

### Record Office Best Value Review Improvement Plan

**[Note: the purpose of all these proposed actions is to improve customer care, service delivery and introduce new cost effective ways of working. They are the pistons which enable the engine deliver]**

| What action do we need to do to take to improve?<br>(Please ensure that proposed actions are both specific and measurable)   | Who is responsible? | When will the action be completed? | How much will it cost?<br>£ |
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| <b><u>Acquisition and storage</u></b>  |                     |                                    |                             |
| <b>Acquisition: obtain the records people want</b>   |                     |                                    |                             |
| 1. Revise and expand Acquisition Policy to develop acceptance and retention criteria based on strengths and weaknesses of the collections, research use, intrinsic value, and customer perception of need. Use other counties' practices as examples | HoR HQ              | Dec 2002                           | Existing resources          |
| 2. Re-establish pro-active collecting:   |                     |                                    |                             |
| (i) Prioritise areas of weakness in light of 1 above.  | CA/SACA             | Dec 2002                           | Existing resources          |
| (ii) Re-establish newspaper monitoring for likely sources.   | MQ/FJR              | April 2002                         | <u>Do.</u>                  |
| (iii) Make at least one approach per week  | CA/SACA/<br>HoR HQ  | April 2002                         | <u>Do.</u>                  |
| <b>Storage: make sure the records are safely kept, at as low a cost as possible, and are</b>   |                     |                                    |                             |

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| <p><b>readily accessible for users</b></p> <ol style="list-style-type: none"> <li>1. Record Office to be unified on one site at WLHC to enable efficient delivery. All storage to national standards and to be BS5454:2000 compliant.</li> <li>2. Existing HQ to be upgraded to be compliant</li> <li>3. Rent BS accommodation to remedy urgent interim lack of storage problems</li> <li>4. Maximise usage of space by             <ol style="list-style-type: none"> <li>(i) changing to fixed location storage</li> <li>(ii) improved boxing and packaging</li> </ol> </li> </ol> | Head Cult Services/CA/HLS | 2008                 | £1.5m - £5m, depends on HLF funding         |
|  | CA/HoR HQ                 | Capital bid required | £181,000                                    |
|  | CA / HoR HQ               | As necessary         | £8,500 initial set up<br>£31,000 pa storage |
|  | HoR HQ /SACA              | Dec 2001             | Nil   |
|  | HoR HQ /PH                | Ongoing              | £2,000pa - existing resources               |
| <p><b><u>Cataloguing:</u> unless this is done, customers will not know what is available</b></p> <ol style="list-style-type: none"> <li>1. Implement CALM package: [ vital to meet national electronic standards of Internet delivery of</li> </ol>  | SACA                      | Dec 2001             | Nil - package already                       |

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| <p>catalogues ]</p> <p>2. Seek funding to address problems of insufficient backlog cataloguing staff, and employ specifically for that purpose: [ improves service standard to personal callers and allows electronic access]</p> <p>(i) Make funding bids to HLF and others to retro-catalogue and de-accession. As an example, a fund-raising employee costing the Council £34,000 pa, should be able to prepare at least 2 bids each year valued at £100,000 each (although the County would be required to pump prime with 10% of each £100,000 bid). This should be sustainable for at least 3 years.</p> <p>(ii) Investigate sponsorship for cataloguing specific collections</p> <p>3. Ensure catalogues available for Freedom of Information purposes and via the Internet</p> | <p>CA / SACA</p><br><p>SACA/new appointment</p><br><p>SACA</p><br><p>HoR MRU / HoR WLHC</p> | <p>April 2002</p><br><p>Ongoing to 2001</p><br><p>Ongoing</p><br><p>Autumn 2002</p> | <p>purchased</p><br><p>UBP additional resources bid - £75,000</p><br><p>£34,000 pa for 3 years</p><br><p>Existing resources</p><br><p>Existing resources</p> |
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| <p><b><u>Conservation</u> -[ vital if fragile material is to be handled by the public]</b></p> <ol style="list-style-type: none"> <li>1. Modernise existing Conservation and Preservation Policy (to include Photocopying Policy), create staff and public document handling Guidelines and provide formal training for staff.</li> <li>2. (i) Employ Conservation Consultant to undertake Conservation and Preservation Audit, establish priorities and create Strategy [say 12 weeks @ £1,250]<br/><br/>(ii) Establish Conservation capability within Record Office structure (in light of above)</li> <li>3. Review Microfilming Unit viability in light of conflicting demands, revised working arrangements, income generation, security filming, provision of surrogates in search-rooms and Internet access.</li> </ol> | <p>AD</p> <p>CA/HoR HQ</p> <p>CA</p> <p>SACA / HoR<br/>WLHC/VM</p>  | <p>Dec 2001</p> <p>Sept 2002</p> <p>Mar 2003</p> <p>Sept 2002</p> | <p>Existing resources</p> <p>£15,000</p> <p>£27,000</p> <p>Existing resources</p> |
| <p><b><u>Public Services:</u> making it as easy as possible for users to do their research</b></p> <ol style="list-style-type: none"> <li>1. Integrate on one site - See <b>Storage [ 1 ]</b></li> <li>2. Review staffing issues resulting from Phase 1</li> <li>3. Improve finding aids in general; vital to develop CALM and Internet access, and links to Libraries, Museum, Archaeology and Mobile Learning Centre</li> </ol>  | <p>-</p> <p>CA / SACA</p> <p>HoR WLHC /<br/>JT /<br/>volunteers</p> | <p>-</p> <p>Dec 2001</p> <p>Ongoing</p>                           | <p>-</p> <p>To be determined<br/>[?£12,000]</p> <p>Existing resources</p>         |

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| 4. Introduce new user packs   | <u>Do.</u>                 | April 2002                       | <u>Do.</u>         |
| 5. Internet Access:   | <u>Do.</u>                 |                                  | <u>Do.</u>         |
| (i) Improve Web page significantly.   | <u>Do.</u>                 | April 2002                       | <u>Do.</u>         |
| (ii) Make existing wills index, parish register and other hand-lists available on Web                             |                            | Sept 2002                        | <u>Do.</u>         |
| 6. Establish formal Access Policy and audit Record Office in its light.   | SACA                       | In hand - complete by April 2002 | <u>Do.</u>         |
| <b><u>Outreach: ensuring the Record office reaches as wide an audience as possible</u></b>                        |                            |                                  |                    |
| 1. (i) Re-establish programme of at least 12 events and 50 talks pa   | CA/ All professional staff | Jan 2002                         | Existing resources |
| (ii) Ensure staff structure has significant Public Services and outreach capability                               | CA/HoR                     |                                  | £25,700            |
| (iii) Display and events; additional costs  |                            | Jan 2002                         | £4,000             |
| 2. (i) Ensure all professional staff ( and appropriate non-professionals who wish), have public speaking training | ACA / HoRs                 | Mar 2002                         | Existing resources |

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| <p>(ii) Each person to have at least 2 different talks to offer</p> <p>(iii) Include communication skills in training and development plan</p> <p>(iv) Establish communication criteria with minimum standards for all staff</p> <p>3. Web-site:</p> <p>(i) include existing foreign language leaflets;</p> <p>(ii) increase image database by 50% pa</p> <p>4. Develop Life -Long Learning links.</p> <p>(i) Establish Local History Certificate working with UCW</p> <p>(ii) Create 3 teaching aids pa</p> <p>(iii) Maintain Oral History and Memory recall projects at existing levels</p> <p>(iv) Include a LLL role in Record Office structure</p> <p>(v) Develop a LLL strategy for Records ( linking with other Cultural Services), including targets and resource implications</p> | <p>Appropriate staff<br/>ACA</p> <p><u>Do</u></p> <p>JT</p> <p>JT/DP/MQ</p> <p>ACA</p> <p>ACA/SD/AO/<br/>AD</p> <p>MT/SD</p> <p>CA</p> <p>ACA</p> | <p>Dec 2002</p> <p>March 2002</p> <p><u>Do.</u></p> <p>April 2002</p> <p>Ongoing</p> <p>Jan 2002</p> <p>Mar 2003</p> <p>Ongoing</p> <p>Jan 2002</p> <p><u>Do</u></p> | <p><u>Do.</u></p> <p><u>Do.</u></p> <p><u>Do.</u></p> <p>Existing resources</p> <p><u>Do.</u></p> <p>Self-funding</p> <p>Existing resources</p> <p><u>Do.</u></p> <p><u>Do.</u></p> <p><u>Do.</u></p> |
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| <p><b><u>Records Management:</u> ensuring Worcestershire only keeps the current records it really needs, and that Statutory obligations are fulfilled</b></p> <p>1. (a) Improve contact with users and institute training and awareness.</p> <p style="padding-left: 20px;">(i) undertake 2 training sessions pa</p> <p style="padding-left: 20px;">(ii) ensure all information leaflets/guidance up to date</p> <p style="padding-left: 20px;">(b) Extend to staff beyond County Hall</p> <p>2. Revise and update Retention Schedule for manual and electronic records</p> | <p>HoR MRU</p> <p><u>Do</u></p> <p><u>Do.</u></p> <p><u>Do.</u></p> <p>CF/Temp ER<br/>Manager</p> <p>CA/ Temp<br/>Information</p> | <p>Sept 2002</p> <p>Sept 2002</p> <p>March 2002</p> <p>Mar 2003</p> <p>June 2002</p> | <p>Existing<br/>resources</p> <p><u>Do.</u></p> <p><u>Do.</u></p> <p><u>Do.</u></p> <p><u>Do.</u></p> <p><u>Do.</u></p> <p><u>Do.</u></p> |
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| 3. Develop activity under Freedom of Information, Data Protection and Human Rights legislation   | Manager                          | Jan 2002.<br>Ongoing                 |   |
| 4. Review use of CORA database   | HoR MRU                          | August 2002                          | <u>Do.</u>                              |
| <b><u>Service -wide management: to ensure the Office doesn't waste resources and generates as much income as possible</u></b>  |                                  |                                      |   |
| 1. Review income generation, external funding and budgetary arrangements, ensure strategy exists to give clear financial priorities, targets and control. Consider impact of key policies such as social inclusion | CA/SACA/<br>HC                   | July 2002,<br>annually<br>thereafter | Existing<br>resources<br><br><u>Do.</u> |
| 2. Ensure Project Development role created in Record Office structure (to include R&I, Performance Management, HR, Finance and Admin)  | CA                               | Jan 2002                             | £11,000                                 |
| 3. Address recruitment and retention difficulties  | Head Cult<br>Services/CA/<br>ACA | Nov2001                              | To be<br>determined                     |
| 4. Restructure Record Office working patterns  |                                  | Jan 2002                             | (£?26,500)                              |
| (i) Establish planned approach to training, establish training programme and prioritise budget to support service needs  | SACA                             | <u>Do.</u>                           | Existing<br>budget plus<br>£1500 pa     |
| (ii) Implement new structure to reflect (a)functional activities, (b)inter-relationships with Cultural Services and (c) new working patterns, hours and locations (d) existing and                                 | CA                               | <u>Do.</u>                           | -                                       |

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| potential career grades   | HCS/CA |            | Existing Resources |
| (iii) Re examine/re define role of CA within Cultural Services, particularly in light of Phase 2 development  | CA     | <u>Do.</u> | -                  |
| (iv) Re- define roles of ACA and HoRs to reflect new structure  | CA/ACA | <u>Do.</u> | <u>Do.</u>         |
| (v) Review administrative arrangements in light of Cultural Services Administrative Review  | CA     | Do.        | Existing resources |
| (vi) Create structure to allow appointments, on permanent or project based basis, in order to develop [ in no order of priority]:<br><ul style="list-style-type: none"> <li>- Educational activities</li> <li>- Web design and content</li> <li>- Design, exhibition</li> <li>- Digitisation</li> <li>- Memory recall and oral History</li> <li>- Cataloguing</li> <li>- Pro-active fieldwork and survey</li> <li>- Conservation</li> <li>- Regional projects and liaison</li> <li>- Electronic records management</li> <li>- Other professional development work as encountered</li> </ul> | CA     | Jan 2003   | Existing resources |
| 5. Prepare new Position Statement   | CA     | April 2002 | Do.                |
| 5. Ensure BV Recommendations are reflected in UBP targets   |        | April 2002 |                    |

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