs of this activity will include:

- Increase awareness and use of the archive facilities
- Encouragement to individuals and families who may not otherwise use the archive facility to come and have a look though presenting the archives as a means of personal skills development;
- Equipping adult education tutors and learners with skills which enable them to make quality resources to be used by a wider audience
- Creation of lasting learning resources which have the potential to inspire new ideas and create further learning opportunities
- Creation of learning resources which can be used by other groups of learners, schools and the general public

## **16.3 Target Audience**

As well as the external target audiences identified in the text above, another target audience for this activity are adult education tutors in York, who will be encouraged to engage with the Archives and Local History Service through this pilot programme. Further consultation and discussion with potential participants will identify specific audiences that will be involved in projects delivered as a result of this activity

Adult education classes typically have around 10 learners so 4 topics would enable 40 learners to have direct input. However, the model, knowledge and new resources created could be passed on, the research would be likely to involve friends and families of the learners, and the model and resources created could be made available to other learner groups and the general public.

#### 16.4 Partners

The expertise to develop and deliver this activity will be bought in from external freelance professional adult education tutors. Project staff will work with colleagues from the CYC Adult and Community Education Department to identify suitable tutors.

#### 16.5 Evaluation

Project staff will evaluate three different aspects of this work:

- On-course and post-course learner feedback in terms of new skills acquired, ways they will use the learning and past/intended use of the archives
- Tutor feedback in terms of the model of delivery and how this has impacted on teaching and learning, suggestions for further projects
- Feedback from potential users of the end-products of the projects in terms of possible uses, suggestions for further projects or groups to work with.

#### 16.6 Resources

The one-off development, equipment and initial delivery costs per topic are estimated at £3,059, making a total of £12,236 for the four pilot topics, plus a single allowance of £557 to allow one of the pilot courses to include childcare. The costs break down as follows:

<b>Activity</b>	<b>Cost (£)</b>
Tutor course preparation (30 hours @ £25)	£750
Course delivery (10 hours @ £25 - shared cost for 20 hour course - provider pays half)	£250
Course materials and IT equipment (inc sessions from course to use in workshops)	£959
IT training and support (Tutor and Learners)	£250
"Expert" input / Visit	£250
Production costs for multi-media resources	£600
<b>TOTAL per topic</b>	<b>£3,059</b>
Childcare (1 course only) 33.75 hours @ £16.50	£557

#### 16.7 Programme

Development of these sessions will start after completion of the capital work element of the project, when access to the archive collections for adult education tutors will be easier. Topic development will run from March to August 2014, with delivery of the first two pilot sessions between September and December 2014, and the second two pilots between January and April 2014.

## **17.0 ACTIVITY 11: PROGRAMME OF FAMILY LEARNING ACTIVITIES**

### **17.1 Description**

On completion of the cataloguing project, archive staff with support from the Education and Public Programmes Officer will develop a number of archive related family activities that will be delivered on one Sunday per month, linked to the themes of the regular monthly family programme at York Explore. Activities may include:

- Family tree scrapbooking;
- Storytelling sessions linked to the themes within the archive collections;
- Reminiscence or inter-generational activity;
- Creative and craft activity using the collection for inspiration;
- Exploring "time travel" through the archives, linked to a "Dr Who" or science fiction day

Where possible activities will try to incorporate original documents for families to use, rather than facsimiles.

### **17.2 Output**

12 family activity days will be delivered in the first year after completion of the capital project.

### **17.3 Target Audience**

The target audience for this activity will be families resident in York and those visiting the city. Based on previous experience elsewhere in the Library and Heritage Service, we would anticipate receiving a total of 1500 visitors to the family days over the first year (average of 150 per session)

### **17.4 Partners**

Project staff will work closely with the Education and Public Programmes Officer and other York Explore staff.

### **17.5 Evaluation**

The success for family activity days will be evaluated by counting the numbers attending and the trends in attendance over time. Attendees will be encouraged to give informal feedback either on the day of via the Library and Heritage Twitter account. At random, some attendees on each day will be selected and asked to rate their experience against the ILFA GLOs "knowledge and Understanding", "Skills", "Attitudes and Values" and "Enjoyment, inspiration, creativity".

**17.6 Resources**

A budget of £300 per day has been allowed for consumables and materials. Development and delivery of the activity days will be supported by 20% of the Education and Public Programmes Officer's time and 5% of the existing Archive and Local History team's time.

**17.7 Programme**

The family learning activity days will start in late May 2014 following opening of the new facilities at York Explore, and will run on one Sunday a month (except December) until May 2015

## 18.0 ACTIVITY 12: GATEWAY TO HISTORY POSTER COMPETITION

### 18.1 Description



The inspiration for the project title *York: Gateway to History* is a well-known 1950's railway poster (reproduced above) produced to promote York tourism. The poster strap line, stating that guidance on York's history can be obtained from the Public Library, now resonates again with the *Gateway* project's plans to relocate the city's archives to York Explore (the former central public library).

More significantly, the poster is also unusual for its time in that it represents York's history primarily through people, with the city's historic buildings appearing only as background. The faces on the poster are intended to be representative of York's people through the ages – they do not depict any specific individuals – indicating that the story of York is the story of its people. This fits well with the community-focused message of the *York: Gateway to History* project – that the archive is the story of York told through the voices of its people.

However, the faces on the original poster are very much of its time. They are all high-status white men, with a preponderance of soldiers, and the most recent face is an 18<sup>th</sup> century gentleman. So, as a pre-launch awareness-raising activity for the project, the Archives and Local History Service will run a public competition to choose six new faces to update the poster. A new poster will be created that will represent the people of York from the 18<sup>th</sup> century to the present

day as an illustration of the project concept that the archive will be representative of all York's communities.

All residents, old and new, together with people anywhere in the world who feel a connection with York will be asked to nominate people in two categories.

Firstly, they will be asked to nominate types of people who best represent the changes and developments in the city since the 18<sup>th</sup> century. These should not be specific historic individuals but rather whole communities and aspects of the city's life from the past 250 years - e.g. a chocolate factory production line worker, a railway engineer, a Ghurkha soldier, a York City footballer, a student, etc. These are the communities to be represented on the poster.

Secondly, they will be asked to nominate "local heroes" – living people from York who have made a significant recent contribution to some aspect of the life of the city. These are the actual faces which will feature on the new poster.

The communities to be represented will be chosen by the Archives Advisory Group (Activity 1) based on the number of nominations received and their own historical knowledge. The actual faces will be chosen by a public vote from a shortlist of the most nominated.

Nominations will be solicited via the press and broadcast media, social media, the project website, and the council's electronic and hard copy communications to residents.

This activity will encourage participation across all communities both to be represented on the poster and in selecting participants for the final image.

## **18.2 Output**

The main output from this activity will be an updated poster that recreates the 1950's image and which will act as the symbol of the *York: Gateway to History* project. However there are a number of other outputs / initiatives that could be delivered alongside. For example, the public's feedback on who should be included and the facets of life that should be covered will provide an insight into how the city sees itself. This could become an interesting topic for a lecture at the new archive facility.

## **18.3 Target Audience**

All people of York and the York Diaspora are the main target audiences for this activity. The local population is now in excess of 200,000. Based on participation in other polls and consultations the activity will aim for a target of receiving 5,000 votes and nominations across the categories.

#### **18.4 Partners**

The main partners in delivering this activity will be the CYC Press Office and the CYC Arts and Culture department, working through the local press and broadcast media. The National Railway Museum is the current copyright holder for the original poster, and has given permission for the poster to be used for this activity.

#### **18.5 Evaluation**

The success of the activity will be evaluated by a quantitative measurement of the amount of press coverage received (and its monetary equivalent in terms of paid-for publicity) and the number of responses received to the competition. In addition, a qualitative assessment will be made of the tone of press coverage and social media feedback.

#### **18.6 Resources**

A budget of £5,000 has been allocated to cover promotion of the competition, production costs of the new poster and holding a launch event for the updated poster. The activity will also be supported by 5% of the Archives and Local History Development Manager's time.

#### **18.7 Programme**

The poster competition is intended as a user-friendly awareness-building and public engagement tool during the construction period of the capital works, when disruption to the existing public service will be most acute. As such, the competition will be launched in July 2013 and will run to the end of September that year, with the winning poster launch in early October. This will also allow the new poster to be used as branding for the later stages of the project.

## **19.0 ACTIVITY 13: PROGRAMME OF THEMED TALKS AND TOURS IN PARTNERSHIP WITH ASSOCIATION OF VOLUNTARY GUIDES**

### **19.1 Introduction**

The Association of Voluntary Guides (AVG) delivers a diverse programme of free public walking tours across the city. The Association has a long historic connection with the Library and Heritage Service, as it was founded by the City Librarian at a meeting in the Central Library (now York Explore) in 1951, and members of the AVG use the Archives and Local History Service to research background information for their tours. As the name implies, all guides are volunteers. Many of them also work for a range of other heritage organisations, sometimes as paid staff, but their work for the AVG is always free. The AVG requires prospective members to pass a training course and test before granting membership which ensures that their guides offer a high quality public experience.

Discussions have been held with the Chair of AVG and there is an interest in AVG developing a behind the scenes tour of the Archives, of the Grade 2 listed York Explore building and of its wider built environment (the Mint Yard complex), which is of national historic importance as within a very small area it contains structures and monuments covering 2000 years of the city's history, and following the *York: Gateway to History* project, will also contain the city's archive.

The content of the tour will be developed by the AVG working with the Archives and Local History Development Manager. The activity will be based on the research information gathered during the project development stage and captured in the two Conservation Management and Maintenance plans.

Additionally, a series of public lectures will be arranged for delivery onsite at York Explore covering themed topics related to the collections and to showcase research that is being carried out in the archive. The Archive and Local History Service's existing networks of local history societies, researchers and staff will be asked to submit proposals for talks.

### **19.2 Outputs**

The output of this activity will include:

- Raise greater awareness and interest in the Archives and Local History collection and the services it provides;
- Greater public understanding of the history of the building and the Mint Yard complex
- Additional tours offered to the public by AVG
- Opportunities to attract volunteers who may be more interested in tasks involving interaction with the public rather than the collections-focussed projects described in Activity 9

### 19.3 Target Audience

The target audience will include residents of and visitors to York. York Explore is situated directly opposite the main Visit York tourist information centre which will raise the profile of the tour programme with visitors to the city

The tour programme will offer two tours a week between March and October each year (35 weeks). Target numbers for the tour programme are 1,000 visitors over the season (limited by number of guides and physical capacity of the building.) This will also represent an addition 105 hours of volunteer engagement with the service

The Gateway lecture programme will take place once a month all year round. The target is to reach 500 people in the first year of the programme (limited by the physical capacity of the building.).

### 19.4 Partners

Key delivery partners will be

- Association of Voluntary Guides
- Timeline York Plus network of 55 local history societies
- University of York Centre for Mediaeval Studies

### 19.5 Evaluation

This activity will be evaluated by a count of visitor numbers at tours and talks. Attendees will be encouraged to leave informal feedback either on the day or via social media. Contributions will be periodically assessed during the initial year of the tour programme.

### 19.6 Resources

A budget of £1,000 has been allowed to cover speakers' and guides expenses in developing the initial programme. AVG members' time is contributed free. Initial development of the tour programme will be supported by 5% of the Archive and Local History Development Manager's time.

### 19.7 Programme

Research for the tour and talks programme will start in October 2013, and both will be launched to the public when the new archive facilities open at York Explore in May 2014. Tours will then run twice a week until the end of October and re-start in March 2015, and the talks will run monthly until April 2015. The tour programme will continue beyond the official end of the *York: Gateway to History* project

## 20.0 RESOURCE SCHEDULE

### 20.1 Introduction

This section presents the estimated budget required to deliver the activities identified in the preceding sections. The programme of delivery is important as the successful achievement of one activity will create materials and information for subsequent activities.

### 20.2 Appointment of Project Staff

As indicated at Section 6, this project will require the appointment of additional staff to achieve the required transformation in the Service. The following posts are planned:

- Community Collections and Outreach Archivist – 2 year full time post
- Community Archives Assistant – costed as 2 year part time post (0.6 FTE)
- Education and Public Programming Officer – 1 year part time post (0.6 FTE)

As described in section 6.3 above, the Community Collections and Outreach Archivist (CC&OA) will be recruited by the beginning of Quarter 2 in 2013. Community Archives Assistant(s) will be recruited to help the CC&OA with community archives mini-projects as required during the two year duration of the project.

The Education and Public Programmes Officer will be recruited by Quarter 2 2014, with the objective of having the post filled one month before the new archive is opened to the public. This will give time for the scope of the role to be clarified in detail following consultations with the Community Advisory Group (see section 7)

### 20.3 Resources

The following table provides a summary of the cash costs required to deliver the activities.

TABLE 20.1 RESOURCE SCHEDULE			
Activity	Base Cost £	Number	Total Cost £
<b>Temporary Project Staff (working across all activities)</b>			
Recruitment costs (advertisements, interview expenses)	1,000	3	3,000
Community Collections and Outreach Archivist - 1fte for 2 years incl on-costs	32134	2	64,268
Community Archives Assistant - equivalent of 0.6fte for 2 years incl on-costs	13,196	2	26,392
Education and Public Programming Officer - 0.6 fte for 1 year incl on-costs	18,432	1	18,432
<b>Activity 1:Creation of a Community Advisory Group</b>			
Travel Expenses	20	8	160
Refreshments	20	8	160

**TABLE 20.1  
RESOURCE SCHEDULE**

<b>Activity</b>	<b>Base Cost £</b>	<b>Number</b>	<b>Total Cost £</b>
<b>Activity 2: Staff Training and Development</b>			
Specialist external training in "Archives for Non-Archivists"	4,000	1	4,000
Access training from local community groups (disability and minorities)	250	4	1,000
Specialist subject training from local supporting societies	200	2	400
Production cost of reference guides	500	1	500
Development of wiki	500	1	500
<b>Activity 3: Recruit Archive Champions</b>			
Travel Expenses	20	8	160
Refreshments	20	8	160
Production of materials	1,000	1	1,000
<b>Activity 4: Askham Grange Placement Programme</b>			
No cash cost to project	0	0	0
<b>Activity 5: Community Collections Development</b>			
Travel budget for Community Collections Officer	2,000	1	2,000
Event and seminar budget	200	12	2,400
Discretionary Training Budget	5,000	1	5,000
Volunteer recruitment	1,500	1	1,500
<b>Activity 6: Enhanced user experience at York Explore</b>			
User quick reference guides - production costs	1,000	1	1,000
<b>Activity 7: Enhanced Family History Service</b>			
Resources upgrade budget	5,000	1	5,000
<b>Activity 8: School Learning Resources</b>			
Resource Development Budget	1,500	1	1,500
Piloting budget	1,000	1	1,000
Creation of Educational Packs	5,000	1	5,000
Promotional Events expenses	50	5	250
<b>Activity 9: Volunteering Programme</b>			
Training materials for volunteers	1,500	1	1,500
Volunteer exhibition interpretation boards	150	10	1,500
<b>Activity 10: Life Long Learning Events</b>			
Tutor course preparation (30 hours @ £25)	750	4	3,000
Course delivery (10 hours @ £25)	250	4	1,000
Course materials and IT equipment (inc sessions from course to use in workshops)	959	4	3,836
IT training and support (Tutor and Learners)	250	4	1,000
"Expert" input / Visit	250	4	1,000
Production costs for multi-media resources	600	4	2,400
Childcare (1 course only) 33.75 hours @ £16.50	557	1	557

<b>TABLE 20.1 RESOURCE SCHEDULE</b>			
<b>Activity</b>	<b>Base Cost £</b>	<b>Number</b>	<b>Total Cost £</b>
<b>Activity 11: Family Learning Activities</b>			
Consumables and Promotional Costs	300	12	3,600
<b>Activity 12 Gateway to History Poster Competition</b>			
Promotional Budget	2,500	1	2,500
Production budget	2,500	1	2,500
<b>Activity 13: Programme of Tours and Talks</b>			
Speakers and Guides expenses	1,000	1	1,000
<b>TOTAL</b>			<b>£170,175</b>

21.0 ACTION PLAN

21.1 Introduction

The following table presents an action plan for the delivery of the activities and programmes described in the preceding sections.

**TABLE 21.1**  
**ACTIVITY ACTION PLAN FOR YORK ARCHIVES**

Activity – Detailed Description	Audience(s)	Benefits for People	Resources	Costs in Project Budget	Timetable	Targets and Measures of Success	Method(s) of Evaluation	Meeting HLF Aims L=Learning P=Participation
<b>DEVELOPMENT PHASE</b>								
Recruitment of a Community Advisory Group – 8 meetings of this group will be organised	All audiences represented by advisory group members	Development of a high quality service in consultation with representative organisations	5% of the existing Archives and Local History Development Manger’s time. £320 consumables budget	Yes	Identify participants Quarter 4 of 2012 First meeting of group Quarter 1 2013	Recruitment of group on programme	Qualitative assessment of impact on project to include number of suggestions actioned Attendance at meetings and engagement of group	P
Recruit Archive Champions	All audiences represented by the Archive Champions	Raising awareness of the service Groups supported by the Champion may deposit information thereby enhancing the collection for users	5% of the existing Archives and Local History Development Manger’s time and 10% of the Community Collections and Outreach Archivist’s time. Activity budget of £1,320	Yes	Identify participants quarter 4 of 2012 First meeting of group Quarter 1 2013	Recruitment of group on programme	MLA Generic Social Outcomes (GSOs) “Stronger, Safer Communities” and “Strengthening Public Life”. Involvement of group in decision making process. Attendance at meetings and engagement of group	P

TABLE 21.1  
ACTIVITY ACTION PLAN FOR YORK ARCHIVES

Activity – Detailed Description	Audience(s)	Benefits for People	Resources	Costs in Project Budget	Timetable	Targets and Measures of Success	Method(s) of Evaluation	Meeting HLF Aims L=Learning P=Participation
Ongoing discussion with supporting societies such as York Family History Society and Oral History Society	All users will potentially benefit from partnership development	Enhanced collection and service	5% of the Archive and Local History Development manager's time and 30% of the Archives and Local History team's time.  Cash budget of £5,000 to purchase / upgrade equipment and resources	No	An audit of the two family history collections, will take place between June and October 2013.	Result of discussions	Post project review of the satisfaction of both parties with the development process and working arrangements	P
Deliver a programme of placements for residents of Askham Grange Open Prison	Residents of Askham Grange Open Prison	Supported re-introduction of residents into the community	Provided by CYC Prison Librarian and Adult Education Department  5% of the existing Archives and Local History Development Manger's time will be allocated to this activity.	No	Placements will begin in January 2014	Delivery of at least 4 x 2 month placements	This activity will be evaluated by the individual feedback reports on each placement and by a post-project review with the Community Officer at Askham Grange	L and P

TABLE 21.1  
ACTIVITY ACTION PLAN FOR YORK ARCHIVES

Activity – Detailed Description	Audience(s)	Benefits for People	Resources	Costs in Project Budget	Timetable	Targets and Measures of Success	Method(s) of Evaluation	Meeting HLF Aims L=Learning P= Participation
Complete catalogue of civic collection and identify volunteer projects and opportunities  Training seminars will be offered as part of an outreach programme	All potential users of the collection	Greater understanding of and access to the collection	40% of the Community Collection and Outreach Archivist's time (2 year f t) and 40% of the Community Collections Assistant's time  Cash cost of £10,900 to include travel and event costs, training costs for groups)	Yes	Complete by Quarter 3 2013	Completion on time	Number and size of previously unknown community archives mapped by the service and the number of people served by them.  GLOs will be used to evaluate the training programme	L and P
Development of a staff training programme with involvement of partner societies	Staff	Skills development in staff  Improved customer service through more knowledgeable staff	Internal staff time Involvement of partner societies  External consultancy costs  Total cost of £6,400	Yes	The initial staff training workshops must be completed before the new archive opens to the public in May 2014.  These parameters indicate that the bulk of the staff training sessions will be delivered in the period	Number of sessions delivered  Retention of information by staff  Use of collection resources	Pre and post workshop review of training process with participants  Improvement in customer user experience	L and P

**TABLE 21.1  
ACTIVITY ACTION PLAN FOR YORK ARCHIVES**

Activity – Detailed Description	Audience(s)	Benefits for People	Resources	Costs in Project Budget	Timetable	Targets and Measures of Success	Method(s) of Evaluation	Meeting HLF Aims L=Learning P=Participation
Information sharing exercise with the Borthwick Institute and York Minster Archives to provide better coordination across collections	Staff at the Borthwick and York Minster	Improved intra-department integration and working Improved access to collections	Staff time to deliver information	No	November 2013 to April 2014. Deliver by end of 2013 – timeline influenced by cataloguing project	Number of information sessions held Improved service	User surveys	L and P
Development of an induction programme and delivery of enhanced on-site user experience	All users of the archive	Improved understanding of the collection and how to use archives	Staff time	No	Provide a tested programme of induction prior to opening	50,000 on-site users of the archive and local history collections of which 5,600 will be hands-on intensive users.	User numbers monitored by CiPFA and PSQG Archive Users Survey	L and P
Appointment of project staff	All users of the archive Partners New audiences	Enhanced and extended service	Recruitment costs Staff time	Yes	Appoint staff by Quarter 2, 2013	Job description and targets to be set on appointment	Review process	P

**TABLE 21.1**  
**ACTIVITY ACTION PLAN FOR YORK ARCHIVES**

Activity – Detailed Description	Audience(s)	Benefits for People	Resources	Costs in Project Budget	Timetable	Targets and Measures of Success	Method(s) of Evaluation	Meeting HLF Aims L=Learning P=Participation
Engagement with sector to develop understanding of community collection issues	Organisations with a collection or considering a developing a collection	Skills development	Community Collections and Outreach Archivist time to develop	Yes	Deliver in advance of opening	Number of organisations engaged	Review and feedback from participants	L and P
Programme of training and / or awareness raising with community partners	Community partners	Skills development	Community Collections and Outreach Archivist time to develop  Resources budget	Yes	Deliver in advance of opening	Number of organisations engaged	Review and feedback from participants	L and P
Development of education packs and resources	Schools	Early engagement with the Archives and Local History Service and collections	Education and Public Programmes Officer time to develop  Resources budget of £7,750	Yes	Deliver in advance of opening	Number of schools visiting Number of schools using resources Feedback from users	GLO structure will be used where appropriate  Survey and feedback forms	L

TABLE 21.1  
ACTIVITY ACTION PLAN FOR YORK ARCHIVES

Activity – Detailed Description	Audience(s)	Benefits for People	Resources	Costs in Project Budget	Timetable	Targets and Measures of Success	Method(s) of Evaluation	Meeting HLF Aims L=Learning P=Participation
Delivery of a volunteering programme to include community archive collections projects, preparing for the relocation, developing user guides, volunteer exhibition to launch the new service and post opening volunteering opportunities	Residents of York of all ages, including young people, students, graduates, older people	Greater understanding of the service Skills development for volunteers Work place experience Social benefits Enhanced understanding of the collection through collections based activity	£1,500 volunteer training budget £1,500 resources budget to support activity	Yes	Programme launched in May 2013 The volunteer exhibition project will take place between October 2013 and April 2014 to be ready for the launch of the new facilities in May 2014.	Number of volunteers Volunteer hours contributed Collections based projects delivered Visits to the exhibition	Project scoping reviews to identify volunteering opportunities Review appraisals	L and P
Delivery of adult education courses	Specific communities of interest York to potentially include Travellers, refugee community	Greater understanding of the collection Topic based learning Contribute to how the archive service can be enhanced	Total cost of circa £3,500 per programme	Yes	Topic development will run from March to August 2014, with delivery of the first two pilot sessions between September and December 2014, and the second two pilots between January and April 2014.	4 topics will be delivered each with 10 participants	Pre and post course evaluation forms / discussions	L and P

TABLE 21.1  
ACTIVITY ACTION PLAN FOR YORK ARCHIVES

Activity – Detailed Description	Audience(s)	Benefits for People	Resources	Costs in Project Budget	Timetable	Targets and Measures of Success	Method(s) of Evaluation	Meeting HLF Aims L=Learning P=Participation
Secure agreement from key supporting society partners	All users	Enhanced service	Officer time	Nil	Agreement in place by quarter 2 of 2013	Agreement in place	Regular review	P
Delivery of re-imagined Gateway to History Poster	York residents	Increased awareness of the service	Circa £10,000	Yes	Quarter 1 of 2014	Engagement with the process	Feedback from participants	L and P
Development of talks and tours in partnership with AVG and societies	York residents Tourists	Increased awareness of the service	£2,500	Yes	Quarter 1 of 2014	Take-up of tours Talk attendance	Feedback	L
<b>DELIVERY/OPERATIONAL PHASE</b>								
Hands-on access to the archives	All audiences	Improved access to the collection	Additional staff	No	On opening	User numbers and user experience	Survey	L and P
Regular programme of events for community heritage organisations to facilitate networking and awareness raising	Community partners	Stronger archive sector	Community Collections and Outreach Archivist	Yes	From opening	Number of and attendance at events	Survey and discussions	L

TABLE 21.1  
ACTIVITY ACTION PLAN FOR YORK ARCHIVES

Activity – Detailed Description	Audience(s)	Benefits for People	Resources	Costs in Project Budget	Timetable	Targets and Measures of Success	Method(s) of Evaluation	Meeting HLF Aims L=Learning P=Participation
Monthly programme of family activities at York Explore and in communities	Families in York and Yorkshire	Enjoyable experience that raises the profile of the archive	A budget of £300 per day has been allowed for consumables and materials. Development and delivery of the activity days will be supported by 20% of the Education and Public Programmes Officer's time and 5% of the existing Archive and Local History team's time.	Yes	From opening	Number of and attendance at events	Attendees will be encouraged to give informal feedback either on the day of via the Library and Heritage Twitter account	L
Development of a volunteering programme allied to community archive cataloguing	All audiences	A budget of £1,000 has been allowed to cover speakers' and guides expenses in developing the initial programme. AVG members' time is contributed free. Initial development of the tour programme will be	Volunteer coordination	Yes	Research for the tour and talks programme will start in October 2013, and both will be launched to the public when the new archive facilities open at York Explore in May 2014.	Achieve targets for specific volunteering activities	Survey and feedback	L

TABLE 21.1  
ACTIVITY ACTION PLAN FOR YORK ARCHIVES

Activity – Detailed Description	Audience(s)	Benefits for People	Resources	Costs in Project Budget	Timetable	Targets and Measures of Success	Method(s) of Evaluation	Meeting HLF Aims L=Learning P=Participation
		supported by 5% of the Archive and Local History Development Manager's time.						
Share your research sessions – researcher led talks	All audiences	Raise awareness of how collections are used	Staff time to organise	No	From opening	Number of and attendance at events	Survey and feedback	L
Delivery of behind the scenes tours of the archive and leading into Mint Yard	Residents of and visitors to York	Access to a usually inaccessible resource	Time to develop programme Delivered by Association of Voluntary Guides	No	Deliver from opening	Number of participants	Survey and feedback	L

## **22.0 LONG-TERM OPPORTUNITIES**

### **21.2 Introduction**

This Activity Plan aims to develop the organisational infrastructure of the service to enable it to deliver a high quality service and progress to delivering innovative and high performing projects. This section provides an indication of the types of activity possible when the Activity Plan has delivered this step change in operation.

### **21.3 Partnership Working**

The successful operation of the Community Collections and Outreach Archivist will create a number of partnerships and a process through which the service can continue to develop new partnerships when funding for the post comes to an end. Maintaining this network of community contacts and partnerships will be the responsibility of the Archives and Local History Development Manager, whose remit is to develop audiences and projects to deliver opportunities to engage the public.

### **21.4 Promotional Campaign**

The consultation process highlighted the need for a wide ranging promotional campaign. However it is important that the new service has the planned new way of working embedded before it takes its offer to the widest possible public. A wider promotional campaign should be planned for Year 3 onwards.

### **21.5 Extensive working with Young People**

Delivering educational programmes in the short-term will allow the service to develop its expertise in working with young people in a formal educational setting. Once the new service is established from Year 3 onwards more extensive working with young people to assist their informal learning and to provide leisure time activity must be pursued. This will also involve cultivating formal relationships with York FE College and the two local universities to offer work placement and course-related project placements.





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## APPENDIX 2

Performance Targets (see next page)



**APPENDIX TO CONTRACT FOR SERVICES**

<b>Category</b>	<b>Baseline</b>	<b>Quartile position 12/13 (compared to unitaries)</b>	<b>3 and 5 year targets</b>	<b>Comments</b>	
Number of physical visits across all libraries	13/14				
	1,042,985				
	12/13				
	1,005,595	Upper	16/17 1,180,000		
	11/12		18/19 1,250,000		
	1,009,148				
	10/11				
	940,251				
<b>Stock</b>					
Issues		13/14 940,868			
		12/13 984,593			
	Issues of all stock including renewals	11/12 1,062,054	2nd	16/17 900,000	
		10/11 1,111,327		18/19 1,000,000	
Number of new items added to stock	13/14 29,044				
	12/13 28,029	2nd	16/17 30,000		
	11/12 34,000		18/19 31,000		
<b>Membership</b>					

Number of Explore Members      NA      NA      16/17 250      This measure is about community members, not staff members.  
 18/19 500

Number of residents with current YorkCards      35,712      NA      16/17 38,000  
 18/19 40,000

**Active library borrowers**

13/14      38,885  
 12/13      41,222  
 11/12      43,203  
 10/11      45,846

16/17 21%      Members who have borrowed at least one item in  
 18/19 23%      the last year

Upper

**Archives**

Number of visits to Archives and Local History spaces      No comparable figure due to current space being shared      16/17 2,800  
 18/19 5,600

Number of hours per week for access to archives      14      16/17 45  
 18/19 60

## Volunteers

Number of volunteer hours in the year	16/17	22,000
	6205	NA
	18/19	30,000

## Digital

NA

Number of people helped to get online	16/17	800	NA	18/19	500
	Range of activities covered includes courses: Get Started with Computers; Get Started with the Internet; Get Started with Tablets & E-readers; special events; plus informal help and support at libraries				

## Quality Standards

Customer Service Excellence Accreditation	Awarded by the Cabinet Office. To be achieved by 2015
Dementia Friendly Status	Awarded by Dementia Forward. To be achieved by 2015
Investing in Volunteering	Awarded by UK Volunteering Forum To be achieved by 2015