

Children and Lifelong Learning Service Delivery Plan

Culture & Libraries : Staffordshire Arts and Museum Service

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1. Service Introduction

This service plan can be found on the following webpage: [\[insert web address where you will locate your service plan and needs assessment\]](#)

1.1 Vision/mission statement:

This should be the County Council supplemented by Directorate/Division vision, information provided should also link to the Children and Young Peoples Thematic Improvement Plan, the LAA and Children and Young Peoples Plan.

Priorities from Staffordshire County Council Strategic Plan Priorities 2008-2011

1. CC1 - By focussing on services for vulnerable people.
2. CC2 - By recognising the importance of preventative services.
3. CC3 - By delivering services locally.
4. CC4 - By focussing on the needs of the customer.
5. CC5 - By allocating resources close to the need
6. CC6 - By having the right organisational structures.
7. CC7 - By improving services.
8. CC8 - By protecting the environment.

Children & Lifelong Learning Directorate Sub - Outcomes

- Reduce obesity, through promoting healthy lifestyles for children and young people
- Reduce substance misuse amongst children and young people
- Improve health and well being of vulnerable children and young people across Staffordshire
- Reduce teenage pregnancy
- Improve equality of access to adolescent mental health services
- Achieve better outcomes for children and young people at risk of or suffering from neglect
- Re-orient services towards prevention and early intervention
- Improve placement provision and stability
- Improve the transition arrangements for children with disabilities
- Improve Early Years and Foundation Stage attainment, in particular that of vulnerable groups
- Improve Key Stage 2 attainment, in particular that of vulnerable groups
- Improve Key Stage 3 attainment, in particular that of vulnerable groups
- Improve Key Stage 4 attainment, in particular transition arrangements for this key stage
- Improve attendance at school, in particular that of looked after children
- Improve access to play areas and parks, sport and cultural facilities / activities for children and young people.
- Encourage parents and carers to engage in sport and cultural facilities / activities including learning to improve skills and life chances
- Increase the participation of children and young people in consultation.
- Improve consultation and engagement with parents and carers.
- Reduce the rate of re-offending in children and young people, in particular that of vulnerable groups
- Improve the number of young offenders engaged in education, employment and training
- Improve access to housing and support in sustaining tenancy's for vulnerable groups
- Improve pathways in education and training post 16 for looked after children
- Improve performance at post 16 in particular at level 3
- Reduce the number of young people not in education, training or employment (NEET), in particular those who are from minority ethnic groups
- Improve transitional arrangements to post 16 education and training
- Delivery of Building Schools for the Future Programme
- Delivery of the 14 - 19 Agenda
- Delivery of Community and Learning Partnerships
- Delivery of Aiming High agenda

- Delivery of Care Matters agenda
- Delivery of Integrated Services Delivery Agenda (including joint commissioning)
- Delivery of Integrated Youth Support Service
- Delivery of Childrens Workforce Development agenda
- Delivery of Improved Information Management through PISCES, ICS Contact Point and CAF
- Continue to improve service planning within C&LL
- Delivery of risk management agenda within C&LL
- Delivery of performance management through continuous improvement within C&LL
- Improve data quality within C&LL
- Delivery of outcomes focused approach
- Delivery of performance reporting within C&LL
- Ensure Corporate Project Management requirements are met
- Establish a consistent approach to project management in the directorate
- Ensure Corporate HR requirements are met
- Delivery Service Review agenda in C&LL
- Ensure Corporate Finance requirements are met
- Ensure Corporate Communications requirements are met
- Delivery of customer focused services supported in C&LL
- Delivery of Customer Feedback Agenda within C&LL
- Ensure Corporate Customer Service requirements are met
- Reduce carbon emissions - C&LL services and staffing

Culture and Libraries Division Objectives 2009-10

1. To deliver high quality and innovative cultural and learning services, which contribute to achieving SCC's aims and objectives and are committed to continuous improvement.
2. To engage communities and individuals in accessible cultural and learning activities, which promote and encourage participation.
3. To improve standards of enjoyment and achievement with a particular focus on vulnerable adults, children, young people and families.
4. To widen participation in lifelong learning and skills development through engagement with individuals, communities and learning providers.
5. To provide a wide range of activities which celebrate the richness and diversity of Staffordshire's cultural identity and promote a sense of belonging and place.

SAMS Mission Statement

Working to create opportunities for people to get involved in and to benefit from the arts and from museums; **supporting** others involved in developing and promoting museums and the arts in Staffordshire.

SAMS Service Aims

In delivering its mission, the Arts and Museum Service aims to be a driving force in the development of accessible, user-focused, sustainable arts and museum provision in Staffordshire and to become a regional beacon of excellence and innovation.

- SAMS will ensure that people have access to quality Arts and Museum Provision
- SAMS will encourage the use of the arts / museums and heritage to support formal and informal learning opportunities
- SAMS will promote the role of the arts and museums in making a healthy and more caring, fairer and safer society
- SAMS will promote the role of arts and museums in contributing to economic and

social regeneration and a sense of place.

- SAMS will provide leadership for the arts and museum sector in Staffordshire, and to develop partnerships that promote best practice and make best use of resources
- SAMS will maintain its own effective and efficient management systems

1.2 Key services delivered:

i.e. brief description of service/s delivered. E.g. Admissions of pupils to schools; Internal and external communications for the directorate

- Developing new and existing audiences for quality museum and art opportunities across Staffordshire using County venues (Shire Hall Gallery, County Museum at Shugborough and the Museum on the Move) and a range of other community venues
- Improving access to the County Museums Collections through best practice collections management, interpretation and partnership working with the Shugborough Estate
- Supporting formal and informal learning through education, outreach and interpretation including the use of new technologies
- Providing leadership and guidance, advice and grants for Arts and Museum development through out Staffordshire
- Supporting the development of the cultural industries of the county as a viable economic concern and as added value to Staffordshire's offer as a visitor destination

1.3 How the SAMS Objectives link in to the County Council Priorities for 2008 – 09 and the C&LL Directorate Sub-Outcomes

SAMS Objective	Link to SCC Priorities from Strategic Plan 09 - 10	Link to C&LL Directorate Sub-Outcomes
<ul style="list-style-type: none"> SAMS will ensure that people have access to quality Arts and Museum Provision 	<p>CC3 - By delivering services locally. CC4 - By focussing on the needs of the customer. CC5 - By allocating resources close to the need CC6 - By having the right organisational structures. CC7 - By improving services.</p>	<ul style="list-style-type: none"> Improve access to play areas and parks, sport and cultural facilities / activities for children and young people. Encourage parents and carers to engage in sport and cultural facilities / activities including learning to improve skills and life chances Increase the participation of children and young people in consultation. Improve consultation and engagement with parents and carers. Delivery of Building Schools for the Future Programme Continue to improve service planning within C&LL Delivery of performance management through continuous improvement within C&LL Delivery of outcomes focused approach Delivery of performance reporting within C&LL Delivery of customer focused services supported in C&LL Delivery of Customer Feedback Agenda within C&LL Ensure Corporate Customer Service requirements are met
<ul style="list-style-type: none"> SAMS will encourage the use of the arts / museums and heritage to support formal and informal learning opportunities 	<p>CC3 - By delivering services locally. CC4 - By focussing on the needs of the customer. CC5 - By allocating resources close to the</p>	<ul style="list-style-type: none"> Improve Early Years and Foundation Stage attainment, in particular that of vulnerable groups Improve Key Stage 2 attainment, in particular

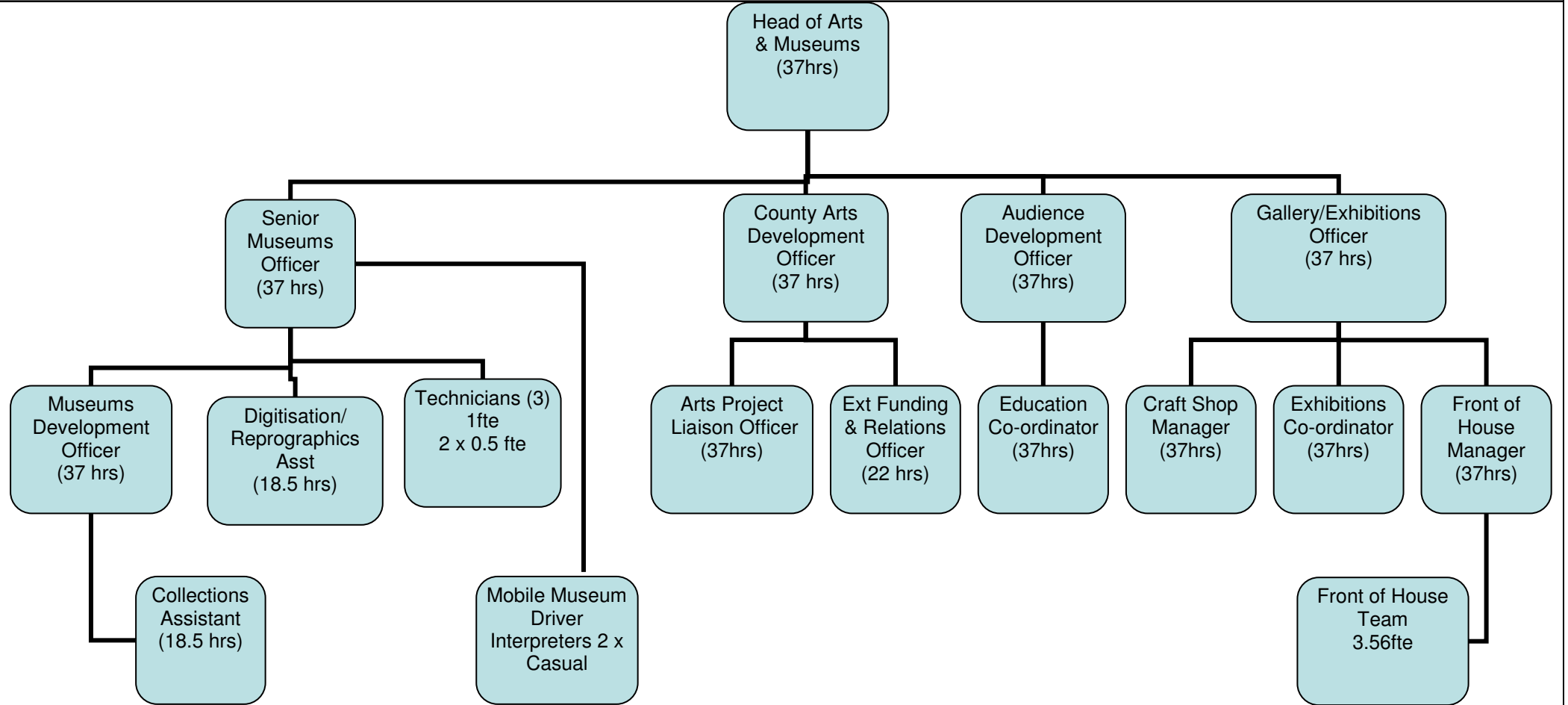
	<p>need CC7 - By improving services.</p>	<p>that of vulnerable groups</p> <ul style="list-style-type: none"> • Improve Key Stage 3 attainment, in particular that of vulnerable groups • Improve Key Stage 4 attainment, in particular transition arrangements for this key stage • Improve attendance at school, in particular that of looked after children • Improve access to play areas and parks, sport and cultural facilities / activities for children and young people. • Encourage parents and carers to engage in sport and cultural facilities / activities including learning to improve skills and life chances • Improve the number of young offenders engaged in education, employment and training • Improve pathways in education and training post 16 for looked after children • Improve performance at post 16 in particular at level 3 • Reduce the number of young people not in education, training or employment (NEET), in particular those who are from minority ethnic groups • Improve transitional arrangements to post 16 education and training • Delivery of Building Schools for the Future Programme • Delivery of the 14 - 19 Agenda
<ul style="list-style-type: none"> • SAMS will promote the role of the arts and museums in making a healthy and more caring, fairer and safer society 	<p>CC1 - By focussing on services for vulnerable people. CC3 - By delivering services locally. CC4 - By focussing on the needs of the customer. CC5 - By allocating resources close to the</p>	<ul style="list-style-type: none"> • Reduce obesity, through promoting healthy lifestyles for children and young people • Reduce substance misuse amongst children and young people • Improve health and well being of vulnerable children and young people across

	<p>need CC6 - By having the right organisational structures. CC7 - By improving services.</p>	<p>Staffordshire</p> <ul style="list-style-type: none"> • Reduce teenage pregnancy • Improve equality of access to adolescent mental health services • Achieve better outcomes for children and young people at risk of or suffering from neglect • Improve access to play areas and parks, sport and cultural facilities / activities for children and young people. • Encourage parents and carers to engage in sport and cultural facilities / activities including learning to improve skills and life chances • Increase the participation of children and young people in consultation. • Improve consultation and engagement with parents and carers. • Reduce the rate of re-offending in children and young people, in particular that of vulnerable groups • Delivery of Aiming High agenda • Delivery of Care Matters agenda • Delivery of Integrated Youth Support Service
<ul style="list-style-type: none"> • SAMS will promote the role of arts and museums in contributing to economic and social regeneration and a sense of place. 	<p>CC4 - By focussing on the needs of the customer. CC6 - By having the right organisational structures. CC7 - By improving services. CC8 - By protecting the environment.</p>	<ul style="list-style-type: none"> • Improve access to play areas and parks, sport and cultural facilities / activities for children and young people. • Encourage parents and carers to engage in sport and cultural facilities / activities including learning to improve skills and life chances • Increase the participation of children and young people in consultation. • Improve consultation and engagement with parents and carers. • Delivery of Building Schools for the Future

		Programme
<ul style="list-style-type: none"> SAMS will provide leadership for the arts and museum sector in Staffordshire, and to develop partnerships that promote best practice and make best use of resources 	<p>CC3 - By delivering services locally. CC4 - By focussing on the needs of the customer. CC5 - By allocating resources close to the need CC6 - By having the right organisational structures. CC7 - By improving services. CC8 - By protecting the environment.</p>	<ul style="list-style-type: none"> Improve access to play areas and parks, sport and cultural facilities / activities for children and young people. Encourage parents and carers to engage in sport and cultural facilities / activities including learning to improve skills and life chances Continue to improve service planning within C&LL Delivery of risk management agenda within C&LL Delivery of performance management through continuous improvement within C&LL Delivery of customer focused services supported in C&LL Delivery of Customer Feedback Agenda within C&LL Ensure Corporate Customer Service requirements are met
<ul style="list-style-type: none"> SAMS will maintain its own effective and efficient management systems 	<p>CC6 - By having the right organisational structures. CC7 - By improving services. CC8 - By protecting the environment.</p>	<ul style="list-style-type: none"> Continue to improve service planning within C&LL Delivery of risk management agenda within C&LL Delivery of performance management through continuous improvement within C&LL Improve data quality within C&LL Delivery of outcomes focused approach Delivery of performance reporting within C&LL Ensure Corporate Project Management requirements are met Establish a consistent approach to project management in the directorate

		<ul style="list-style-type: none">• Ensure Corporate HR requirements are met• Delivery Service Review agenda in C&LL• Ensure Corporate Finance requirements are met• Ensure Corporate Communications requirements are met• Delivery of customer focused services supported in C&LL• Delivery of Customer Feedback Agenda within C&LL• Ensure Corporate Customer Service requirements are met• Reduce carbon emissions - C&LL services and staffing
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1.4 Organisation chart:



1.4 Resource Profile:

Budget / Actual Expenditure

Value for Money

Workforce Development / HR issues

- Addressing issues arising from the centralisation of AMS administration staff and functions, including training, H & S, SAP and HR issues and income generation (including filling AMS post that dealt with many SAMS admin functions)
- Maternity leave of Craft Shop Manager and backfilling of post from Shire Hall Gallery staff
- Addressing issues raised from JE implementation
- Reconfiguration of arts development staff
- Re-appointment of Creative Remedies Co-ordinator

2. Key Service Delivery Priorities

This section of service plans describes the key priorities that the service will deliver during the financial year 2009-2010.

These priorities have been chosen based on the agreed priorities for Children and Lifelong Learning and those identified through the needs assessment.

These priorities where appropriate link to a variety of strategic plans and associated indicators including:

- The Staffordshire County Council Strategic Plan
- Local Area Agreement
- NI 6 Increase in regular volunteering
- NI 7 Encouraging an environment for a thriving third sector
- NI 10 Visits to Museums and Galleries
- NI 11 Engagement in the Arts
- NI 110 Young People's Participation in Positive Activities
- Children and Young Peoples Plan
- Shugborough Business Plan
- Narrowing the Gap Agenda
- Aim Higher
- 2012 Stoke and Staffordshire strategic plan
- SSoT Strategic Service Plan
- Destination Staffordshire Strategic Plan
- DSD Strategic Plan
- Changing Lives Agenda
- Stafford Borough Council town forum

Key Performance Indicators

- A - Priorities where performance in respect of indicators is key to the Divisional success but **no** change action plans are in place.
- B - Change Projects Areas identified in planning as requiring improvements through project/s and included within Corporate [CP]; Directorate Programme or for identified service improvement need or self assessment
- C - Service Delivery Priorities appearing in LAA /CYPP (LAA) ; CYPP only (CYPP); the County Council Strategic Plan 2008/2009 (SP) or to other planning priorities (other) :

Service Area/Work stream	Actions	Date	Key Service Performance Indicators (SMART)	Resources	Lead Officer	Link to Team Plans
Objective One: SAMS will ensure that people have access to quality Arts and Museum Provision						
Improving and achieving exhibitions, storage and interpretation of high quality standards at The County Museum, Shugborough.	Development plan & funding bid for refresh of County Museum upper floor (B)	Dec 2009 Mar 2010	<ul style="list-style-type: none"> • SAMS 1 The number of visits/usages to museums per 1,000 population • SAMS 2 The number of those visits which were in person per 1,000 population • Funding for changes secured • NI 10 Visits to museums or galleries 	External funding required	CC	Museum work programme / team plan
	Development of Large Object Store plans (B)	Mar 2010	<ul style="list-style-type: none"> • Funding plan / development plans identified 	External funding required	CC	Museum work programme / team plan
	Involvement in Visitor Service training at Shugborough (B)	Aug 2009	<ul style="list-style-type: none"> • SAMS 1 The number of visits/usages to museums per 1,000 population • SAMS 2 The number of those visits which were in person per 1,000 population • NI 10 Visits to museums or galleries 	Existing resources	CC	Museum work programme / team plan

			<ul style="list-style-type: none"> Developed training programme Positive visitor evaluations for interpretation 			
	Achieve Accreditation Standard for County Museum (C)	Dec 2009	<ul style="list-style-type: none"> Accreditation achieved for County Museum 	Existing resources	CC	Museum work programme / team plan
	Stage temporary and costume exhibitions (A)	Mar 2010	<ul style="list-style-type: none"> Exhibitions staged SAMS 1 The number of visits/usages to museums per 1,000 population SAMS 2 The number of those visits which were in person per 1,000 population NI 10 Visits to museums or galleries 	Existing resources	CC	Museum work programme / team plan
Delivering high quality temporary and permanent exhibition programme and investigating future developments at the Shire Hall Gallery	Refresh Court 1 exhibitions (C)	Dec 2009	<ul style="list-style-type: none"> SAMS 1 The number of visits/usages to museums per 1,000 population SAMS 2 The number of those visits which were in person per 1,000 population NI 10 Visits to museums or galleries SHG 1 Number of visitors to the Shire Hall Gallery 	Existing resources	JB	Audience Development Team Plan
	Deliver exhibitions programme 2009/10 (A)	Mar 2010	<p>Gallery target audiences</p> <ul style="list-style-type: none"> SHG 1 Number of visitors to the Shire Hall Gallery SHG 2 Number of visitors recorded in Gallery survey in age group 0 – 15 years old SHG 3 Number of visitors recorded in Gallery survey in family groups SHG 4 Number of visitors recorded in 	Existing resources Plus external funding / sponsorship and support in-kind	KG	Gallery Team Plan

			<ul style="list-style-type: none"> Gallery survey who consider themselves disabled NI 11 Engagement in the arts NI 110 young people's participation in positive activities 			
	Identify potential partners for touring exhibition programme (C)	Mar 2010	<ul style="list-style-type: none"> Partners identified 	Existing resources	KG	Gallery Team Plan
	Develop Creative Channel content (A)	Mar 2010	<ul style="list-style-type: none"> NI 11 Engagement in the arts SHG 1 Number of visitors to the Shire Hall Gallery 	Existing resources Plus in support in-kind	KG	Gallery Team Plan
Create and tour Museum Exhibition and plan for 2011 exhibition	Tour Sustainable Transport 2009/10 exhibition and plan for 2010/11 exhibition (A)	Mar 2010	<ul style="list-style-type: none"> NI 10 Visits to museums or galleries Exhibitions tours 8 venues Tour evaluated New exhibition planned 	Existing resources	CC	Museum work programme / team plan
Museum on the Move	Deliver 2009 'Our Games Story' tour & Staffordshire sporting heroes (Mar 2010) Funds/plans for 2010 exhibition	Dec 2009	<ul style="list-style-type: none"> SAMS 1 The number of visits/usages to museums per 1,000 population SAMS 4 The number of pupils visiting museums in organised groups NI 10 Visits to museums or galleries NI 110 young people's participation in positive activities CMS 3 Number of venues visited by Museum on the Move New exhibition funded and planned 	Existing resources Plus external funding	CC	Museum work programme / team plan
Develop and increase quality digital access to museum collections and	Develop featured content TPYF and local community involvement for Past Track & develop & market Gateway to the Past	Mar 2010	<ul style="list-style-type: none"> SAMS 1 The number of visits/usages to museums per 1,000 population NI 10 Visits to museums or galleries 100% Collections digitised on GTP 	External funding	CC	Museum work programme / team plan

information	(C)					
Develop and formalise partnerships with other providers	Review SLA with New Vic (A) Create SLA with Live & Local (A)	Jun 2009 Sep 2009	<ul style="list-style-type: none"> AP 1 Number of attendances/participants at SCC managed and funded arts activities/facilities per 1,000 population** AP 2 Number of artist days employed directly and indirectly Performance management and reporting process agreed NI 11 Engagement in the arts NI 110 young people's participation in positive activities 	Existing resources	KW	Head of Service
Develop tour of Making Moves Arts Development project to reach wider audience	Investigate extending tour into wider West Midlands/ and partnership with Staffs Uni (B)	Dec 2009	<ul style="list-style-type: none"> AP 1 Number of attendances/participants at SCC managed and funded arts activities/facilities per 1,000 population** AP 8 Number of artist days employed directly and indirectly NI 11 Engagement in the arts Develop partnerships with further organisations 	External funding	OH	Arts Development Team Plan
Increase access to arts opportunities by promoting Arts Grants	Promote scheme to wider county (A)	Mar 2010	<ul style="list-style-type: none"> AP 1 Number of attendances/participants at SCC managed and funded arts activities/facilities per 1,000 population** AP 2 Number of artist days employed directly and indirectly NI 11 Engagement in the arts NI 110 young people's participation in positive activities Even geographical distribution of applications across the county 	Existing resources	OH	Arts Development Team Plan

			<ul style="list-style-type: none"> • Evaluation report on activities funded 			
Objective Two: SAMS will encourage the use of the arts / museums and heritage to support formal and informal learning opportunities						
Develop the learning offer at the Shire Hall Gallery through a variety of programmes	Develop and evaluate formal schools' packages at the Gallery (A)	Mar 2010	<ul style="list-style-type: none"> • SAMS 4 The number of pupils visiting museums in organised groups • NI 10 Visits to museums or galleries • NI 11 Engagement in the arts • NI 110 young people's participation in positive activities • SHG 1 Number of visitors to the Shire Hall Gallery • LOTC Kitemark achieved 	Existing resources	LH	Audience Development Team Plan
Develop relationship with A&CL	Work with A&CL to develop the informal activity programme (C)	Sep 2009	<ul style="list-style-type: none"> • SAMS 1 The number of visits/usages to museums per 1,000 population • NI 110 young people's participation in positive activities • SHG 1 Number of visitors to the Shire Hall Gallery 	A&CL funding	LH	Audience Development Team Plan
Support the development of the learning offer at Shugborough estate and other museums in the county	Support the development and evaluation of educational packages at Shugborough and other museums in the county (A)	Mar 2010	<ul style="list-style-type: none"> • SAMS 4 The number of pupils visiting museums in organised groups • NI 10 Visits to museums or galleries • NI 110 young people's participation in positive activities • AMPI 9 Number of advisory visits/activities • Gain Sandford Award and LOTC kitemark 	Existing resources Plus external funding	LH	Audience Development Team Plan
Develop learning offer at The Great War Hut	Pilot and evaluate TPYF project at TGWH (C)	Mar 2010	<ul style="list-style-type: none"> • SAMS 4 The number of pupils visiting museums in organised groups • NI 10 Visits to museums or galleries • NI 110 young people's participation in positive activities • Evaluation of pilot • Sustainability beyond 2010 established 	Existing resources Plus external funding	CC	Museum work programme / team plan

			<ul style="list-style-type: none"> Gain LOTC kitemark 			
Create more volunteering opportunities	Identify a variety of new volunteering opportunities at museum / gallery (A)	Mar 2010	<ul style="list-style-type: none"> SAMS 3 Number of advisory visits/activities SAMS 1 The number of visits/usages to museums per 1,000 population NI 6 Participation in regular volunteering NI 110 young people's participation in positive activities SAMS 5 The number of volunteer hours NI 7 An environment for a thriving third sector NI 6 Participation in regular volunteering 	Existing resources	HJ	Museum work programme / team plan
Develop potential for Youth Arts convention	Identify partners and funding for arts convention (B)	Mar 2010	<ul style="list-style-type: none"> NI 110 young people's participation in positive activities Youth Arts Convention held and evaluated SAMS 3 Number of advisory visits / activities NI 11 Engagement in the arts 	External funding	OH	Arts Development Team Plan
Development of county dance provision	Creation of county dance strategy (B)	Mar 2010	<ul style="list-style-type: none"> NI 11 Engagement in the arts NI 110 young people's participation in positive activities Partners identified Creation of strategy 3 year business plan created 	Existing resources Plus external devpt funding	OH	Arts Development Team Plan
Support Make Some Noise as they become an independent organisation	Formalise relationship with Make Some Noise (C)	Sep 2009	<ul style="list-style-type: none"> NI 11 Engagement in the arts NI 110 young people's participation in positive activities Creation of SLA 	Existing resources Plus application for increased internal SCC	KW	Head of Service

				funding		
Building schools for the future	Investigate potential partnership and internal consultancy to advocate for arts & heritage input (A)	Mar 2010	<ul style="list-style-type: none"> NI 110 young people's participation in positive activities NI 11 Engagement in the arts SAMS 3 Number of advisory visits / activities 	Existing resources	KW	Head of Service
Objective Three: SAMS will promote the role of the arts and museums in making a healthy and more caring, fairer and safer society						
Promote careers in arts / museum sector to underrepresented communities	Participate in Positive Action Traineeship Scheme (B)	Jan 2010	<ul style="list-style-type: none"> Evaluation of placement NI 110 young people's participation in positive activities NI 11 Engagement in the arts NI 10 Visits to museums or galleries 	External funding	HJ	Museum work programme / team plan
Develop Reminiscence partnership project with LIS and SH&C	Disseminate best practice and identify ways for sustainability of project (C)	July 2009	<ul style="list-style-type: none"> SAMS 1 The number of visits/usages to museums per 1,000 population 	External funding	CC	Museum work programme / team plan
Diversify Museum on the Move targets groups and venues	MoM visits to elderly residential settings (A)	Dec 2009	<ul style="list-style-type: none"> CMS 3 Number of venues visited by Museum on the Move NI 110 young people's participation in positive activities NI 10 Visits to museums or galleries 	External funding	CC	Museum work programme / team plan
Oral history project in partnership with Archive service	Develop plans for project with recently arrived communities in Staffordshire (B)	Mar 2010	<ul style="list-style-type: none"> SAMS 1 The number of visits/usages to museums per 1,000 population Funding and partners identified 	External funding	CC	Museum work programme / team plan
Partnership project with LIS	Identify local opportunities to target hard to reach audiences (C)	Mar 2010	<ul style="list-style-type: none"> Pilot events across LIS Districts 	Existing resources Plus external devt	HJ	Museum work programme / team plan

				funding		
Advocacy for inclusion of arts / museums in to other agendas – e.g. narrowing the Gap, Aim Higher etc	Identify opportunities to provide arts / museum / resources / advice to other providers (C)	Mar 2010	<ul style="list-style-type: none"> NI 110 young people’s participation in positive activities NI 11 Engagement in the arts NI 10 Visits to museums or galleries Identify opportunities with vulnerable children Identify opportunities within Safer & Stronger Community delivery plans NI 7 An environment for a thriving third sector NI 6 Participation in regular volunteering 	Existing resources Plus external devpt funding	KW	Head of Service
Develop Shire Hall Gallery resources to promote inclusion	Develop MSE room (C)	Mar 2010	<ul style="list-style-type: none"> NI 10 Visits to museums or galleries NI 11 Engagement in the arts NI 110 young people’s participation in positive activities Opportunities for soundproofing investigated 4 new activities to integrate in to exhibition programme 	Existing resources Plus external devpt funding	LH	Audience Development Team Plan
	Targetted exhibitions programme (A)	Mar 2010	<ul style="list-style-type: none"> Programme delivered and targets achieved (see Theme 1) 		KG	Gallery Team Plan
	Identify funding for commission to create feedback mechanism from younger Gallery visitors (B)	Mar 2010	<ul style="list-style-type: none"> Funding identified 		KG	Gallery Team Plan
Arts Development inclusion workstream	Promotion and advocacy of projects (A) <ul style="list-style-type: none"> Sonic 2 Rising Above It Consultation through 	Mar 2010	<ul style="list-style-type: none"> Present 4 projects in Corporate updates Create 4 case studies write up for dissemination to peer organisations NI 110 young people’s participation in positive activities 	Existing resources Plus external	OH	Arts Development Team Plan

	Creativity Development projects <ul style="list-style-type: none"> Arts and health Explore 	Mar 2010 Mar 2010	<ul style="list-style-type: none"> NI 11 Engagement in the arts Creation of Creative Remedies e-book Tour work to 4 schools	devpt funding	OH TM	
Audience Development inclusion workstream	Hear by Right Framework developed for SAMS (C) Complete Access Audits for Gallery and Museum and create action plan based on results (C) Researching needs / expectations of exhibitions / museums of rural communities (C)	Jun 2009 Sep 2009 Mar 2010	<ul style="list-style-type: none"> NI 11 Engagement in the arts NI 10 Visits to museums or galleries Hear by right framework developed and embedded in SAMS Access Audits completed and action plans created Research document completed 	Existing resources	LH	Audience Development Team Plan
Objective Four: SAMS will promote the role of arts and museums in contributing to economic and social regeneration and a sense of place.						
Developing a stronger communication process with stakeholders	Implementation of Marketing strategy (C)	Mar 2010	<ul style="list-style-type: none"> SAMS 1 The number of visits/usages to museums per 1,000 population SAMS 2 Number of attendances/participants at SCC managed and funded arts activities/facilities per 1,000 population** NI 11 Engagement in the arts NI 10 Visits to museums or galleries NI 110 young people's participation in positive activities 4 appearances in C&LL corporate updates 4 case studies written up / presented to peer organisations (in partnership with 	Existing resources	LH	Audience Development Team Plan

			<ul style="list-style-type: none"> Gallery and Museum colleagues) No of Facebook fans to create a baseline of information SAMS museum web pages refreshed No of visitor sessions on SAMS web pages 			
Strengthen cultural tourism offer	Develop relationship with Destination Management Partnership (C)	Mar 2010	<ul style="list-style-type: none"> NI 11 Engagement in the arts NI 10 Visits to museums or galleries Attend Events and Festivals group meetings and activities 	Existing resources	KW	Head of Service
Arts and regeneration	Develop arts offer for regeneration (C)	Mar 2010	<ul style="list-style-type: none"> SAMS 3 Number of advisory visits/activities SAMS 1 The number of visits/usages to museums per 1,000 population NI 11 Engagement in the arts NI 10 Visits to museums or galleries Join No Staffs Creative Industries forum 	Existing resources	OH	Arts Development Team Plan
Gallery income generation	Develop Craft Shop, Art Market and Craft Fair offers and profiles (A)	Mar 2010	<ul style="list-style-type: none"> NI 10 Visits to museums or galleries SHG 1 Number of visitors to the Shire Hall Gallery Achieve income targets 	Existing resources	KG	Gallery Team Plan
Objective Five: SAMS will provide leadership for the arts and museum sector in Staffordshire, and to develop partnerships that promote best practice and make best use of resources						
Develop county-wide / presence on regional networks	SADOG (C)		<ul style="list-style-type: none"> SAMS 3 Number of advisory visits/activities Dance strategy project developed 	Existing resources	OH	Arts Development Team Plan
	Staffs Museum Network (A)		<ul style="list-style-type: none"> Positive feedback from group Develop relationships with Renaissance & MLA Evaluation of small grants programme 		HJ	Museum work programme / team plan
	Marches Curators Group		<ul style="list-style-type: none"> 2 Tier working development Representation in group 		CC	

	(A) Reporting to SLCOF (C)		<ul style="list-style-type: none"> Develop 2 way communications with Forum 		CC & OH	
Communicate service vision and position	Disseminate Arts & Museum policies (C)	Mar 2010	<ul style="list-style-type: none"> SAMS 3 Number of advisory visits/activities 	Existing resources	OH CC	Arts Development Team Plan Museum work programme / team plan
Objective Six: SAMS will maintain its own effective and efficient management systems						
Internal communication	Intranet development (C) Review of inductions package (C)	Mar 2010 June 2009	<ul style="list-style-type: none"> Positive feedback from staff survey Oct 09 New induction package developed Positive feedback from new members of staff 	Existing resources	KW	Head of Service
Staff development	Review training plan (C)	Aug 2009	<ul style="list-style-type: none"> Training Plan produced Training budget allocated Positive feedback from staff survey Oct 09 	Existing resources	KW	Head of Service
H&S	Adoption of new corporate arrangements (C) Review of Child Protection Policy (A)	Mar 2010 Jun 2009	<ul style="list-style-type: none"> Self-assessment completed Jan 09 Action plans implemented Policy reviewed and communicated to SAMS 	Existing resources	KW LH	Head of Service Audience Development Team Plan
Shire Hall Gallery management	SLA with Coffee Bar (C) Shire Hall Management Group development (A) Customer standards for	April 2009 Mar 2010 Mar	<ul style="list-style-type: none"> SLA produced Meeting timetable established Joint projects / working identified Customer standards produced and 	Existing resources	KW KG	Head of Service Gallery Team Plan

	Gallery implementation (C)	2010	implemented		KA	Gallery Team Plan
Exhibitions	Implement Exhibitions Policy and paperwork (A)	April 2009	<ul style="list-style-type: none"> Exhibitions Policy reviewed Exhibitions plan implemented and monitored through Exhibitions Management Group 	Existing resources	OH KG	Arts Development Team Plan Gallery Team Plan
Collections Management	Museum Disposals programme implementation (C)	Mar 2010	<ul style="list-style-type: none"> Items identified and disposed 	Existing resources	CC	Museum work programme / team plan

SAMS Performance Indicators 2009 - 2010

REF	Collection	Indicator	Target 2008/9	Target 2009/10
SAMS Service Indicators				
NI 10	Annual	Visits to museums or galleries (To be collected via the national Sport England Active People Survey)		51.6% (2009/10) 53.3% (2010/11)
NI 11	Annual	Engagement in the arts (To be collected via the national Sport England Active People Survey)		45.8% (2009/10) 47.4% (2010/11)
SAMS 1	Monthly	The number of visits/usages to museums per 1,000 population		
		1 Total number of visitors (incl) adult groups/special events/saver tickets/casual visitors		
		2 In person enquiries for research		
		3 Telephone enquiries for research		
		4 Postal enquiries for research		
		5 Email enquiries for research		
		6 Staffs Web		
		PastTrack Touch Screen		
		PastTrack Visitor Sessions		
		SMART		
		Creative Remedies		
		Sonic dB		
		7 Attendance at presentations/talks organised/given by museum staff		
		8 Attendance at other outreach events (workshops)		
		9 Loans of collection objects to other museums/groups		

		Total Visits/Usages (1-9)		
		Total visits/usages per 1,000 population	2232	2400 To be amended on receipt of 08/09 actual figures
SAMS 2	Monthly	The number of those visits which were in person per 1,000 population Total in person visits per 1000 population**	265	265
SAMS 3	Monthly	Number of advisory visits / activities	400	500 To be amended on receipt of 08/09 actual figures
SAMS 4	Monthly	The number of pupils visiting museums / galleries in organised groups	24, 500	24, 500
SAMS 5	Monthly	The number of volunteer hours	-	2, 043
Shire Hall Gallery Performance Indicators				
SHG 1	Monthly	Number of visitors to the Shire Hall Gallery	-	84, 000
SHG 2	Monthly	Number of visitors recorded in Gallery survey in age group 0 – 15 years old	30%	Creating baseline
SHG 3	Monthly	Number of visitors recorded in Gallery survey in family groups	23%	Creating baseline
SHG 4	Monthly	Number of visitors recorded in Gallery survey who consider themselves disabled	9%	3, 700
SHG 5	Monthly	% of total visitors recorded in Gallery survey rating services as excellent/good	96%	96%
SHG 6	Monthly	Number of users of the MSE room	-	4, 300
Arts Performance Indicators				
AP 1	Annual	Number of attendances/participants at SCC managed and funded arts activities/facilities per 1,000 population**	245	245 To be amended

				on receipt of 08/09 actual figures
AP 2	Annual	Number of artist days employed directly and indirectly	2800	2800 To be amended on receipt of 08/09 actual figures
Museum Performance Indicators				
CMS 1	Annual	% of County Museum Service collections physically accessible to the public (without an appointment)	35%	35%
CMS 2	Annual	% of County Museum Service collections meeting criteria of Acquisitions & Disposal Policy	95%	96%
CMS3	Monthly	Number of venues visited by Museum on the Move	-	60

Risk Register Template

Risk Register							
Risk Ref	Divisional service objective	Risk description	Impact	Likelihood	Mitigating actions	Lead officer	Date to be actioned by
	All objectives	Staff absence through sickness / job vacancies	3	3	Cover for posts arranged where possible. Colleagues take on other projects. Projects prioritised for completion.	KW	Ongoing
		Partners not fulfilling delivery of projects.	3	3	Clarity on contributions from partners at outset of projects. Continuous monitoring / updating with partners throughout projects to enable early alert for non-completion.	Various	Ongoing
		Lack of public engagement with services.	4	3	Marketing strategy and actions form part of communications with service users. Continuous monitoring of levels of engagement to enable early alerts and action to be taken. Evaluation of all services to ensure satisfaction and actions taken in cases of unsatisfactory programming.	Various	Ongoing

SAMS will ensure that people have access to quality Arts and Museum Provision	Funding bid for refresh of County museum upper floor fails	4	3	Alternative plans for prioritised areas of work manageable from existing budgets. Alternative sources of funding sought.	CC	Mar 2010
	Accreditation standard for County Museum not achieved	4	1	Dialogue with awarding body – plans already in place for achievement of standard.	CC	Dec 2009
	Funding for refresh of Court One exhibition fails / timescale is not achievable	1	3	Alternative plans for prioritised areas of work manageable from existing budgets. Alternative sources of funding sought.	JB	Dec 2009
	ACE bid for Gallery exhibitions fails	1	3	Alternative plans for prioritised areas of work manageable from existing budgets. Alternative sources of funding sought.	KG	May 2009
SAMS will encourage the use of the arts / museums and heritage to support formal and informal learning opportunities	Funding from A&CL not successful for public activity programme	3	3	Alternative plans for prioritised areas of work manageable from existing budgets. Alternative sources of funding sought.	LH	Sep 2009
	Shugborough unsuccessful in gaining Sandford Award	3	3	Plans / discussions in place to prepare for assessment – comments and advice from assessment 2008 actioned.	LH	August 2009
	Youth Arts convention not held due to funding / timescale	3	3	Discussions / plans in place for convention. Support from partners sought.	OH	Mar 2010

	SAMS will promote the role of the arts and museums in making a healthy and more caring, fairer and safer society	No suitable applicant for the Positive Action Traineeship position	1	1	No trainee will be recruited – advert has been placed in local media / websites as widely as possible.	HJ	Jan 2010
		No way forward found for sustainable Reminiscence project.	4	3	Discussion with Libraries / social health & care to find a workable model to take the project forward.	CC	July 2009
		External funding bid unsuccessful for oral history project (Children on the Move' project with SSoT	4	3	Close partnership working with SSoT – other avenues of funding identified.	CC	Mar 2010
		Funding for feedback mechanism commission for Gallery unsuccessful	3	4	Other sources of funding identified / other methods of gaining information identified.	KG	Mar 2010
	SAMS will promote the role of arts and museums in contributing to economic and social regeneration and a sense of place.	Income targets set for service not met E.g. Craft Shop Exhibitions Schools Public programme of activities Venue hire	4	3	Targets set in line with patterns of 2008/9. Income monitored throughout the year – income looking as if it will not make its target will be reassessed – and plans e.g. special offers / marketing in place to help targets achieve.	VM KG LC LH LH LH	Mar 2010

	SAMS will provide leadership for the arts and museum sector in Staffordshire, and to develop partnerships that promote best practice and make best use of resources	Reporting mechanisms fail causing breakdown in communication	4	1	Officers maintain close communication / good relationships with networks	CC / OH / TM / HJ / HW / KW	Mar 2010
	SAMS will maintain its own effective and efficient management systems	Internal training and induction procedures remain uncoordinated	3	1	Training and induction linked to divisional and corporate procedures.	KW / CC / KG / LH / OH / HJ / KA	June 2009
Health & Safety standards not met		4	1	Action plans and responsible officers for H&S identified – close communication with H&S Corporate team.	KW	Mar 2010	
Coffee Bar in deficit		4	4	Monthly monitoring of coffee Bar to identify problems / sla produced to assist special offers and communications	KW	Mar 2010	