heritage
lottery fund

# Second Round Application

## Summary

**Name of your organisation**
Suffolk County Council

**Project title**
**In no more than 15 words, please choose a title which you think best describes your project. This will be seen externally, on our website and by our decision makers so please ensure that you choose a title that you are happy for a wide range of people to see.**
"The Hold": A Suffolk Archives Service for the 21st Century

**Reference number**
HG-14-08167

**Date received**
07/12/2017

**Project summary**
**In no more than 150 words, summarise your project. We will use this text to tell people about your project, including our decision takers.**
The Hold is a partnership between Suffolk County Council and the University of Suffolk that will create a new, flagship heritage facility and a reshaped service, launching people, young and old, on new voyages of discovery.

Located within Ipswich's unique and regenerating Waterfront, The Hold will house Suffolk's nationally and internationally significant archives and will be the engine for a transformed, audience-focused service that will reach out to the diverse communities in Ipswich, the county and the nation through its activity and digital programmes, engaging them with Suffolk's rich archival heritage in new and exciting ways.

The Hold will open its doors to reveal Suffolk's treasured past and inspire Suffolk's future.

# Section one: Your organisation

**1a Address of your organisation:**

| | |
|---|---|
| **Address line 1** | Endeavour House |
| **Address line 2** | Russell Road |
| **Address line 3** | |
| **Town / city** | IPSWICH |
| **County** | Suffolk |
| **Postcode** | IP1 2BX |

**1b Is the address of your project the same as the address in 1a?**
No

**Enter the address of your project. Please use the post code look up button to find your address so that the Local Authority and Constituency information is generated in the boxes below.**

| | |
|---|---|
| **Address line 1** | University Campus Suffolk Ltd |
| **Address line 2** | Waterfront Building 19-21 |
| **Address line 3** | Neptune Quay |
| **Town / city** | IPSWICH |
| **County** | |
| **Postcode** | IP4 1QJ |

**Local Authority within which the project will take place**
Ipswich

**Constituency within which the project will take place**
Ipswich

**1c Details of main contact person**
**Name**
███████████

**Position**
███████████████

**Is the address of the main contact person the same as the address in 1a?**
Yes

**Daytime phone number, including area code**

██████████

**Alternative phone number**

██████████

**Email address**

████████████████████

**1d Describe your organisation's main purpose and regular activities**

Suffolk County Council (SCC) provides or enables the provision of quality services for Suffolk people.  SCC's vision is to be "responsive, adaptable and continuously developing services in creative ways, listening to communities and in tune with people's aspirations."

Suffolk Record Office is part of the Council's Economic Development Team, within the Resource Management Directorate.  Its role is to collect, preserve and provide access to the recorded history of the county for residents and visitors. It is rated as a four-star service by The National Archives (TNA) and works to deliver SCC's priorities in all its activities, through promotion, education and outreach, and its work to conserve the historic archives (spanning 900 years of history).

**How many people does your organisation employ?**

5901

**1e The legal status of your organisation**

 **Please select one of the following:**

Local authority

 **If your organisation is any of the following, please provide the information shown.**

 **Company - give registration number**

 **Registered Charity in England, Scotland or Wales - give registration number**

 **Charity recognised by HM Revenue and Customs in Northern Ireland - give reference number**

**1f Has your organisation undertaken a similar project in size and scope in the last 5 years?**

No

**1g Will your project be delivered by a partnership?**

Yes

**Who are your partners? Please provide a named contact from each organisation**

████████████████████████████████████████████████

██████████████████████████████

**1h Are you VAT registered?**
Yes

**Please provide your VAT number**
104 1787 91

**1h Are you VAT registered?**

**Please provide your VAT number**

# Section two: The heritage

**In this section, tell us about the heritage your project focuses on and why it is valued.**

## 2a What is the heritage your project focuses on?

The SRO collections are split into two areas: the Archival Collection and the Local Studies Collection. The Archival Collection consists of original primary source material; the Local Studies Collection consists of printed books, newspapers, printed maps, etc. The collections are housed in three branches; Ipswich Record Office (IRO), Bury Record Office (BRO) and Lowestoft Record office (LRO). Each branch has a defined geographical collecting area.

A selection of the Suffolk County Council Archaeological Service (SCCAS) collections will come to The Hold, including the Basil Brown Archives, and selected, sensitive archaeological finds will be exhibited alongside record office collections.

SIGNIFICANCE OF THE COLLECTIONS

The rich collections held at SRO date back 900 years and represent a coherent body of information tracing the history of the county even further. Only the SRO archives and local studies collections provide an unbroken record of this distinct and nationally significant county over a millennium. Together, such unique sources of information about the county of Suffolk, its people and its role in the wider world are of immense evidential value.

The collections record the changes in the Suffolk landscape and demography, from early settlers to landed gentry and modern incomers from London; the growth and decline of businesses and industry, from wool and cloth to agricultural machinery; and Suffolk's role in national and international events, such as the letters of Elizabeth Garret Anderson (the first British woman to qualify as a surgeon and physician).

The wealth of collections at SRO provide a comprehensive picture of all aspects of the history of the county and beyond, through printed material, official records from all tiers of local government, archives of organisations from across Suffolk and papers of families and individuals including diaries, correspondence, photographs and oral history. They provide an often-neglected rural context for national and international events, such as Caribbean workers being recruited to bolster the county's workforce in the 1960s, or the experiences of local soldiers in the First World War.

The aesthetic value of the collections rests with their beauty, such as the Bury Psalter, illuminated initials, decorations and seals on charters and grants of arms, hand cut valentines and doodles in the margins of manorial court books and rolls, as well as the thousands of maps, photographs, drawings and illustrations.

The collections hold a wealth of detailed information of great depth and breadth for understanding how life has been for ordinary people over the past centuries. Oral history recordings, photographs, newspapers, parish records, maps and printed histories all link to tell the stories of communities both large and small, while gaol books, wills and inventories, hospital records, correspondence and diaries reveal individual narratives and the communal value of the collections.

The significance of the collections was assessed using the UCL's Collections Review Toolkit, revealing that SRO has 27 notable (or star) collections. These collections have been the foundation for the activity, interpretation and exhibitions programmes.

See the Conservation Plan (supporting document 14) for a full description of the value and significance of the SRO collections.

## 2b Is your heritage considered to be at risk?

Yes

**Please provide information on why your heritage is considered to be at risk and in what way.**
The Conservation Plan (supporting document 14) identifies the following risks to the collections:

All three SRO strongrooms are full, prompting TNA to withdraw higher 'full approval' status for all SRO branches. The SRO is unable to apply for Archive Service Accreditation whilst this status is withdrawn. Proactive collecting is severely curtailed and there are unavoidable inefficiencies in collection management operations.

Once the IRO, LRO collections and BRO collections from the outstore are moved to The Hold, SRO will apply for Archive Service Accreditation from TNA.

There is no cool storage for audio visual and electronic media; IRO and BRO struggle to meet environmental parameters meaning the longevity of irreplaceable collections is under threat.

There are flood risks at IRO and the BRO outstore, services passing through LRO strongroom and no automatic fire fighting systems in BRO outstore or LRO, hence the longevity of the collections is under threat from flood and fire risks.

BRO outstore does not have restricted access around its perimeter and LRO strongroom has difficulty controlling access as part of a public library. Offsite storage at BRO requires transport of collections for access onsite and LRO collections are taken through public library areas when moved from store to the searchroom, hence the collections are under threat of theft or vandalism.

The Hold will provide be the first Record Office built to conform with the revised PD5454 storage conditions, with full environmental controls, no services passing through the stores and no risk of flooding. IRO, LRO and BRO outstore collections will be moved into it.

Listed Building Status at IRO restricts development choices on the existing site, creating inefficiencies and uncomfortable conditions for users, staff and volunteers.

Lack of space at IRO inhibits service development and the building layout creates inefficient work flows and unclear routes for users.  As a result, there is poor customer experience, opportunities for audience development are curtailed and resources are diverted from collections care in order to manage inefficient workflows.

The Hold has been specifically designed to meet the needs of users, staff and volunteers, and the relationships between rooms has been carefully thought through to maximise user comfort, staff work flows and opportunities for audience engagement.

IRO is located 20 minutes' walk from Ipswich town centre in an unwelcoming area and has very poor disabled access. Many customers cannot access the archive service or connect with the collections, and emergency services and deliveries cannot easily access the site.

The Hold is fully accessible for disabled people and is 10 minutes' walk from the railway station and town centre and overlooks Ipswich Marina, next to the University of Suffolk.

21% of the SRO collections require boxing and/or secondary packaging, only 62% are fully catalogued and less than 7% of those are available online. Customers cannot easily find information and staff resource is diverted away from collections care/interpretation into explaining dated, analogue finding aids. The collections earmarked to support the Activity Plan are currently not well documented or digitised.

The Activity Plan has two major strands of work for sorting, repairing, cataloguing and digitising the document and map collections (see supporting document 1).

There is a backlog of fragile material awaiting conservation and a lack of space in the IRO conservation suite to treat large format items.

There is no dedicated isolation or collection cleaning spaces and a growing backlog of conservation tasks, all of which threaten the longevity of the collections.

There is a fully equipped conservation laboratory in The Hold, capable of conserving all sizes of items and a freelance conservator will be employed during the Delivery Phase (in addition to the permanent conservator) to tackle the backlog.

**2c Does your project involve work to physical heritage, such as buildings, collections, landscapes or habitats?**
Yes

**Tell us the name of the building(s), collections, landscape or habitat area**
A new building 'The Hold' and collections: SRO Archival and Local Studies Collections, and selected SCCAS Archaeological Archives.

**Does your organisation have the freehold of the building or land, or own outright the heritage items that your project focuses on?**
No

**Does your organisation have a lease of the building or land that your project focuses on?**
No

**Does a project partner have the freehold of the building or land, or own outright the heritage items that your project focuses on?**
No

**Does a project partner have a lease of the building or land that your project focuses on?**
No

**If you do not currently meet our ownership requirements, tell us the date by when you expect to do so?**
Some Archival collections are owned outright by SRO, but some remain in private ownership 'on deposit' under the provisions of the Local Government (Records) Act 1962. UoS owns the land for the new building outright (title #SK304771).

**Are there any legal conditions, restrictions or covenants associated with the heritage asset which may affect your project?**
Yes

**Please provide details**
SRO observes normal legal, ethical and contractual restrictions on access and copying under the provisions of; the Data Protection, Freedom of Information, Copyright etc Acts and agreements with Depositors/Donors.

**Has a condition survey been undertaken for the heritage asset in the last five years?**
Yes

**Does your organisation have, or are you planning to take out, a mortgage or other loans secured on the building or land, or heritage items?**
No

**Does a project partner have, or are planning to take out, a mortgage or other loans secured on the building or land, or heritage items?**
No

**For landscape projects, please provide an Ordnance Survey grid reference for your landscape.**

**2d Does your project involve the acquisition of a building, land or heritage items?**
Yes

**Please tick any of the following that apply to your heritage:**

✕ Accredited Museum, Gallery or Archive

   Designated or Significant (Scotland) Collection

   DCMS funded Museum, Library, Gallery or Archive

   World Heritage Site

   Grade I or Grade A listed building

   Grade II* or Grade B listed building

   Grade II, Grade C or Grade C(S) listed building

   Local list

   Scheduled Ancient Monument

   Registered historic ship

Conservation Area

Registered Battlefield

Area of Outstanding Natural Beauty (AONB) or National Scenic Area (NSA)

National Park

National Nature Reserve

Ramsar site

Regionally Important Geological and Geomorphological Site (RIGS)

Special Area of Conservation (SAC) or e-SAC

Special Protection Areas (SPA)

Registered Park or Garden

# Section three: Your project

**In this section, tell us about your project. Make sure you include all your planned activities, and capital works if applicable.**

**3a Describe what your project will do.**

The project's vision evolved over the Development Phase and the project objectives are:

For heritage
to safeguard Suffolk's irreplaceable collections with state-of-the-art accommodation
to create an efficient building and service, bringing more of Suffolk's heritage together on one site
to create space to showcase Suffolk's heritage and provide interpretation to a broader audience
to provide an enhanced online offer and allow visitors anywhere in the world to interact with Suffolk's collections
to enhance Suffolk's collections through an ambitious Activity Plan.

For people
to forge a sustainable, learning partnership with one of the UK's newest universities; the University of Suffolk
to have a positive impact on the employability of UoS students
to create new learning opportunities and drive the renaissance of Suffolk Archives' schools offer
to remove barriers to engagement and increase our reach to diverse audiences
to diversify our volunteer base and increase levels of engagement in the service.

For communities
to create an environmentally sustainable building reflecting best practice
to contribute positively to the critical mass of regeneration activity on Ipswich Waterfront
to create a resilient, commercially focused and outward facing Suffolk Archives Service
to empower communities in undertaking their own heritage activities.

In response to the vision and objectives, the project has developed a new building, exhibition and interpretation proposals, and an activity programme.

Capital works (see Architectural Design Report, supporting document 9)
The project will build a new state-of-the-art Record Office beside Ipswich's Waterfront. The Hold will be the headquarters of Suffolk Record Office, with two branches at Bury St Edmunds and Lowestoft.
All the existing collections in the IRO and LRO will move into The Hold, plus the collections from the BRO outstore.

The new building is 3,358m2 (net), step-free, and is divided into three main areas; back of house accommodation at the north of the site and public and semi-public access areas arranged either side of a pedestrian route or 'nave', extending the whole length of the building.

The site of The Hold is currently hard landscaped as a car park, but a redundant, two storey building in one corner of the site will be demolished prior to construction. The external treatment of the new building will be red brick, banded with 'Suffolk Whites' brick. The perimeter will be landscaped and ample car parking is available for visitors within a few minutes' walk of the building.

Interpretation (see Exhibition and Interpretation Design Report, supporting document 10)
There will be two types of interpretation installation within The Hold:

Temporary exhibitions in a dedicated exhibition space
Exhibition space throughout the public areas of the building.

The temporary exhibition space will host four exhibitions a year, one charged-for blockbuster and three co-curated or Hold-curated exhibitions. The first blockbuster in 2020 will be called 'Arrivals' – featuring famous individuals, communities, flora and fauna who have migrated to Suffolk.

There are seven themed areas of display outside the temporary exhibition galley:

Sensory courtyard – offering a buffer of calm between the town and using the archives

Port – welcoming visitors to The Hold with its most significant collections
Wonder – a 'Wonder Wall' introducing visitors to Ipswich and the archive's notable collections
Search – gives visitors a taste of material that can be found in the archive
Exchange – sharing stories from the archive and promoting dialogue
News – spotlighting the archive's newspaper collections, contrasting the archive's role in documenting history and the way in which events are reported in the news
Mapping – collecting memories and items from visitors and mapping them across Suffolk and the world. Topics will change regularly and the first one will be about food.

Activity programme (see Activity Plan, supporting document 1)
The Activity Plan details 45 activities, workshops and events:

For heritage
Sorting, repairing, cataloguing and digitising the collections - all the maps and documents for the Sharing Suffolk Stories project will be processed and digitised
Exhibitions at The Hold – three community/Hold-curated exhibitions per annum and one blockbuster, with charged admission (see above under Interpretation) for three years.  Seen by 47,400 people over three years
Archives on Tour – two exhibitions touring per annum, seen by 800 people over two years
Digital exhibitions – all exhibitions at The Hold and touring exhibitions will go online
Walk and talk – three walks per annum in each area of Ipswich, Bury and Lowestoft attended by 540 people over three years
Sharing Suffolk's Stories – 3,200 people will engage with the programme
Recording Suffolk's memories – 40 people interviewed, used in digital, touring and onsite exhibitions

For people
Upskilling staff and volunteers – 32 training opportunities for 125 staff and volunteers
Upskilling teachers – 180 teachers attend CPD sessions over three years
Young archivists – 12 Young Archivists hosted over two years
Post 16 traineeships – two traineeships in one year, 2020
Community engagement trainees – two trainees over one year, 2019/2020
Summer internships – six internships over three years
University of Suffolk Careers Fair – held twice a year and used to recruit volunteers and trainees
Relationship with Clifford Park Road Primary School - six projects tested in the Delivery Phase, engaging 90 pupils
History sessions on witches and war – two secondary school sessions developed and delivered to 200 pupils over two years
Cross-curricular sessions for primary schools – four sessions developed and delivered to 3,000 pupils over two years
Online cross curricular resources for primary schools – 100 downloads over two years
Online resources for secondary schools – 40 downloads over two years
Loans boxes – eight boxes developed
Arts Award – 20 participants over two years
TED talks – two talks delivered, watched by 900 people over three years
Travel expenses for schools – 12 schools funded to visit over three years
WEA lecture series – 14 sessions over two years reaching 840 people
University Open Lecture Series – six talks over three years attended by 360 people
University conferences – annual conference, 400 attendees over two years
Volunteering opportunities – 141 opportunities over three years, representing 100 new people
Community Champions programme – 10 Community Campions created over three years
Teachers' Forum – five sessions in the Delivery Phase attended by 10 teachers per meeting
Volunteer manned help desk – answering 4,000 enquires over two years

For communities
Co-created in the community – two exhibitions per annum for two years, reaching 800 people over two years
Special outreach exhibitions, events, activities and workshops – reaching 660 people over three years
Archives for families – 12 events per annum, attended by 144 families (288 people) over two years
Diverse histories – one exhibition and five events engaging 1,100 people
Online ESOL resources – used by three Supplementary Schools and three ESOL classes
Enhancing the website – 1 – 2 million web visits and 150,000 – 200,000 web users
Social media – 4,000 – 5,000 Facebook likes, 1,500 – 2,000 Twitter followers, 1,500 – 2,000 Instagram

followers and 150 – 200 You Tube subscribers
Music and rap events – 10 events per annum, attended by 30 people, attracting 600 people over two years
Events@The Hold – two events held per annum, attracting 200 people per event and 800 people over two years
Linking with national initiatives – attracting 240 people over two years
Annual Hack Days – attracting 200 people over two years
Staff appointments – seven appointments made
Marketing and communications - The Hold attracts 24,200 people in Year 1, 21,800 in Year 2 and 19,500 in Year 3 (settled year).
Evaluation – evaluation consultant appointed, framework established, data collected and acted on.


**3b Explain what need and opportunity your project will address.**
Need
The need for the new Record Office is well articulated in the Conservation Plan and Management and Maintenance Plan (supporting documents 14 and 11). The current SRO:

provides inadequate facilities for users, with no disabled access at IRO
has no purpose-built space for learning facilities at IRO
is unable to collect of a significant scale because stores are full
has collections which are under threat from issues such as inherent decay, flood and vandalism
has not kept up with the remedial conservation backlog
has inefficient work processes, arising largely from building issues at IRO
does not have inert building structures to provide environmental control to ensure the longevity of collections
fails to meet key standards notably BS4971 and PD5454/EN16893 and the PSQG Access Standard
is unable apply for Archive Service Accreditation, as is required by The National Archives of all Places of Deposit.

In the stakeholder and user consultations undertaken during the Development Phase, interviewees underlined the inadequate provision, particularly at IRO.


Opportunities
The Conservation Plan (supporting document 14) lists the opportunities presented by The Hold as:

providing 20 years' accrual space for the County's records collection
being able to collect again on a significant scale and manage the collections efficiently
providing state-of-the-art, energy efficient storage facilities, meeting BS4971, with flood and fire risks vastly reduced
providing environmental conditions for different formats e.g. cold storage for film and photographs
reducing opportunity for vandalism and theft of the collections through building design
creating a logical layout of operational spaces and tailored workspaces for specific back-office processes
creating an attractive, legible building with purpose designed, equipped public spaces
creating a landmark building in an attractive and accessible location that engenders civic pride and community engagement
welcoming all users and inspiring them to stay and explore
increasing accessibility of collections on site and online
offering the opportunity to repackage and barcode collections as part of the decant
having a dedicated conservation laboratory
being able to use collections data generated for the Conservation Plan to inform future conservation decisions
providing better emergency and delivery access.

The Activity Plan (supporting document 1) details the opportunity that The Hold offers to engage people with heritage, who would not ordinarily think to use an archive.

The Hold is designed with the café spilling out onto the terrace at the front entrance and a pedestrian route right through its whole length, inviting people in and encouraging them to explore.
Once inside, visitors can explore the collections through the exhibitions, and find help from a team of volunteer welcomers or from The Hold's Personal Digital Assistant.  These tools will draw people into the searchrooms.

Opportunities presented by the project include:
community engagement through events and exhibitions about diverse histories, delivering activities inspired by the collections and using the Sharing Suffolk's Stories project to collect memories, stories and objects, creating a Citizen Archive.

taking the archives out into the community, through co-created exhibitions, events and workshops, and digitally by making the collections and exhibitions available online.

a learning space and auditorium that can be used for a range of formal and informal activities. New sessions and resources will be developed for primary and secondary schools.

training opportunities for staff and volunteers and for young people finding their career paths.

141 volunteering opportunities ranging from welcomers and cataloguers to researchers and tweeters.

Two new members of staff – the Community and Learning Officers – will drive the formal, informal and training programmes, whilst the volunteer programme will be developed by a full-time Volunteer Engagement Coordinator.

The Digital Strategy (supporting document 15) sees digital media and technology opening up Suffolk's archives to local, national and international communities, helping to reach out to them, involving them and giving ownership of their history.

The digital opportunities have been wrapped up in the Activity Plan, integrating them as a normal part of The Hold's work through the Personal Digital Assistant, the online collection and the Citizen Archive. Digital technology will be embedded in the building so that it is a natural part of the offer and enhances the experience.


**3c Why is it essential for the project to go ahead now?**
THE HERITAGE
The heritage requires adequate facilities for its protection now; the collections are at risk from the lack of accrual space, and the continual flood risk and lack of gas suppression systems at the BRO outstore and LRO. These risks are time sensitive (see section 2b) and require immediate attention.
Pressure on the current accommodation is constant. If it runs out of space, SRO will not be able to take further records. This will threaten SRO's 'place of deposit' status and the effective management of access to the records.

THE PARTNERSHIP/OPPORTUNITIES
The opportunity for the UoS partnership may not be available in the future; they are a growing university and gained independent degree-awarding powers in 2017.  They anticipate increased student numbers as a result; if The Hold cannot deliver the auditorium they require within the next 3 years, they will need to explore alternative options to mitigate pressure on their existing facilities.

Both the New Anglia Local Enterprise Partnership and Ipswich Vision Board have culture and heritage high on their agenda (NALEP have again expressed their support for The Hold in their new strategy for Arts and Culture). It is essential that we capitalise on this momentum and the potential for securing their investment and support.

THE POLITICAL CONTEXT
Politically, the momentum and interest generated by this project and other heritage initiatives across the county have been beneficial and secured support for The Hold at county, borough and Parliamentary level. In the wider context of budget cuts for the arts, culture and heritage, it is crucial that we use this to unlock the support required for the project

**3d Why do you need Lottery funding?**
The project has £5 million of funding from SCC with £1 million from UoS (and land). Although SCC and UoS have the will and some capacity to transform heritage provision, The Hold requires a level of investment beyond the means of both partners.

Since protecting heritage assets of national and international significance and improving access to them is at the core of this project, the Heritage Lottery Fund (HLF) has been identified as a principal funding source; if successful, a funding gap of approximately £2.78 million will remain.

To address the funding gap, during the Development Phase SRO has approached a portfolio of funding sources, and has live applications with the Wolfson Foundation and the NALEP for c.£350k and £2m respectively; the decisions on these applications will be received in December 2017 and January 2018. Further applications to Creative Europe, the Foyle Foundation and Garfield-Weston Foundation will help close the funding gap.

During the Development Phase, SRO also established a new Charitable Incorporated Organisation (the Suffolk Archives Foundation - SAF) to assist with public fundraising and approaching major donors.  SAF's public campaign will begin in earnest at the beginning of the Delivery Phase and they have already raised over £12k during the Development Phase.
Without HLF investment, the project could not be delivered.


**3e What work and/or consultation have you undertaken to prepare for this project and why?**
During the Development Phase, ideas for The Hold were discussed with a range of stakeholders, users and non-users, including:

eleven individual stakeholder interviews with SRO and UoS staff and councillors
two non-user focus groups: in Ipswich with working aged adults and in Lowestoft with low income adults
two focus groups with young people in Leiston and BAME parents in Ipswich
interviews with community leaders, volunteers and community members from the Bangladeshi Support Centre
two interviews with WEA and NADFAS
four telephone conversations with primary school teachers
five telephone conversations with secondary school teachers
one telephone call with supplementary school support worker
four telephone interviews with University of Suffolk Student Support Staff
consultation with 10 students from University of Suffolk.
consultation with over 15 potential groups in the course of setting up the Sharing Suffolk Stories programme
five ideas from the proposed activity programme were piloted with target audiences.

The findings are detailed in the Activity Plan (supporting document 1) and influenced the design of the building, the exhibition design and topics and shaped the activity programme.  Key findings were:

users and non-users have a strong interest in their own stories, their neighbour's story or the story of their town/village
non-users don't know what an archive is, don't know what's available or where to begin their research
those outside Ipswich want the archives brought to them, in person or online
those from ethnic minority groups could not readily see how archives are relevant to them
exhibitions and the café are key drivers for non-users to visit The Hold
families want interactive and fun exhibitions and events
schools want excellent online resources and loans materials
schools will visit to see changing exhibitions that are relevant to the National Curriculum
University students want spaces to relax and socialise and training programmes to help their careers
marketing channels need to be tailored to the differing audiences and age groups.

**3f How are you planning to promote and acknowledge National Lottery players' contribution to your project through HLF funding?**

The Marketing Strategy will ensure the project is referred to as a Heritage Lottery Funded project, whenever appropriate.

The Heritage Lottery Fund logo will be on site hoardings, project literature and publicity material (including digital).

During the Delivery Phase, we will find ways to give lottery players charges concessions and special thank-you days once The Hold is open.

Heritage Lottery Fund will be credited on key information panels and dedication panels in The Hold, once it has opened.

# Section four: Project outcomes

**In this section, tell us about the difference that your project will make for heritage, people and communities.**

**4a What difference will your project make for heritage?**
BETTER MANAGED
Uniting more of SRO's archive collections under one roof will be more efficient for staff and customers.

The action plans of the Management and Maintenance Plan (supporting document 11) will be implemented, covering care of collections, the building, exhibitions and digital assets. Key collections will be digitised, making them more accessible, whilst protecting them from handling.

The Hold will achieve Archive Accreditation. Its strongrooms will be PD5454:2012/EN16893 compliant with space for growth for the next 20 years. The lack of accrual space has threatened the 'place of deposit' status and prevented SRO applying for Archive Accreditation.

These outputs and outcomes will be measured through regular evaluation of performance.

BETTER CONDITION
The existing strongrooms are full and threaten the survival of the collections from flood, fire, theft and vandalism.  The Hold will contain PD5454:2012/EN16893 compliant storage, which will remove these threats.

As part of the programme, the at-risk collections will be sorted, cleaned, repaired and repackaged.  The new back-of-house areas contain document processing spaces, such as air drying, cleaning and quarantine spaces and a fully equipped conservation suite with capacity to treat the largest items.  A freelance conservator will be appointed in the Delivery Phase to clear the remedial conservation backlog.

The Hold will achieve Accreditation Standard and PSQG Access Standard.

BETTER INTERPRETED & EXPLAINED
The Hold will provide a temporary exhibition space and seven themed areas across the building for people to explore the collections.  Visitors will be supported by welcomers and a Personal Digital Assistant to help them navigate the building and collections.

The collections and exhibitions will also be available online, with a programme of sending archives out into the community through touring exhibitions, workshops and events.

Visitors will tell us through surveys that the exhibitions at The Hold are high quality, easy to use and have deepened their knowledge of Suffolk's archives. They will tell us that the welcomers and/or the Personal Digital Assistant are important to their understanding of the heritage and the building.

Remote users will tell us through online surveys that digital information (exhibitions, catalogue, blogs etc.) enhanced their understanding of and engagement with Suffolk's heritage.

People who see the collections in venues across the County will remark on the quality of the exhibitions and events, saying it has helped them understand what archives are, why they are important and relevant to their lives.

BETTER IDENTIFIED & RECORDED
The Sharing Suffolk's Stories project will enable local communities to research and document their own history and collect records, telling their tales through exhibitions, film or theatre productions.  As part of this overall project, 40 stories will be recorded through the oral history programme. The work will be collected and form the basis of a Citizen Archive, which will be accessible on the website and at The Hold.

Participants will tell us how the Sharing Suffolk Stories project has changed their attitude to the importance of their own history; visitors and remote users will tell us that the Citizen Archive is an important part of Suffolk's history and how much they have enjoyed finding out about people's ordinary lives.

**4b What difference will your project make for people?**

PEOPLE WILL HAVE DEVELOPED SKILLS

Over the Delivery Phase there will be 32 training opportunities for staff and volunteers, CPD training for teachers, 12 young archivists (school work experience), two post-16 years trainees, two trainee Heritage Assistants for students and six student internships.

Through individual appraisals and interviews:

staff and volunteers will say they have learned new skills which help them perform their roles

teachers will say they understand how to use archives in their teaching

the 12 young archivists will indicate an interest in pursuing an archive/heritage-related career

the Heritage Trainees and Trainee Heritage Assistants will find paid employment in heritage

the summer student internships will find paid employment.

PEOPLE WILL HAVE LEARNED ABOUT HERITAGE

The project offers informal learning opportunities through projects, such Sharing Suffolk's Stories, Recording Suffolk Memories, the exploration of diverse histories and co-created exhibitions in the community.

Formal learning opportunities include new sessions and resources for primary and secondary schools, loans boxes and TED talks.

On site learning opportunities include exhibitions, digital access, events programmes (such as Lates@TheHold) and annual 'Hack Days'.

Through surveys and individual interviews, visitors, users and participants will tell us what they have learnt about their heritage, Suffolk's heritage and archives and tell us the way in which that knowledge has influenced their lives.  Project participants will tell us how they are using that new knowledge in their professional or personal life and whether it has spurred them to do more.

PEOPLE WILL HAVE CHANGED THEIR ATTITUDES AND BEHAVIOUR

One of the key themes arising from consultation with non-users is that they perceived archives to be boring and irrelevant to their lives.

By the end of the Delivery Phase, target audiences who have participated in our projects will be telling us they understand the importance of archives and the relevance to their lives.  Some of them will have begun to research their own family or locality history, or joined/started a heritage group.

PEOPLE WILL HAVE HAD AN ENJOYABLE EXPERIENCE

Consultation with non-users confirmed that people wanted a visit to The Hold to be light-hearted and fun. They wanted hands-on exhibitions and things to do, rather than a passive experience.  Young people wanted quirky things to do and were attracted to rap, music and slam events and Lates@TheHold.  The café was an important driver for all consultees.

Through visitor and user surveys people will tell us a visit to The Hold has surprised them, exceeded their expectations and that they intend to return.  They will comment on the quality of the offer, the personal welcome and how digitally friendly and engaging The Hold is.

PEOPLE WILL HAVE VOLUNTEERED TIME

The project will recruit 141 new volunteers (100 people) through the life of the project; 10 Community Champions who will promote The Hold in their communities and 10 teachers who will contribute to the development of sessions and resources through a Teachers' Forum.

Through individual and group appraisal the volunteers will report on the benefits of volunteering in terms of acquiring new skills, improved job prospects, improved confidence, improved well-being and social interaction.

Teachers will report that their volunteering has improved their understanding of archives and how they can use them effectively in their teaching.

The Community Champions will say that the role has given them new skills and confidence and that they feel they have influenced the way in which The Hold is regarded in their community.

**4c What difference will your project make for communities?**

**If you are requesting a grant of £2 million or more under the Heritage Grants programme only, you will need to complete the Carbon Footprint Reporter which you can access via the link provided below. Once you have completed this, please generate a PDF copy and attach it to your application form at the end of Section nine: Supporting documents.**

**When you click on the following link, the Carbon Footprint Reporter will open in a new window:**

**Carbon Footprint Reporter**

**If you are applying under the Heritage Grants programme for under £2 million, or under another grant programme, then you may also find this tool helpful although it is not a formal requirement.**

NEGATIVE ENVIRONMENTAL IMPACTS WILL BE REDUCED
The Hold will target the BREEAM excellent standard, through the following Mechanical and Electrical measures:
Reduction of U-values and reduced air permeability over and above the requirements of Part L of the Building Regulations
Seasonal commissioning
A passive-design strongroom with air-source heat pumps
Use of renewable/sustainable energy sources such as Photovoltaic panels
Low water usage sanitary fittings
Energy metering
External lighting will not provide any upward light.

A Travel Plan will be developed as a planning condition, to encourage sustainable travel by staff, students and visitors.

MORE PEOPLE AND A WIDER RANGE OF PEOPLE WILL HAVE ENGAGED WITH HERITAGE
The Hold will increase the number of people engaging with Suffolk's archives; visitor numbers are anticipated to grow from 7,889 per annum (baseline IRO) to 19,500 by Year 3.  In addition to the 19,500 a further 12,000 students will use the building for their studies.

We know that current users of the SRO are white, middle class adults, aged over 45 years.  The activity programme has been designed to target lower income adults, families, diverse communities, young people and school children.  Through regular surveying and feedback we will be able to measure the changes in the profile of our visitors.

YOUR LOCAL AREA/COMMUNITY WILL BE A BETTER PLACE TO LIVE, WORK OR VISIT
The Hold will be a beautiful landmark building, in an attractive setting, transforming an area of the Waterfront that was a car park.  It will add to the critical mass of regeneration at Ipswich Waterfront, a growing area for culture, heritage, and food and drink. It will provide a "waymark" between the Waterfront and the shops and cultural attractions of the town centre, situated on a "cultural arc" linking Christchurch Mansion, Ipswich Museum, New Wolsey Theatre etc.

The lively programme of events, such as Lates@TheHold, Hack Days, The Big Draw and National Science Week will enrich the area for local residents. The Hold will add to the learning resources of the locality, such as the Innovation Centre, UoS library, and Waterfront building, encouraging further investment and social improvement.

Through our surveys, local people will tell us that the appearance of area has improved as a direct result of our project and that they like and use the facilities in The Hold

YOUR LOCAL ECONOMY WILL BE BOOSTED
The Hold will benefit the local economy through the GVA and jobs associated with construction, as well as

increased visitor spend and attracting new students to UoS.   UoS predict over 100 new students per annum will be drawn by The Hold to study with them.  The economic outputs can be summarised as:

One-off GVA of £5.1m generated by construction programme
110.4 temporary local job years generated by construction programme
Ongoing GVA supported of £1.2 rising to £3.6 by Year 3
11 new permanent FTE jobs generated direct by The Hold and Build Contractor
Ongoing jobs supported of 55 per annum rising to 107 by Year 3

By attracting 19,500 visitors per annum, The Hold will benefit existing and planned restaurants and hotels, helping this area strengthen and grow.  The Business Plan (supporting document 13) anticipates by Year 3 that 42% of The Hold's visitors will be day visitors, domestic and overseas tourists.

We will monitor the changes in the surrounding area and talk to local businesses about the impact of The Hold.

YOUR ORGANISATION WILL BE MORE RESILIENT
The Business Plan for The Hold (supporting document 13) concludes The Hold is a viable proposition, and that the current County Council subsidy remains much the same as it is now, but for a much-improved service.  The Hold has the capacity to generate income through the café, retail, venue hire, events and exhibition charges and, although it can never generate enough to replace the Council's support, it does provide some resilience against change.

The close strategic and operational relationship with the University of Suffolk, and the formation of a Partnership Group, will strengthen the governance of The Hold, providing fresh sources of expertise and advice, new skills and many opportunities for joint working.

The Hold will have a new set of staff posts, initially HLF funded, but becoming permanent at the end of the Delivery Phase.  Those roles will bring new skills into SRO, transforming the service, and the new volunteer teams recruited and developed through the project will extend the capacity of the service, making the organisation stronger.

**4d What are the main groups of people that will benefit from your project?**

**This part of the form aims to collect the information we need to report on the range of organisations we fund. We will not use this information to assess your application. We encourage you to be as specific as possible about the people your organisation represents.**

**If your organisation represents the interests of a particular group, such as young people or disabled people, tell us which by filling in the tables below.**

**If you are based in Northern Ireland, where legislation requires us to report in detail on the organisations we fund, please complete the tables in full, as applicable.**

✓ If you are based outside Northern Ireland and your project will benefit a wide range of people and not any particular group, mark this box only

**4e Does your project involve heritage that attracts visitors?**
Yes

**How many visitors did you receive in the last financial year?**
7889

**How many visitors a year do you expect on completion of your project?**
19500

**4f How many people will be trained as part of your project, if applicable?**
125

**4g How many volunteers do you expect will contribute personally to your project?**
141.

**4h How many full-time equivalent posts will you create to deliver your project?**
7.

# Section five: Project management

**In this section, tell us how you will deliver your project.**

**Questions 5a-5d are not applicable in the delivery phase.**

**5e Who are the main people responsible for the work during the delivery-phase of your project?**
A detailed description of project management/governance is provided in the Project Execution Document (supporting document 4). Overall governance from the Development Phase will continue into the Delivery Phase, with senior responsibility resting with the Programme Board and day to day delivery of the project resting with the Project Group, both meeting monthly. Both groups are made up of officers from SCC and UoS, with the Project Group drawing-in workstreams when appropriate.

The key roles for project delivery are:

Suffolk Record Office (SRO) will continue as Client for Suffolk County Council, alongside the University of Suffolk (UoS). They will be responsible for defining project requirements, project managing non-construction elements (e.g. IT, decant, HR), reporting progress to stakeholders and securing approvals from various parties. SRO are accountable to senior managers and elected Members (at SCC; for UoS, University Board) for the delivery of the project on time and to budget.

When The Hold is operational, ▮▮▮▮ responsibilities will be assumed by a new Strategic and Commercial Manager (SCM). A permanent addition to the SRO, the SCM will be responsible for overseeing the project until the end of the Delivery Phase.

During the Delivery Phase, 'Concertus' will continue to deliver the role of Project Manager and Contracts Administrator through ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮. ▮▮▮ will manage the Build Contractor and sub-disciplines as a single entity under a JCT Design and Build 2016 contract. ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮

The contract with the Build Contractor, RG Carter, includes many sub-disciplines. RG Carter will be responsible for pre-construction activities, mobilisation, delivery and aftercare. They will meet regularly with the Project Group to ensure high standards are maintained and opportunities for value management, social care and continuous improvement are identified. Other than ▮▮▮▮, the day to day point of contact for the Client will be the 'Contracts Manager' who manages the team on site, ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮.

Design Team (Pringle Richards Sharratt) will be novated to RG Carter at the beginning of RIBA Stage 4. The Lead Architect (▮▮▮▮▮▮▮), will be retained by the Client, to ensure continuity of advice and service, and liaise with the PRS team on RG Carter's side. The Design Team will co-ordinate all design activities. ▮▮

Albert Museum.

████████████████████████████████████████████████████████████
████████████████████████████████████████████████████████████
████████████████████████████████████████████████████████████
████████████████████████

GuM Studio (sister company to PRS) will continue their appointment to develop and oversee production and installation of the exhibition/interpretation design for The Hold.  The main point of contact will continue to be
████████████████████████████████████████████████████

We will appoint further external specialists to:
conserve collections and oversee the decant process
work with communities on artistic responses to The Hold
evaluate the project

In addition, new posts will be required to support the team and carry forward the project outcomes beyond the lifetime of the project:
Strategic and Commercial Manager
Community and Learning Officers (x2)
Volunteer Engagement Coordinator
Exhibition and Interpretation Officer
Marcomms Officer

The Job Descriptions and Briefs for these roles are provided in supporting document 6.


**5f Complete a summary timetable for the delivery phase of your project. Use the 'Add activity' button to enter additional rows.**

**Delivery activities**

| Activity | Start month | Start year | End month | End year | Who will lead this activity |
|---|---|---|---|---|---|
| Appoint Project Coordinator | April | 2018 | May | 2018 | Programme Board (PB), SRO Management Team (SROMT) |
| Activity Plan - recruit Community and Learning Officer #1 | May | 2018 | June | 2018 | Project Coordinator (PC) |
| Activity Plan – recruit Community and Learning Officer #2 | May | 2020 | June | 2020 | PC |
| Activity Plan –implement events and activities | May | 2018 | May | 2022 | Community and Learning Officers (CLO) |
| Business Plan, Marketing and Commercial activity – recruit Marcomms Officer | October | 2019 | November | 2019 | PC |
| Business Plan, Marketing and Commercial activity – test BP, develop marketing strategy | July | 2019 | May | 2020 | PC then Marcomms Officer (MO) |
| Business Plan, Marketing and Commercial activity – recruit Strategic and Commercial Manager | May | 2020 | June | 2020 | PC, SROMT |
| Marketing and Commercial activity – implement marketing strategy | June | 2020 | May | 2022 | Strategic and Commercial Manager (SCM), MO |
| Trainees, interns and work placements –Heritage Trainees (x2, 12 months) | July | 2019 | July | 2020 | Volunteer Engagement Coordinator (VEC) |
| Trainees, interns and work placements – summer interns cohort #1 (x2 interns) | July | 2018 | September | 2018 | CLO |
| Trainees, interns and work placements – summer interns cohort #2 (x2 interns) | July | 2019 | September | 2019 | VEC |
| Trainees, interns and work placements – summer interns cohort #3 (x2 interns) | July | 2020 | September | 2020 | VEC |
| Trainees, interns and work placements – post 16 work placements (x2, 8 weeks) | July | 2020 | August | 2020 | VEC |
| Volunteers - recruitment of volunteers phase 1 (roles required prior to soft opening) | May | 2018 | September | 2019 | PC, CLOs |
| Volunteers – recruit Volunteer Engagement Coordinator | May | 2019 | June | 2019 | PC |
| Volunteers - recruitment of volunteers phase 2 (roles required post opening) | September | 2019 | December | 2019 | VEC |
| Collections – recruit Freelance Conservator | May | 2018 | June | 2018 | SROMT |
| Collections – packing, barcoding and boxing | May | 2018 | September | 2019 | SRO Collections Team (SROCT), Freelance Conservator (FC) |
| Collections – relocate to The Hold | September | 2019 | May | 2020 | SROCT, FC |
| Collections – update Digitisation Programme | May | 2018 | August | 2018 | SROMT |
| Collections – undertake Red flagged conservation tasks as per MMP | January | 2020 | May | 2020 | SROCT |
| Collections - implementation of Documentation Plan (priority collections cataloguing/digitization) | January | 2020 | May | 2020 | SROCT, FC |
| Exhibition & Interpretation - develop technical designs for integration into main build | May | 2018 | October | 2018 | E&I Design Team |
| Exhibition & Interpretation – procurement and fit-out, including AV | September | 2018 | December | 2019 | E&I Design Team, Build Contractor |
| Exhibition & Interpretation – recruit E&I Officer | May | 2019 | June | 2019 | PC |
| Exhibition & Interpretation – preparations for opening show & first Blockbuster | June | 2019 | November | 2019 | E&I Officer, SROCT |
| Exhibition & Interpretation – implementation of rolling programme | December | 2019 | May | 2022 | E&I Officer, SROCT |
| Construction Programme – notify MC | April | 2018 | May | 2018 | PB |

| Activity | Start month | Start year | End month | End year | Who will lead this activity |
|---|---|---|---|---|---|
| Construction Programme –mobilization, demolition and site set-up | May | 2018 | July | 2018 | Main Contractor (MC), Project Manager (PM) (construction) |
| Construction Programme –foundations | July | 2018 | September | 2018 | MC, PM (construction) |
| Construction Programme –strongroom super-structure | September | 2018 | February | 2019 | MC, PM (construction) |
| Construction Programme –strongroom internal works | February | 2019 | May | 2019 | MC, PM (construction) |
| Construction Programme –strongroom proving period | May | 2019 | September | 2019 | MC, PM (construction) |
| Construction Programme –remaining areas superstructure | September | 2018 | December | 2018 | MC, PM (construction) |
| Construction Programme –internal works | November | 2018 | July | 2019 | MC, PM (construction) |
| Construction Programme –external works and landscaping | October | 2018 | July | 2019 | MC, PM (construction) |
| Construction Programme –completion and handover | July | 2019 | September | 2019 | MC, PM (construction) |
| Construction Programme –strongroom monitoring period post-completion | September | 2019 | September | 2020 | SROMT |
| Public Art Project - recruit Freelance Artist | May | 2018 | June | 2018 | SROMT |
| Public Art Project - artist develops proposals with communities & Design Team | June | 2018 | June | 2019 | Freelance Artist |
| Public Art Project - install artworks as part of external works | July | 2019 | July | 2019 | Freelance Artist, MC |
| Public Art Project – evaluation | August | 2019 | September | 2019 | Freelance Artist |
| Project Evaluation - recruit Evaluation Consultant | May | 2018 | June | 2018 | PC |
| Project Evaluation - evaluation framework developed | June | 2018 | July | 2018 | Evaluation Consultant |
| Project Evaluation - staff and student toolkit training for Activity Plan | September | 2018 | January | 2022 | Evaluation Consultant |
| Project Evaluation – capital programme evaluation report | January | 2020 | April | 2020 | Evaluation Consultant |
| Project Evaluation - Activity Plan evaluation by staff and students | October | 2018 | May | 2022 | CLOs |
| Project Evaluation – final report combining capital evaluation and activities | June | 2022 | June | 2022 | Evaluation Consultant |

**5g Tell us about the risks to the delivery-phase of your project and how they will be managed. Use the 'Add risk' button to enter additional rows.**

**Delivery risks**

| Risk | Likelihood | Impact | Mitigation | Who will lead this |
|---|---|---|---|---|
| Failure to deliver on time, on budget, or to the original quality. | Low | High | Project management structure, experienced PM. Cost certainty established and Build Contractor brought on early. Realistic programme with adequate float. | Project Group (PG) |
| Failure to meet market or financial projections. | Low | Medium | Business Plan with projections based on research, conservative projections. Financial assumptions regularly examined, sensitivity analyses to test the model. | Strategic & Commercial Manager (SCM) |
| General insufficient partnership funding. | Medium | High | SCC continuing to underwrite funding gap. Established new CIO to help implement fundraising. Applications for match funding determined prior to HLF Round 2 decision. | Programme Board (PB) |
| Projected visitor numbers not achieved. | Medium | High | Appointment of SCM and Marcomms Officer (MO) to promote The Hold and new Suffolk Archives Service. | SCM |
| Building does not meet Partner expectations upon delivery. | Low | High | Design meets Client Brief and Employers Requirements. | PB |
| Building regulation application - possible design or cost impacts | Medium | Medium | Detailed discussions between Design Team and SCC Planners. Development Control Committee 16/01/18. | Design Team (DT)/Project Manager (PM) |
| Achieving BREEAM Excellence - possible time, cost and design constraints impacts success | Medium | Medium | Early pre-assessment undertaken; implications of being able to achieve Excellent understood. | DT |
| Construction works span the winter period; delay prior to or during construction due to bad weather. | High | Low | Build in float to construction programme. | Build Contractor |
| Unexpected problems on site during construction | Medium | High | Contingency in all costings. Thorough site surveys undertaken. | PM |
| Coordination of the Exhibition and display fit-out with Base Build wrong. | Low | Medium | Ensure programme is understood by Build Contractor. Clear understanding of respective work packages. | DT |
| Damage to collections during decant/recant process. | Medium | High | Boxing and packaging as part of decant plan. Appoint qualified move contractor with insurance. Volunteers receive training. | SROMT |
| Loss of stakeholder goodwill due to temporary closure for decant. | Low | Medium | Minimise closed time and stagger decant. Strong communications plan. | SRO Manager |
| Strongroom 'proving' period signed off too early, resulting in absorption of moisture and damage to collections. | Low | High | Adequate proving time built into programme. Build Contractor with archive experience. Rigorous monitoring and testing. | SROMT |
| Lack of support from wider heritage sector in Suffolk. | Low | Medium | Links with delivery partners already forged during Development Phase | Activity Plan Steering Group |
| Lack of interest in Volunteer Plan | Medium | High | Appointment of Volunteer Engagement Coordinator to promote opportunities | Activity Plan Steering Group |
| Poor take-up of activities and events in Activity Plan. | Medium | High | Appointment of 2 CLOs to coordinate, promote and deliver Activity Plan. Key links with delivery partners and community groups already forged. | Activity Plan Steering Group |
| Damage done to SRO brand. | Low | Medium | New emphasis on outreach and activity planning. Development of The Hold and its new services will provide wider understanding and appreciation. | SROMT, Marcomms Officer (MO) |

| Risk | Likelihood | Impact | Mitigation | Who will lead this |
|------|-----------|--------|-----------|--------------------|
| Changes in staff continuity. | Medium | Medium | Annual staff development programmes established, regular Project Team meetings. | SROMT |

**5h When do you expect the delivery phase of your project to start and finish?**

**Project start date**

**Month**    May                                    **Year**        2018

**Project finish date**

**Month**    May                                    **Year**        2022

**5i Are there any fixed deadlines or key milestones that will restrict your project's timetable?**
Yes

**Please provide details**
If The Hold is successful in its bid for £2m from the NALEP, the funding must be spent by the end of 2019.

2019 marks the 900th anniversary of the oldest document in the SRO collections (the Eye Charter);it is important the building be operational by the end of 2019 to capitalise on this anniversary with a soft opening and accompanying low-key celebrations.

# Section six: After the project ends

**In this section, tell us about what will happen once your project has been completed.**

**6a How will you maintain the outcomes of your project after the grant ends and meet any additional running costs?**

The Business Plan (supporting document 13) concludes that The Hold is a viable proposition and has forecast a stable budget for Years 1 - 6, assuming the SCC subsidy continues.  The viability of the service means the outputs and outcomes of the project will be maintained.

The partnership between SCC and UoS is robust and will have been cemented through the operational years of the Delivery Phase, providing fresh expertise and embedding new skills and work practices.

Through the project there will have been extensive staff and volunteer training, creating a lasting step change to the culture of the organisation. The appointment of staff recruited during the Delivery Phase to permanent posts will provide continuity and sustain the step-change.

The Strategic and Commercial Manager will oversee the programmes and projects at The Hold, ensuring long-term sustainability and continuing to drive change across SRO.   Through the project, the service will become an exemplar for community engagement and the profile of users will have measurably changed.

The two Community and Learning Officers will drive the community and schools' engagement programmes across the county will sustain the new way of working with audiences

The Volunteer Engagement Coordinator will develop and maintain the volunteer team.  Volunteers will continue to enhance and extend the capacity of the staff and bring new skills to the service.  No longer just back-of-house, the volunteers will undertake a wide range of roles and be integral and crucial to the success of SRO.

The Exhibition and Interpretation Officer will ensure the vibrancy of the exhibitions programme onsite and offsite, continuing to attract new audiences to The Hold.

The Marcomms Officer will be responsible for marketing and promoting The Hold.  They will be adept at marketing to different target audiences and will play an active part in maintaining visitor and user numbers and a diverse profile.

SRO will work with Suffolk's Destination Management Organisations, regional tourism bodies, and other heritage attractions to implement a marketing and communications plan, which will be reviewed annually.

Implementation of the Management and Maintenance Plan will ensure there is continued investment in the collections, the building, the interpretation, digital assets and activities and rigorous evaluation will mean the services and activities continue to meet users' needs.

**6b Tell us about the main risks facing the project after it has been completed and how they will be managed. Use the 'Add Item' button to enter additional rows.**

**After project risks**

| Risk | Likelihood | Impact | Mitigation | Risk Owner |
|---|---|---|---|---|
| Budget cuts to SRO service as a result of pressure on SCC budget. | Medium | High | Socialisation of project and its outcomes with Members. Preparedness to consider divestment if required. | Head of Economic Development, SCC Cabinet Lead |
| Failure to generate revenue predicted from commercial add-ons etc. | Medium | High | Business Plan based on robust data, Marketing Plan will include commercial enterprise. | Head of Economic Development, SCC Cabinet Lead |
| Partnership with UoS is not sustained. | Low | Medium | Feedback mechanisms on course programming, placements etc. and building management. | Programme Board (PB) |
| Accrual space for collections fills up faster than anticipated. | Medium | Medium | Regular monitoring of statistics and strategic review of collecting as part of Archive Accreditation | SRO Manager |
| Strongroom environment not efficient as predicted/modelled and retrospective adjustments required | Low | High | Design based on robust modelling. Experienced M&E Engineer, national sector expertise design input. | SRO Manager |
| Technology/digital proposals become defunct | Medium | Medium | Work closely with experts in this field, ensure ICT infrastructure and software is adaptable to change | SRO Manager |
| The National Archives refuse to grant Archives Accreditation | Low | High | Work closely with TNA to ensure design follows PD5454:2012/its successor | SRO Manager |
| Increase in utility costs | Medium | Medium | Estimates from service engineers. Review of contracts for supply and tariffs. Renewable energy sources implemented. | SRO Manager |
| Damage to collections arising from being on display in exhibitions | Low | High | Display cases to British Museum standards; environmental/light conditions, security, and fixings. | SRO Management Team |

**6c How will you evaluate the success of your project from the beginning and share the learning?**
Baseline data has been collected about existing and potential audiences from the consultation work and research undertaken during the Development Phase.

An outline Evaluation Framework is included in the Activity Plan (supporting document 1) based upon the Action Plan.

In the Delivery Phase, an external evaluation consultant will be appointed (the brief is in supporting document 6). The consultant will report to the Project Coordinator. They will be responsible for writing the Evaluation Plan at the end, but will support staff who will collect and act upon the data throughout the project.

The consultant will:

review the Evaluation Framework, identifying appropriate outputs, outcomes and measures
produce an evaluation toolkit for staff to use
devise a mechanism for regular review of information and acting upon it
train staff and volunteers in evaluation techniques
provide support for staff evaluating the project throughout
evaluate the capital programme, undertaking interviews with consultants and contractors
interview staff towards the end about activities evaluation
write the Evaluation Plan for the capital and activities programmes.

We will share the results of our evaluation:

by meeting individually or as a group with people who are in the middle of their HLF project
digitally, through online articles, blogs and the HLF website, and through social media
through participation in seminars and workshops.


# Section seven: Project costs

**In this section, tell us how much it will cost to deliver your project.**

**There is a limit of 20 words per 'description' section when completing the cost tables. A more detailed explanation and breakdown of your costs should be provided as part of your supporting documentation. Please see Section nine: Supporting documents within the programme application guidance for further information.**

**Questions 7a-7c are not applicable in the delivery phase.**

**7d Delivery-phase capital costs**

| Cost Heading | Description | Cost | VAT | Total |
|---|---|---|---|---|
| Purchase price of items or property | | | | 0 |
| Repair and conservation work | | | | 0 |
| New building work | Demolition, construction main contract for The Hold, service connections | 13,458,000 | 0 | 13,458,000 |
| Other capital work | Landscaping, signage, link/access road, artwork, exhibition fit-out | 1,380,692 | 0 | 1,380,692 |
| Equipment and materials (capital) | Equipment for collections decant | 100,000 | 0 | 100,000 |
| Other costs (capital) | Fees (planning conditions discharge, building control) and surveys | 20,320 | 0 | 20,320 |
| Professional fees relating to any of the above (capital) | Design Team, QS, Exhibition & Interpretation, Artist (ACE) | 581,219 | 0 | 581,219 |
| Total | | 15,540,231 | 0 | 15,540,231 |

# Section seven: Project costs

## 7e Delivery-phase activity costs

| Cost Heading | Description | Cost | VAT | Total |
|---|---|---|---|---|
| New staff costs | See detailed spreadsheet | 770,069 | 0 | 770,069 |
| Training for staff | Staff and volunteers train together | 23,700 | 0 | 23,700 |
| Paid training placements | Heritage career trainees, summer interns, and post-16 opportunities | 80,302 | 0 | 80,302 |
| Training for volunteers | Staff and volunteers train together | 0 | 0 | 0 |
| Travel for staff | Travel allowance for new posts above | 15,000 | 0 | 15,000 |
| Travel and expenses for volunteers | Travel and expense allowance for volunteers | 13,250 | 0 | 13,250 |
| Equipment and materials (activity) | See detailed spreadsheet for breakdown | 420,620 | 0 | 420,620 |
| Other costs (activity) | None | 0 | 0 | 0 |
| Professional fees relating to any of the above (activity) | Evaluation Consultant | 20,000 | 0 | 20,000 |
| Total | | 1,342,941 | 0 | 1,342,941 |

## 7f Delivery-phase other costs

| Cost Heading | Description | Cost | VAT | Total |
|---|---|---|---|---|
| Recruitment | Advertising new posts | 4,000 | 0 | 4,000 |
| Publicity and promotion | Promotion of The Hold and countywide activities and events | 40,000 | 0 | 40,000 |
| Evaluation | Evaluation materials for dissemination | 7,100 | 0 | 7,100 |
| Other costs | Removal costs (collections to The Hold) | 90,260 | 0 | 90,260 |
| Full cost recovery | | | | 0 |
| Contingency | 6% capital, 2% activities | 962,100 | 0 | 962,100 |
| Inflation | 6% capital, 1% activities | 947,257 | 0 | 947,257 |
| Increased management and maintenance costs (maximum five years) | Increased staff and premises costs 5 yrs | 295,369 | 0 | 295,369 |
| Non cash contributions | | | | 0 |
| Volunteer time | Volunteer support for Activity Plan and Collections | 487,585 | 0 | 487,585 |
| Total | | 2,833,671 | 0 | 2,833,671 |

# Section seven: Project costs

## 7g Delivery-Phase income

**Please note that HLF rounds all grant requests down to the nearest £100. With this in mind, please make sure that the total Delivery-phase income exactly matches the total of your Delivery-phase costs or the system will not allow you to proceed.**

| Source of funding | Description | Secured? | Value |
|---|---|---|---|
| Local authority | SCC Capital Reserves and funds raised in Development Phase | Yes | 4,807,189 |
| Other public sector | NALEP | No | 2,000,000 |
| Central government | | | |
| European Union | Creative Europe | No | 100,000 |
| Private donation - Individual | Includes crowdfunding, grassroots campaigns and major donors | No | 65,000 |
| Private donation - Trusts/Charities/Foundations | Wolfson Foundation, Foyle Foundation, Garfield Weston Foundation | No | 600,000 |
| Private donation - Corporate | SAF campaign for corporate sponsorship | No | 48,000 |
| Commercial/business | | | |
| Own reserves | | | |
| Other fundraising | University of Suffolk contribution | Yes | 950,000 |
| Increased management and maintenance costs (maximum five years) | Increased staff and premises costs 5 yrs | Yes | 295,369 |
| Non cash contributions | | | |
| Volunteer time | Volunteer support for Activity Plan and Collections | No | 487,585 |
| HLF grant request | | | 10,363,700 |
| Total | | | 19,716,843 |

### 7h Delivery-phase - financial summary

| | |
|---|---|
| Total delivery costs | 19,716,843 |
| Total delivery income | 9,353,143 |
| HLF delivery grant request | 10,363,700 |
| HLF delivery grant % | 53 |

### 7i If cash contributions from other sources are not yet secured, how do you expect to secure these and by when?

SCC is continuing to underwrite the Delivery Phase funding gap (see Financial Undertaking, supporting document 16).  It has 'live' applications with  NALEP (£2m, decision expected January 2018) and the Woflson Foundation (c.£350k decision expected December 2017) determined prior to the HLF Round 2 decision.

Applications to the Foyle Foundation, Garfield Weston Foundation, and Creative Europe are also imminent, which would all but close the funding gap.  The public fundraising campaign of the Suffolk Archives Foundation will commence in earnest at the start of the Delivery Phase, including approaches to major donors and corporates.

### 7j If you have included Full Cost Recovery, how have you worked out the share that relates to your project?

# Section eight: Additional information and declaration

**This part of the form aims to collect the information we need to report on the range of organisations we fund. We will not use this information to assess your application. We encourage you to be as specific as possible about the people your organisation represents.**

**If your organisation represents the interests of a particular group, such as young people or disabled people, tell us which by filling in the tables below.**

**If you are based in Northern Ireland, where legislation requires us to report in detail on the organisations we fund, please complete the tables in full, as applicable.**

✓ If you are based outside Northern Ireland and your organisation represents the interests of a wide range of people and not any particular group, mark this box only.

**Declaration**

### a) Terms of Grant

**You must read the standard terms of grant for this programme on our website.**

**By completing this Declaration, you are confirming that your organisation accepts these terms. For partnership projects, all partners must confirm that they accept the standard terms of grant by adding a contact at the end of the declaration.**

### b) Freedom of Information and Data Protection

**We are committed to being as open as possible. This includes being clear about how we assess and make decisions on our grants and how we will use your application form and other documents you give us. As a public organisation we have to follow the Data Protection Act 1998 and the Freedom of Information Act 2000.**

**When you complete the Declaration at the end of the application form, you are confirming that you understand the Heritage Lottery Fund's legal responsibilities under the Data Protection Act 1998 and the Freedom of Information Act 2000 and have no objection to us releasing sections 2, 3 and 4 of the application form to anyone who asks to see them once your application has completed the assessment process. If there is any information in these sections of the form that you don't want made publicly available, please explain your reasons below:**

**We will take these into account when we respond to any request for access to those sections. We may also be asked to release other information contained elsewhere in the form and we will respond to these requests after taking account of your rights and expectations under the Freedom of Information Act 2000 and Data Protection Act 1998. In those cases, we will always consult you first.**

**The Heritage Lottery Fund will not be responsible for any loss or damage you suffer as a result of HLF meeting these responsibilities.**

**When you complete the Declaration you also agree that we will use this application form and the other information you give us, including any personal information covered by the Data Protection Act 1998, for the following purposes:**

- **To decide whether to give you a grant.**
- **To provide copies to other individuals or organisations who are helping us to assess, monitor and evaluate grants.**
- **To share information with organisations and individuals working with us with a legitimate interest in Lottery applications and grants or specific funding programmes.**
- **To hold in a database and use for statistical purposes.**
- **If we offer you a grant, we will publish information about you relating to the activity we have funded, including the amount of the grant and the activity it was for. This information may appear in our press releases, in our print and online publications, and in the publications or websites of relevant Government departments and any partner organisations who have funded the activity with us.**
- **If we offer you a grant, you will support our work to demonstrate the value of heritage by contributing (when asked) to publicity activities during the period we provide funding for and participating in activities to share learning, for which we may put other grantees in contact with you.**

**We may contact you from time to time to keep you informed about the work of the Heritage Lottery Fund.**

Tick this box if you do not wish to be kept informed of our work

**I confirm that the organisation named on this application has given me the authority to complete this application on its behalf.**

**I confirm that the activity in the application falls within the purposes and legal powers of the organisation.**

**I confirm that the organisation has the power to accept and pay back the grant.**

**I confirm that if the organisation receives a grant, we will keep to the standard terms of grant, and any further terms or conditions as set out in the grant notification letter, or in any contract prepared specifically for the project.**

**I confirm that, as far as I know, the information in this application is true and correct.**

**I confirm that I agree with the**          ✕
**above statements.**

**Name**                          ▉▉▉▉▉▉
**Organisation**                  Suffolk County Council
**Position**                      ▉▉▉▉▉▉▉▉▉▉▉▉▉▉
**Date**                          06/12/2018

**Are you applying on behalf of a partnership?**
Yes

**Please add the details of additional contacts below:**

| Name | Organisation | Position | Date |
|------|-------------|----------|------|
| ▉▉▉▉▉ | University of Suffolk | ▉▉▉▉▉ | 06/12/2017 |

# Section nine: Supporting documents

**Please provide all of the documents listed, unless they are not applicable to your project. You will be asked to indicate how you are sending these documents to us - as hard copy or electronically.**

**In addition to numbers 1-12 below, you may also be required to submit further supporting documents that are specific to the programme that you are applying under. For further guidance, please refer to the application guidance Part four: Application form help notes. We will not be able to assess your application if we do not receive all the required information.**

**Second Round**

**For all projects:**

**1. An activity plan**

Electronic

**2. A project timetable**

Electronic

**3. Cash flow for the project**

Electronic

**4. Income and spending forecasts for the life of the project and five years following project completion**

Electronic

**5. The project management structure**

Electronic

**6. Spreadsheet detailing the cost breakdown in Section seven: project costs**

Electronic

**7. Calculation of Full Cost Recovery included in your delivery-phase costs (if applicable)**

Not applicable

**8. Briefs for delivery work for internal and externally commissioned work**

Electronic

**9. Job descriptions for new posts to be filled during the delivery phase**

Electronic

**10. Copies of deeds, leases, mortgages or other proof of ownership if your project involves work to land, buildings or heritage items**

Electronic

**11. A small selection of images that help illustrate your project. If your project involves physical heritage, please provide a selection of photographs, a location map and, if applicable, a simple site map or plan. It would be helpful if these are in digital format (either as an attachment or on disk). We will use these images to present your project to decision makers. Please read about images in the application guidance Part three: Receiving a grant**

Electronic

**12. Copies of your agreements with project partners, signed by everyone involved, setting out how the project will be managed**
Electronic

HG-14-08167

**If applicable, please attach any additional documents as required for the programme that you are applying under. Use the box below to confirm in what format the additional documentation will be submitted.**
Electronic

**Please now attach any supporting documents.**

**When you have completed the form click the submit button to submit the form to the server. You can view what you have entered by clicking the draft print button above.**