

**THE CITY AND COUNTY OF CARDIFF, COUNTY BOROUGH COUNCILS  
OF BRIDGEND, CAERPHILLY, MERTHYR TYDFIL, RHONDDA CYNON TAFF  
AND THE VALE OF GLAMORGAN**

**COMMITTEE**

**THE GLAMORGAN ARCHIVES  
JOINT COMMITTEE  
21<sup>st</sup> May 2021**

**REPORT OF:**

**THE GLAMORGAN ARCHIVIST**

	<b>AGENDA ITEM NO</b>
<b>Strategic Plan 2021-2026</b>	

**1. PURPOSE OF REPORT**

This report presents the new Strategic Plan for 2021-2026.

**2. BACKGROUND**

Progress towards targets are reported to each meeting of the Joint Committee. This Strategic Plan gives direction to the service for the next few years. It is intended to be a working document so that new opportunities can be added to it over the term of the Plan. An annual plan will be drawn from this each year to inform the work of the staff, and that will be reported against in each quarterly report to the Joint Committee.

**3. LEGAL IMPLICATIONS**

The Glamorgan Archivist is appointed by the Committee to manage the joint archives service on behalf of the Committee; to exercise the duties powers and functions of the parties under the enactments agreements and instruments set out in the Joint Archives Committee agreement dated 11 April 2006; to comply with national standards for archive keeping; to satisfy the requirements of the National Assembly for Wales with regard to archive services; to provide the services agreed by the parties; and to develop such additional services as may be appropriate.

The Glamorgan Archivist acts at all time under the direction and supervision of the Committee and the quarterly reports of the Glamorgan Archivist to the Committee enable the Committee to discharge its duty to provide maintain and develop a joint archives service for the parties.

**4. FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from this report. The activities identified in the Plan will be funded from within the approved revenue budget,

or external funding will be sought for additional activities. A number of these opportunities are identified within the Plan.

## **5. SUMMARY**

The new Strategic Plan for 2021-2026 gives the service a direction for the forthcoming period of time. An annual plan will be drawn from this longer plan, but many tasks and activities run over multiple years so it is useful for the service to have an idea of what it is aiming for over a longer period. This is particularly useful for Archives Accreditation purposes and will form the basis of a revised reporting template for the Joint Committee.

## **6. RECOMMENDATION**

Members are asked to approve the Strategic Plan for 2021-2026.

**Laura Cotton**  
**Glamorgan Archivist**  
**14 May 2021**

# Glamorgan Archives

## Strategic Plan 2021-2026



This plan sets out the vision, outcomes and accompanying action plan for Glamorgan Archives for the five-year period 2021-26. The service has recently undergone a period of uncertainty and change during the Coronavirus pandemic which has shaped our thinking about the future and the areas of growth needed for the service to continue to develop and deliver for the multiple communities that it serves.

### Vision

The vision for the service is to collect, preserve and share the documentary heritage of the historic county of Glamorgan (incorporating Mid and South Glamorgan, as well as some records for West Glamorgan) for and with everyone.

### Mission Statement

The mission of the service is to safeguard and develop the collections, whilst also making them as widely accessible as possible in order to engage, educate and empower all those who come into contact with them, now and in the future. The service will take a proactive and inclusive approach to enhancing the collection and its access by addressing cataloguing and conservation backlogs, developing a comprehensive solution for digital preservation and embracing new and innovative approaches for engagement and access to the collections in an increasingly digital world.

### Outcomes

The key outcomes for the service are:

- User communities are able to access the service's resources, no matter where they are in the world, through enhanced provision of digital services.
- A wider range of people are aware of Glamorgan Archives and the work that the service does.
- People of all ages have developed skills and are better prepared for the workplace through engagement with Glamorgan Archives.
- The legal and evidential value of archives is at the forefront of the service's work.
- Collections are gathered, kept and shared using the best professional standards.
- Resources are managed to the best possible advantage with all due consideration given to sustainability and value-for-money, whilst maintaining a flexible and agile service.

Those outcomes translate into the following action plan:

Task/target	How this will be delivered	Who will deliver (staff/partners)	Timescales: short, medium or long term	Notes
<b>1. Enhanced provision of digital services</b>				
<b>1.1 Establish a priority programme for digitisation of collections and enhance access to digital collections through a broad range of avenues</b>	<ul style="list-style-type: none"> <li>• Combined priority programme for cataloguing, conservation and digitisation</li> <li>• Enhanced website</li> <li>• Work with Peoples Collection Wales (PCW) to highlight selected aspects of the collections through Creative Commons licensing</li> <li>• Explore other options for displaying collections highlights online with a broad range of partners</li> </ul>	GA staff PCW	2021-2022	
<b>1.2 Improved access to collections through an enhanced online catalogue</b>	<ul style="list-style-type: none"> <li>• Improved archive catalogue on GA website by transfer to new software provider</li> <li>• Provide wide access to catalogues through partnerships with Archives Hub and The National Archives, etc.</li> <li>• Explore other options for broadening access to the collections.</li> <li>• Apply for Metadata Ingest Grant from Archives Portal Europe for adding more</li> </ul>	GA staff Archives Hub Manage Your Collections at TNA	2021-2023	

	catalogues onto Archives Hub			
<b>1.3 Improved website with more resources and assistance available online 24/7</b>	<ul style="list-style-type: none"> <li>• Develop more online resources to add to the GA website so that people can always access material (even when the office is closed)</li> <li>• Revise existing and develop further research guides to add to website resources</li> <li>• Develop further channels for communication with users through website and social media</li> <li>• Develop curated content for GA website through online exhibitions and video content</li> </ul>	GA staff ICT?	2023-2026	
<b>1.4 Increased use of social media shared amongst the whole team with growing usage figures</b>	<ul style="list-style-type: none"> <li>• Develop plans and procedures for embedding social media more deeply within individual staff workplans</li> <li>• Look at ways that the use of social media can be broadened within the work of GA</li> <li>• Explore options for continuing to deliver bilingual social media provision and ways in which copyright issues can be resolved</li> </ul>	GA staff Externally funded project staff?	2023-2026	
<b>1.5 Enhanced range of online events, with additional services like recorded events</b>	<ul style="list-style-type: none"> <li>• Deliver a more varied range of online events</li> </ul>	GA staff Community groups	2021-2023	

	<ul style="list-style-type: none"> <li>Record and mount online past events to allow additional viewing later</li> <li>Work with other groups to continue to enhance the range of events delivered on request</li> <li>Develop new targeted events for new audiences (linked to 2.1 below)</li> </ul>	and other organisations		
<b>1.6 Agree and deliver a digital preservation repository</b>	<ul style="list-style-type: none"> <li>Develop and deliver a Digital Preservation Strategy specifically for Glamorgan Archives</li> <li>Use the outputs of the Welsh Vital Digital Information project to inform a future plan for long-term developments of a digital preservation repository</li> <li>Agree external funding for a seed project to implement a digital repository</li> <li>Put in place all of the relevant digital preservation tools required to care for born-digital material</li> </ul>	GA staff ARCW Digital preservation group NLW?	2021-2024	
<b>1.7 Develop and deliver a Digital Strategy</b>	<ul style="list-style-type: none"> <li>Continue development of a far-reaching digital strategy incorporating all aspects of digital archives</li> </ul>	GA staff	2021-2023	
<b>2. Awareness (Advocacy)</b>				
<b>2.1 Identify new audiences and broad areas</b>	<ul style="list-style-type: none"> <li>Develop a comprehensive</li> </ul>	GA staff	2024-2026	

<p><b>of interest</b></p>	<p>stakeholder map to highlight existing users and other stakeholders</p> <ul style="list-style-type: none"> <li>• Hold an online consultation looking at identifying specific interest groups not currently engaged with GA and identifying their areas of interest</li> <li>• Plan and deliver an externally funded project to target new audiences</li> </ul>	<p>Externally funded project staff</p>		
<p><b>2.2 Build relationships with local media outlets to tell stories of local interest from across Glamorgan</b></p>	<ul style="list-style-type: none"> <li>• Develop key contacts in media throughout the area</li> <li>• Identify stories of interest to highlight GA and collections</li> </ul>	<p>GA staff</p>	<p>2023-2026</p>	
<p><b>2.3 Work with existing and potential community groups from across the area through broad community engagement</b></p>	<ul style="list-style-type: none"> <li>• Continue to offer tours and talks to groups when invited.</li> <li>• Develop a Community Engagement Strategy</li> <li>• Gain external funding for a Community Engagement Officer</li> <li>• Investigate opportunities for pop-up exhibitions throughout the local area to showcase content in hard-to-reach communities</li> </ul>	<p>GA staff Externally funded project staff</p>	<p>2023-2026</p>	
<p><b>2.4 Enhance communications with users to increase engagement with service</b></p>	<ul style="list-style-type: none"> <li>• Plan what methods of user communications will work best and deploy</li> <li>• Develop a supporters</li> </ul>	<p>GA staff Community Engagement Officer?</p>	<p>2023-2026</p>	

	<ul style="list-style-type: none"> <li>mailing list for use in marketing and fundraising</li> <li>Investigate potential around an Archives Champions programme</li> </ul>			
<b>2.5 Enhance the GA building as a community asset</b>	<ul style="list-style-type: none"> <li>Develop a public art project using the building as a base</li> <li>Look at the GA site and ways that it can be utilised by the local community</li> <li>Investigate further opportunities for 'opening up' building through Open Days or 'takeovers' etc.</li> </ul>	GA staff Externally funded project?	2023-2026	
<b>3. Education (Engagement)</b>				
<b>3.1 Enhance offer to schools through direct engagement and mounting education packs online</b>	<ul style="list-style-type: none"> <li>Develop further education packs to offer directly to schools</li> <li>Investigate ways of holding virtual classroom sessions with schools</li> <li>Add further education resources to GA website and PCW</li> </ul>	GA staff PCW	2021-2024	
<b>3.2 Use collections to engage schools in discussions re topics of interest</b>	<ul style="list-style-type: none"> <li>Develop an education project using collections held at GA to look at climate change in the local area</li> <li>Work with colleagues from across Wales on sources relating to the history of slavery and the history of disability</li> </ul>	GA staff External funding? ARCW	2021-2026	
<b>3.3 Strengthen existing and develop new</b>	<ul style="list-style-type: none"> <li>Work with students to</li> </ul>	GA staff	2021-2023	



<p><b>partnerships with Higher and Further Education establishments in the area</b></p>	<p>develop video content for GA</p> <ul style="list-style-type: none"> <li>Identify departments in local HE/FE institutions that GA doesn't currently work with, and see if links can be established</li> </ul>			
<p><b>3.4 Continue and enhance opportunities for Work Placements at GA</b></p>	<ul style="list-style-type: none"> <li>Roll out virtual/hybrid placements</li> <li>Work with archive courses to improve placements for archive students</li> <li>Continue to work with CC Skills to offer Cultural Ambition placements</li> <li>Work with CC Skills on Kickstart placement scheme</li> </ul>	<p>GA staff CC Skills</p>	<p>2021-2023</p>	
<p><b>3.5 Develop intergenerational learning opportunities</b></p>	<ul style="list-style-type: none"> <li>Work with partners to look at ways of bringing different generations together using collections as a catalyst for conversation (such as work with care homes etc.)</li> </ul>	<p>GA staff</p>	<p>2024-2026</p>	
<p><b>4. Legal and evidential value of archives</b></p>				
<p><b>4.1 Work to increase advocacy and representation within constituent local authorities</b></p>	<ul style="list-style-type: none"> <li>Work with GAJC to ensure links with broad range of officers from constituent authorities</li> <li>Continue to respond to requests for partnership working within the six partners</li> <li>Use the work of the Welsh</li> </ul>	<p>GA staff GAJC</p>	<p>2021-2023</p>	

	Vital Digital Records project as a catalyst for increased links			
<b>4.2 Ensure better integration with local authorities and other business collections</b>	<ul style="list-style-type: none"> <li>• Work to identify collections for deposit from local authorities</li> <li>• Develop a strategy for identifying collections that GA would seek to collect</li> </ul>	GA staff GAJC ARCW	2021-2023	
<b>4.3 Ensure records from all partner authorities are transferred to Glamorgan Archives in a timely and efficient manner, and are stored to the best professional standards both in paper form and electronically</b>	<ul style="list-style-type: none"> <li>• Create closer working links with records/information managers from all constituent authorities through SWIF</li> </ul>	GA staff GAJC	2021-2023	
<b>4.4 Work with ARCW Collections at Risk Project</b>	<ul style="list-style-type: none"> <li>• Work with ARCW Collections at Risk Officer to ensure any local collections at risk are identified and preserved</li> </ul>	GA staff ARCW	2021-2022	
<b>5. Collections</b>				
<b>5.1 Begin a systematic stocktake of all collections as part of Collections Weeks</b>	<ul style="list-style-type: none"> <li>• Reintroduce Collections Weeks following pandemic (end 2021)</li> <li>• Implement stocktaking work as part of Collections Weeks</li> </ul>	GA staff	2021-2022	
<b>5.2 Ensure a balance of cataloguing, conservation and digitisation priorities</b>	<ul style="list-style-type: none"> <li>• Redevelop spreadsheet of priorities to include cataloguing, conservation and digitisation</li> <li>• Join up the different elements of work so that all sides work together to enhance access to collections for users</li> </ul>	GA staff	2021-2022	

	<ul style="list-style-type: none"> <li>• Use priority listing to inform plans for external funding and identify order of applications</li> </ul>			
<b>5.3 Develop coherent programme of external funding applications</b>	<ul style="list-style-type: none"> <li>• Cataloguing Cardiff Castle (Burgess) collection</li> <li>• Add further collections to list as per priority list (see 5.2 above)</li> </ul>	GA staff	2021-2026	
<b>5.4 Complete half-finished collections</b>	<ul style="list-style-type: none"> <li>• Complete work on the ABP collection</li> <li>• Complete work on the Coroners collection</li> <li>• Add further collections to list as per priority list (see 5.2 above)</li> </ul>	GA staff Volunteers	2021-2026	
<b>5.5 Reinterpret collections descriptions so that they reflect modern views of history</b>	<ul style="list-style-type: none"> <li>• Mathews collection</li> <li>• Add further collections to list as per priority list (see 5.2 above)</li> </ul>	GA staff Volunteers	2023-2026	
<b>5.6 Investigate options for full indexing of collections</b>	<ul style="list-style-type: none"> <li>• Look at new cataloguing software and plan ways to comprehensively index collections to international standards</li> </ul>	GA staff	2024-2026	
<b>6. Management of resources</b>				
<b>6.1 Manage budget to ensure best value for money and appropriate use at all times</b>	<ul style="list-style-type: none"> <li>• Continue to hold regular budget monitoring sessions with accountants</li> </ul>	GA staff	2021-2026	
<b>6.2 Maximise income generation opportunities</b>	<ul style="list-style-type: none"> <li>• Develop more commercial agreements for mounting more collections online</li> <li>• Use spare office capacity to rent out to other organisations on a more long-term basis (not just</li> </ul>	GA staff	2021-2026	

	training)			
<b>6.3 Maximise staffing complement through grant funding and efficient use of resources</b>	<ul style="list-style-type: none"> <li>• Ensure all opportunities for extra funding and capacity building are utilised</li> <li>• Use opportunities to work with training providers on additional apprenticeships and traineeships</li> </ul>	GA staff CC Skills	2021-2026	
<b>6.4 Ensure an inclusive and well-developed workforce</b>	<ul style="list-style-type: none"> <li>• Review current staffing structure to ensure best fit for service</li> <li>• Develop a workforce development plan to optimise training and development opportunities for all staff</li> <li>• All staff to complete Novice 2 Know How digital preservation training from Digital Preservation Coalition</li> </ul>	GA staff ARCW	2021-2023	
<b>6.5 Ensure sharing of skills with partner organisations as much as feasible</b>	<ul style="list-style-type: none"> <li>• Work with ARCW to enhance opportunities for skills sharing amongst staff of archive services across Wales</li> </ul>	GA staff ARCW	2023-2025	
<b>6.6 Ensure Archives Accreditation is renewed and continued</b>	<ul style="list-style-type: none"> <li>• Submit Archives Accreditation application for renewal</li> </ul>	GA staff	September 2021	
<b>6.7 Ensure a broad range of opportunities for volunteers</b>	<ul style="list-style-type: none"> <li>• Diversify current volunteer base</li> <li>• Enhance online volunteering offer</li> <li>• Develop programme of volunteering opportunities to reflect our strategic</li> </ul>	GA staff	2021-2026	

	priorities			
<b>6.8 Ensure service is run transparently</b>	<ul style="list-style-type: none"> <li>• Enhance reporting through GAJC</li> <li>• Use increased user communication channels (2.4 above) to increase dialogue with all users regarding priorities and stakeholder feedback</li> </ul>	GA staff	2021-2022	
<b>6.9 Establish a fundraising plan for GA</b>	<ul style="list-style-type: none"> <li>• Develop a fundraising strategy to work alongside the annual budget</li> <li>• Investigate all options for fundraising including donations, legacy giving and crowdfunding</li> </ul>	GA staff	2022-2024	
<b>6.10 Investigate impact of climate change on the GA building and surrounding area</b>	<ul style="list-style-type: none"> <li>• Work with all partners to investigate impact of climate change on the GA building and the Leckwith area</li> </ul>	GA staff GAJC Partner authorities	2023-2026	
<b>6.11 Work more collaboratively with neighbouring archive services</b>	<ul style="list-style-type: none"> <li>• Work with colleagues from across Wales to re-establish the Welsh County Archivists' Group</li> <li>• Investigate potential collaborative projects with colleagues from across Wales</li> </ul>	GA staff	2021-2023	
<b>6.12 Improve management of GA building</b>	<ul style="list-style-type: none"> <li>• Establish quarterly Health and Safety checks of full building</li> <li>• Ensure regular testing of all aspects of building</li> <li>• Ensure all tests and checks are fully recorded</li> </ul>	GA staff	2021-2022	

**LOCAL GOVERNMENT ACT 1972**

**As amended by the**

**Local Government (Access to Information) Act 1985**

**GLAMORGAN ARCHIVES JOINT COMMITTEE**

**21 May 2021**

**REPORT OF THE GLAMORGAN ARCHIVIST**

**Agenda Item:**

Strategic Plan 2021-2016

**Background Papers:**

Freestanding Item

**Officer to Contact: Laura Cotton – 029 2087 2202**