CARMARTHENSHIRE ARCHIVES

FORWARD PLAN, 2021 – 2024

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1. CONTEXT

Carmarthenshire Archives is located in the county town of Carmarthen, Carmarthenshire, Wales.

The service forms part of the Carmarthenshire County Councils' Communities Department and as such, contributes to the corporate policies and themes of the Carmarthenshire County Council.

Carmarthenshire Archives operates within a legislative framework defined by *inter alia* the Local Government Acts, 1962, 1972, & 1994 (Wales), the Public Records Act, 1958 & 1967, the Data Protection Act, 2018, the Freedom of Information Act, 2000 and the Environmental Information Regulations, 2004.

1. It is the authorised archive service for the custody of the official records of Carmarthenshire County Council and its predecessor authorities under the Local Government Act, 1972 and Local Government (Wales) Act, 1994.

2. It is an approved 'Place of Deposit' under the Public Records Acts 1958 and 1967 for a number of classes of Central Government records held locally (Public Records) e.g. the records of the Courts of Quarter Sessions, the Magistrates Court, the County Court and the Coroner.

3. It has been empowered to acquire archives by deposit, gift or purchase and to preserve and make them available under The Local Government (Records) Act, 1962 (c.56). Section 4 of this Act also permits the allocation of resources to persons looking after such archives.

4. It is recognised by the Representative Body of the Church in Wales as a repository for parochial records within the area defined by its agreement with Carmarthenshire Archives.

5. It is recognised by the Master of the Rolls as an official repository for manorial and tithe records under the Law of Property Act, 1922, the Law of Property (Amendment) Act, 1924 and the Tithe Act, 1936.

The service is responsible for the curation of Public Records including Coroner's, Quarter Session and Petty Session Court Records. Other Public Records held include Hospital, Shipping and Transport records. It also holds Official Records from bodies such as the County Council, Boroughs, District Councils and Parish/Community Councils. Other deposited records include family and estate collections, solicitors, businesses, clubs and societies, churches and chapels and personal items.

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2.   INTRODUCTION

This Service Delivery Plan sets out the vision and aspirations for the services we provide to our local communities and visitors, and the role we play in supporting the wider corporate agenda. The plan provides staff, colleagues, stakeholders and users with a new outcome-focused action framework for our service for the period 2021 - 2024.

The plan has been informed by the requirements of the Archive Service Accreditation standard. The Archive Service Accreditation standard is the UK standard for archive services. The standard defines good practice and identifies agreed standards, thereby encouraging and supporting development. It replaces The National Archives' Standard for Record Repositories and its self-assessment programme for local authority archives in England and Wales. For further information please see: http://www.nationalarchives.gov.uk/archives-sector/archive-service-accreditation/

All staff will be issued with a copy of the Service Plan and Action Framework and this document will form the basis of individual Performance Review and Development meetings and work plans.

3. ANALYSIS OF ENVIRONMENT

3.1. Carmarthenshire County Council's Corporate Strategy, 2018 - 2023

'Moving Forward in Carmarthenshire: the next 5 years' makes it clear that regeneration is the Council's number one priority.[1]

The plan identified a number of key projects and programmes that the Council will strive to deliver over a five-year period as it seeks to continuously improve economic, environmental, social and cultural well-being in the County.

The Council's Vision can be summed up as follows:

"Life is for living, let's start, live and age well in a healthy, safe and prosperous environment"

These priorities will form the basis of Carmarthenshire Archives' Forward Plan for 2021 - 2024.

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[1] "Moving Forward in Carmarthenshire The Council's Corporate Strategy 2018-2023. Updated June 2019". Available online: https://www.carmarthenshire.gov.wales/media/1219049/corporate-strategy-revised-2019-20.pdf (Accessed 02/11/2020).

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3.2. PESTLE Analysis of the External Factors

Political	Economic
• Welsh Government led strategies and priorities • Revised strategic priorities • Outcome of Brexit negotiations and devolved powers	• Post Brexit funding • Continued funding cuts for council services • Increased pressures to generate extra income
Social	**Technological**
• Bilingualism and interest in Welsh culture and community • Need to create a more inclusive service and attract a more diverse audience with a wider range of ages • Rising user expectations in terms of facilities and access • Public perception of service relevance	• Expectation that catalogues and collections will be available online • Increasing use of digital services • Increased digital and decline in paper records requires a sustainable solution for Digital Preservation • Development of new tools for reaching out to new audiences in a cost-effective manner
Legal	**Environmental**
• Local Authorities need to maintain and provide access to archives to fulfil a variety of requirements under Freedom of Information, Data Protection and Local Government Acts	• The archive collections held in Carmarthenshire are of great significance to the people of Carmarthenshire, Wales and beyond

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4. CONSULTATION AND AN ANALYSIS OF VIEWS

4.1. Overview.

Carmarthenshire Archives has a number of communities which reflect the nature of its collection and the appeal of the variety and high standard of the service we offer.

The term 'communities' in this context does not refer simply to the local population or county of Carmarthenshire. Our community extends beyond the formal boundaries of the county. Carmarthenshire Archives serves multiple communities: local, national, and international; different communities of researchers and other types of direct and indirect users and of non-users. Different aspects of this wider community will attract different priorities, types, and levels of services.

This forward plan has been developed to ensure that the service has a planned customer-focused approach to improving engagement and access for its communities enabling it to respond to the needs and interest of all stakeholders. Much care has been taken to ensure that the forward plan is appropriate to the service mission statement and the nature and scale of the collections.

The plan has been created on the understanding that the immediate priority is to reopen the service to the public after a long period of closure. Once the service has reopened this plan will be revised with stakeholders given the opportunity to engage with the future direction of the service. This process will enable the Carmarthenshire Archives to better meet the needs and interests of the communities it is established to serve.

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4.2. SWOT Analysis of Internal Factors.

Strengths	Weaknesses
- Archives building meeting all the necessary standards - Experienced, well qualified staff - Friends group and volunteers - Positive staff attitudes - Good quality service delivery - First class collections - Links with Carmarthen Library and Museum service - Support of senior officers and local community	- Operating with reduced levels of staff, reduced resources - Low service profile externally - No digital preservation, no systematic digitisation - Catalogues not available online - Limited current initiatives in outreach work - Limited audience development work
Opportunities	**Threats**
- Significant potential for partnerships / collaborative working with other regional archive services - Opportunities for other local authorities to buy into our services - Opportunities offered by corporates records management needs	- Low levels of staffing will result in reduced service delivery and impact on range of services offered - Economic climate - budget reductions are more than can be accommodated through efficiency gains, and will impact on core business - Inability to retain volunteers & 'friends' - Impact of other political priorities leading to low priority for resources - Perceived lack of relevance both internally and externally

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5. PRIORITIES

5.1. Vision, Mission, Values, Strategic Aims.

Our Vision
Our vision is to provide a sustainable archive service that is imaginative, innovative and inclusive.

Our Mission
Our mission is to identify, collect and preserve archive materials relating to the county of Carmarthenshire and its inhabitants and make them available to anyone who wishes to use them.

We are also particularly keen to raise awareness of our collections' educational potential through partnerships with educators and the communities we serve.

Our Values
Our values underpin and guide the way that we work, the way we improve and the way we make decisions in our community.

- **Working as one team** - We recognise that by working together and making constructive connections we can make the best use of our resources for our communities
- **Focus on our customers** -We work to improve the lives of the people in our communities this is our focus and key purpose.
- **Listen to improve** - We will listen and engage with our communities, partners and all stakeholders to inform our improvement plans.
- **Strive for excellence** - We will remain vigilant and ensure that we deliver to the best of our abilities and always explore ways to improve what we do.
- **Act with Integrity** - We will actively think about what is the right thing to do when presented with choices in a work situation.

5.2. SPECIFIC OBJECTIVES

Archive service objectives are listed below and aligned with Carmarthenshire County Council's vision areas (colour coded).

1.	CCC Priority Area: *Start Well*
	Objectives:
	o To create social media strategy to engage and promote the collections / activities to new and existing audiences
	o To provide work placement opportunities for young people and school children
	o To develop a formal learning offer for primary and secondary schools by working in partnership with the library and museum services
	o To secure the return of the Carmarthenshire collection and make it available to the public
	o To standardise catalogues and CALM and prepare for export to the Archive Hub
	o Acquire new archive materials
	o To achieve the Archive Service Accreditation Standard

2.	CCC Priority Area: *Live Well*
	Objectives:
	o To deliver a high standard of public service to on-site visitors and those visiting the website
	o To develop effective and productive relationships with internal & external stakeholder groups
	o To create and implement an Audience Development Plan
	o To develop and deliver a programme of activities to celebrate reopening of the new building
	o To explore the potential for digitising collections and making them available online, including working with commercial partners
	o To reduce the County Council's exposure to cost and risk by ensuring compliance with information legislation
	o To agree staff annual objectives & identify training needs

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3.	**CCC Priority Area:** *Age Well*
	Objectives:

	o To develop a strategy to secure additional sources of funding
	    o To provide added value services using volunteers - create Volunteer policy; recruit onsite / remote volunteers, etc.
	    o To re-establish links with Friends Group *et al.*

4.	**CCC Priority Area:** *Healthy, Safe & Prosperous Environment*
	Objectives:

	o To deliver a usable process to make progress against digital preservation challenges
	    o To ensure that processes, procedures, and infrastructure are in place to preserve and conserve analogue records
	    o To maintain an emergency response plan for the service and ensure that it is reviewed annually, or when the need arises, and revise where necessary
	    o To maintain a secure environment for the long-term preservation of the collections according to national standards (BS4971:2017)
	    o To ensure that all H&S documentation is up to date & training completed

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5.3. ACTION PLAN FRAMEWORK, 2021 – 2024

The archive service objectives with key actions are listed below under 7 developmental areas.

- o Service development
- o Audience development and lifelong learning
- o Education and skills
- o Collection care
- o Preservation and conservation
- o Archives accreditation
- o Staff and administration

The service objectives are aligned with Carmarthenshire County Council's vision areas (colour coded).

1.	SERVICE DEVELOPMENT					
	Service Objectives	Planned Completion Date	Lead Officer	Milestones		
				Key actions	By when	Resources
1.1.	To deliver a high standard of public service to on-site visitors and those visiting the website	Mar. 2022	ATM	Provide training for front line staff: - search room rules; good handling; enquiry service; Welsh language standards; collecting statistics, etc.	Mar. 2022	Staff Time / Budget
			ARC / AA	Carry out survey of Visitors to UK Archives / In-house survey. Review and act on findings	Mar. 2022 & every 18 months	Staff Time/ Grants / Budget
			AA	Carry out stocktake / inventory	Mar. 2021 & annually	Staff Time
			ATM / ARC	Marketing: - Create new logo, service leaflets, search room panels, etc.	Mar. 2022	Staff Time/ Grants / Budget

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			ATM / ARC	Website refresh: - create / agree templates & create content / collect images, (copyright)	Mar. 2022	Staff Time
			ATM / ARC	Create links NLW online portal to Archives Hub	Mar. 2022	Staff Time
			ATM	Explore e-commerce opportunities	Mar. 2022	Staff Time
			ATM	Procure staff signing in books, notice boards; leave planners; diaries	Mar. 2021	Staff Time / Budget
			ATM	Statistics: create templates and begin to capture statistical info.	Mar. 2021	Staff Time
1.2.	To develop effective and productive relationships with internal & external stakeholder groups	Mar. 2022	ATM	Contact / engage with all relevant stakeholders	Mar. 2021	Staff Time
			ATM	Provide evidence of positive engagement with stakeholders' groups	Mar. 2022	Staff Time/ Grants
1.3.	To develop a strategy to secure additional sources of funding	Mar. 2022	ATM	Review existing service fees and charges	Mar. 2021 & annually	Staff Time
			ATM / ARC	Identify & stock items for re/sale	Mar. 2022	Staff Time
			ATM	Identify opportunities to work with commercial companies	Mar. 2022	Staff Time
			ATM	Identify grant funding streams	Mar. 2021	Staff Time

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2.	AUDIENCE DEVELOPMENT AND LIFELONG LEARNING					
	Service Objectives	Planned Completion Date	Lead Officer	Milestones		
				Key actions	By when	Resources
2.1.	To create and implement Audience Development Plan	Mar. 2022	ATM	Create and implement ADP and provide opportunities for residents to learn about and explore the value of archival resources and how they might be used	Mar. 2022	Staff Time/ Grants
			ATM / ARC	Deliver a programme of outreach and engagement events	Mar. 2022	Staff Time/ Grants
2.2.	To develop and deliver a programme of activities to celebrate reopening of the new building	TBC	ATM / ARC	Create launch plan	TBC	Staff Time
			ATM / ARC	Organise launch day	TBC	Staff Time / budget
			ARC / AA	Record no. events / activities / people attending / review feedback received	TBC	Staff Time
2.3.	To create social media strategy to engage and promote the collections / activities to new and existing audiences	Mar. 2023	ATM / ARC	Identify channels; create and implement strategy	Mar. 2022	Staff Time / budget
			ATM	Monitor and review engagement / impact findings	Mar. 2023	Staff Time / budget
2.4.	To explore the potential for digitising collections and making them available online, including working with commercial partner	Mar. 2022	ARC	Reprographics equipment reviewed, updated and replaced.	Mar. 2021	Staff Time / budget
			ATM	Create digitisation strategy to improve, extend and enhance access to archives	Mar. 2022	Staff Time / budget
			ATM / ARC	Digitisation policies and procedures reviewed and created; Determine storage and transfer methodology	Mar. 2022	Staff Time/ Grants / Budget

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| | | | | Establishment of commercial digitisation partnerships to digitise the major family history sources, Ancestry; FMP; Genealogist, etc. | Mar. 2021 & annually | Staff Time |

3.	**EDUCATION AND SKILLS**					
	Service Objectives	Planned Completion Date	Lead Officer	**Milestones**		
				Key actions	**By when**	**Resources**
3.1.	To provide added value services by the use of volunteers - create volunteer policy; recruit onsite / remote volunteers, etc.	**Mar. 2022**	ATM / ARC	Volunteer documentation created	Mar. 2021	Staff Time
				Onsite and remote volunteers recruited	Mar. 2021	Staff Time
				Retro conversion of agreed catalogues by remote volunteers	Mar. 2022	Staff Time
				Retro conversion of catalogues / preservation by onsite volunteers	Mar. 2022	Staff Time
3.2.	To re-establish links with Friends Group, *et al.*	**Mar. 2021**	ATM	Establish contact with Friends Group	Mar. 2021	Staff Time
				Discuss future working	Mar. 2021	Staff Time / grants
3.3.	To provide work placement opportunities for young people and school children	**TBC**	ATM	Promote opportunities and draw up programme of work	TBC	Staff Time
3.4.	To develop a formal learning offer for primary and secondary schools by working in partnership	**Mar. 2023**	ATM	Establish school and heritage partnerships	Mar. 2022	Staff Time
				Agree resources	Mar. 2022	Staff Time

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				Education resource created	Mar. 2023	Staff Time/ Grants / Budget
with the library and museum services						

4.	COLLECTION CARE AND					
	Service Objectives	Planned Completion Date	Lead Officer	Milestones		
				Key actions	By when	Resources
4.1.	To secure the return of the Carmarthenshire collection and make it available to the public	**TBC**	ATM / ARC	Safe return of the Carmarthenshire Collection. (See separate plan)	TBC	Staff Time / Budget
4.2.	To standardise catalogues and CALM and prepare for export to the Archives Hub. Reduce backlog	**Mar. 2022**	ATM / ARC	Modify CALM Templates - ISAD(G) compliant	Mar. 2021	Staff Time
				Create cataloguing guidelines	Mar. 2021	Staff Time
				Review CALM agreement	Mar. 2021	Staff Time
				Add Collections to CALM	Mar. 2021	Staff Time
				100 catalogues added to the Archives Hub	Mar. 2022	Staff Time
4.3.	Acquire new archive materials	**Mar. 2022**	ATM / ARC	Encourage deposit or donation of a full range of collections to the service	Mar. 2022	Staff Time

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5.	PRESERVATION AND CONSERVATION					
	Service Objectives	Planned Completion Date	Lead Officer	Milestones		
				Key actions	By when	Resources
5.1.	To deliver a usable process to make progress against digital preservation challenges	**Mar. 2024**	ATM	Digital preservation policy and strategy	Mar. 2022	Staff Time
			ATM	ARCW DigPres digital preservation pilot	Mar. 2022	Staff Time/ Grants / Budget
			ATM	Meet criteria level 2 of (NDSA)	Mar. 2023	Staff Time/ Grants / Budget
			ATM	Progress made with ARCW DigPres solution	Mar. 2024	Staff Time/ Grants / Budget
5.2.	To ensure that processes, procedures and infrastructure are in place to preserve and conserve analogue records	**Mar. 2022**	ATM	Make conservation arrangements with local services	Mar. 2021	Staff Time/ Budget
			ATM / ARC	Equip Digi/Con room with equipment and supplies	Mar. 2021	Staff Time/ Grants / Budget
			ATM / ARC	Develop Pres / Con work programme (revise after PAS Survey 2022)	Mar. 2022	Staff Time
5.3.	To maintain an emergency response plan for the service and ensure that it is reviewed annually, or when need arises, and revised where necessary	**Mar. 2022**	ATM	Provide training for staff and volunteers	Mar. 2022	Staff Time
			ATM / ARC	Review and update emergency and business continuity plans	Mar. 2022	Staff Time
			ARC	Fire alarm testing	Mar. 2022	Staff Time

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			ATM / ARC	Carry out emergency drill	Mar. 2022	Staff Time
5.4.	To maintain a secure environment for the long term preservation of the collections according to national standards (BS4971:2017)	Mar. 2022	ATM / ARC	Replace the existing Harwell monitoring devices	Mar. 2022	Staff Time / Budget
			ATM / ARC	Secure grant funding and conduct PAS Survey	Mar. 2022	Staff Time / Grants /
			ARC	Conduct system for monitoring pests and mould	Mar. 2021	Staff Time / Budget

6.	ARCHIVE ACCREDITATION					
	Service Objectives	Planned Completion Date	Lead Officer	Milestones		
				Key actions	By when	Resources
6.1	To achieve the Archive Service Accreditation Standard	Mar. 2023	ATM	Review policies and procedures against standard and create any which are missing	Mar. 2022	Staff Time / Grants / Budget
				Complete and submit application	TBC Dependent on WG timetable	Staff Time

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7.	ADMINISTRATION AND STAFF					
	Service Objectives	Planned Completion Date	Lead Officer	Milestones		
				Key actions	By when	Resources
7.1.	To reduce the County Council's exposure to cost and risk by ensuring compliance with information legislation	Mar. 2023	ATM	Review service document retention schedule; timely destructions undertaken	Mar. 2022	Staff Time
			ATM	Review procedures and policy documents / provide DPA; FOI; & Copyright training	Mar. 2022	Staff Time
			ARC / AA	Introduce new archives reader ticket system for use in search room	Mar. 2021	Staff Time / Grants / Budget
7.2.	To agree staff annual objectives & identify training needs	Mar. 2022	ATM	Complete corporate appraisal and review	Mar. 2021	Staff Time
			ATM	Six monthly review	Oct. 2021	Staff Time
7.3.	To ensure that all H&S documentation is up to date & training completed	Mar. 2022	ATM	Review service Risk Assessments	Mar. 2022	Staff Time
			ATM	Review H&S policies and procedures, and update as necessary	Mar. 2022	Staff Time
			ATM	Provide H&S training for staff; manual handling; dealing with difficult customers, etc.	Mar. 2022	Staff Time / Budget
			ARC	Devise staff routine for opening and closing and create templates for signing in and out	Mar. 2021	Staff Time

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6. REVIEW AND RENEWAL.

The Archives Transformation Manager will continuously monitor progress against our stated aims and objectives and will undertake a full review on an annual basis. This will be reported to the Head of Service. At the end of the three-year lifetime of the Plan, we will evaluate impact, re-assess priorities and identify a new set of aims and objectives.

This plan ends in March 2024.

Head of Service   **Archives Transformation Manager**

Date: **Date:**

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