

Heritage Service Plan 2024-2025

1. Overview of Service

The county of Oxfordshire has a rich and varied history, and the council's Heritage Service plays a pivotal role in preserving and conserving the past for present and future generations; providing access to collections that record and represent; and engaging people through a range of services, activities, exhibitions, events, interpretation, and resources.

The Heritage Service has three core, distinct, but blended elements: Museums, History, and Victoria County History project; and support a wider network of local museums, heritage organisations, and special interest groups across the county and beyond.

The service is delivered through the following sites: The Oxfordshire Museum in Woodstock; The Oxfordshire History Centre, based in St Luke's Church; The Museums Resource Centre at Standlake (houses reserve collections); a scheduled ancient monument / Grade 1 listed medieval barn at Swalcliffe (providing accessible storage for large agricultural and trade vehicles); and the Museum Service also has a legacy responsibility for the remains of the Bishop's Palace in Witney - All the core sites (i.e. aside from the Bishop's Palace) are Accredited to a set of nationally agreed standards, in line with schemes administered by The National Archives, TNA (the History Centre) and the Arts Council of England, ACE (Oxfordshire Museum, Museum Resource Centre, and Swalcliffe Barn).

The Heritage Service is the primary guardian of Oxfordshire's historical collections of museum objects, archives, and local history holdings. Access to these collections is provided via exhibitions at the Oxfordshire Museum in Woodstock, the museum's learning service for schools, a wide programme of activities and events (in the museum and other settings), and through access to archives, photographs, maps, newspapers, printed and audio-visual materials, and other historic records via the History Centre at Cowley.

Local Authorities have a statutory duty to run an archives service under the Public Records Act (1958) and the Local Government Acts (1962, 1972), which require the care of and provision of access to local records. These responsibilities sit with the Heritage Service, and are undertaken by the team based at the History Centre.

The Victoria County History (VCH) is a finite local history project with clear delivery targets, supported financially by the VCH Trust in partnership with the County Council. The VCH is creating a parish-by-parish local history resource online and in print as part of a multi-partnership national project.

Since the launch of the Libraries and Heritage Strategy in June 2022, with its focus on People, Place, and Partnerships, the Heritage service has placed greater emphasis on increasing participation, widening access (in particular, through digital delivery), and developing our offer in alignment with Council priority areas (see diagram overleaf).



2. 'Tackling inequalities': The OM and History Centre are open and free to all! History Centre provides remote enquiry service, answering >3k enquiries per year. Free events programming; and schools offer, reaching across the county and those unable to visit Woodstock/MRC. Free access to local studies collections and family history resources. VCH output available to everyone free of charge on British History Online and on the VCH website.

3. 'Health and wellbeing': Heritage and local/family history is a major leisure activity, particularly amongst older people (whose numbers are increasing). The services offer a wide range of volunteering opportunities. The OM as a community asset. Reminiscence and social isolation work with e.g. Age UK Oxon. VCH project promotes enjoyment of historic landscape and delivers engagement activities.

7. 'Children and young people': Learning and Access Team. Summer Family activities programme. Group visits to the History Centre via Film Oxford. Oxfordshire School History website: [Brief history of schools in Oxfordshire \(oxfordshirehistory.org.uk\)](http://oxfordshirehistory.org.uk).

8. 'Local democracy': Provide access to archive collections for local and family history research. Enjoyment of local history, prompting better connection, understanding and sense of belonging with local community. Safeguarding records of local individuals and organisations through long-term storage, preservation, and access to Oxfordshire archive collections.

9. 'Work with local businesses and partners for environmental, economic and social benefit': Support planning of building development and conservation projects, through provision of archive content and historic photographs. VCH producing historical accounts of lasting social benefit to Oxfordshire communities. Work with various partners to improve public access to Heritage collections (e.g. GLAM, Oxfordshire Local History Association, Oxfordshire Family History Society) ; work with local and national bodies (e.g. Thames Valley Police, NHS) to assist with legal enquiry cases.

2. Service Priorities, Principles, and Milestones

Beyond the alignment with key Council priorities, Heritage's priorities in 2024/25 will be:

- Access and engagement (AE)
- Audience insight and performance-tracking (AIP)
- Collections management and development (CMD)
- Sustainability (S)
- Workforce development and succession planning (WD)

The service will continue to uphold our overarching principles of 'Customer First' (i.e. putting the customer at the forefront of all our thinking), and 'One Service' (i.e. pulling together and thinking as a whole team, rather than working in silos – as this benefits our customers).

Additionally, the team will continue to work to become more sustainable (i.e. financially) and effective within available capacity and resources.

In terms of key activities across the year, Heritage Services have identified the following milestones (see overleaf), which are tied back to the core Libraries and Heritage Strategy themes of People, Place and Partnerships:

Key Milestones

The following table outlines the key activities that will be delivered across each quarter (i.e. Q1, Q2 etc.), with links to the nine corporate priorities (i.e. CP1,2,3 etc.); and / service priorities (i.e. AE, AIP, CMD etc.)

Our aims for People – <i>our libraries and heritage services will support people to reach their full potential:</i>	Activities:	Milestone (Q1, Q2 etc.)	Corporate/ Service Priorities (CP/SP)
1) Improve accessibility; widen reach and participation: Meet a greater range of audience needs, and sustain an engaging programme of activities	<ul style="list-style-type: none"> Review our buildings and practices (including digital offer) to ensure that they are accessible Refresh our adult learning offer with focus on audiences with additional needs VCH to deliver Christmas lecture, Guest lecture, public launch of Chipping Norton Vol (in Q2) and supporting engagement activities 	Q1-4 Q3-4 Q1-4	CP: 2,3,7 SP: AE
2) Enhance digital access: Improve Heritage’s digital offer and collections access through Heritage Search (the cross-service online catalogue of heritage resources) and engagement activities	<ul style="list-style-type: none"> Establish an ambitious roadmap for Heritage Search and widely promote this resource VCH to publish emerging parish histories, and past volume content (vols. 19 and 20) on the internet 	Q1-4 Q1-4	CP: 2, 9 SP: AE, AI
3) Enable Children’s development: Create opportunities for children and young people and families	<ul style="list-style-type: none"> Develop service offer to schools and develop a refreshed, ideally cross-heritage approach, including the Exploring Oxfordshire School History website 	Q1-4	CP: 7 SP: AE, AI
Our aims for Place – <i>our libraries and heritage services will be recognised as valuable community assets and we will strengthen their role in ‘place making’ and their position at the heart of their community:</i>	Activities:	Milestone (Q1, Q2 etc.)	Corporate/Service Priorities (CP/SP)
4) Develop the role of Heritage sites as community hubs: Further develop links to the local community, co-location/co-creation/partnership opportunities, and,	<ul style="list-style-type: none"> In partnership with Property, draw up a business case for the Heritage Storage Development project and investigate solutions Further explore how to maximise use of green spaces at our Heritage sites 	Q1-4 Q2-3	CP: 1, 9 SP: CMD, S

critically, improve the standard of the Heritage infrastructure	<ul style="list-style-type: none"> Review climate action activity across Heritage and identify key areas for improvement and development Develop and build income streams through space and events hire, in alignment to Property review and corporate processes/charges 	Q1 Q1-4	
5) Reach new communities: Grow engagement amongst communities in areas of higher deprivation and lower current take up of Heritage services	<ul style="list-style-type: none"> Develop Museum Audience Development Plan to widen engagement and address underrepresented audiences In partnership with Libraries, support bitesize training for local library staff, introducing and promoting History Centre resources to new customers Review and update Comms strategies to directly support audience development aims and targets 	Q1-4 Q1 Q1-2	CP: 2, 3, 7, 9 SP: AE, AI
6) Be more sustainable: Develop our service, staffing structure and collections policy and practises to maximise customer access and sustain quality within available resources	<ul style="list-style-type: none"> Proceed with succession planning across the Service to ensure we have a fit for purpose and sustainable organisational structure Update our collections strategy/policy/processes to ensure that they are more representative, meeting community needs, and service priorities Deliver on actions arising from both Museums' and Archives' Accreditation returns Implement new approach to managing the Archaeological Deposits scheme Work with IT to migrate archive collections management system to a more sustainable web-based application Develop our staff by supporting their professional development and mapping the skills and expertise we have across the wider heritage service 	Q1-4 Q2-3 Q1-4 Q1 Q1-2 Q2-3	CP: 9 SP: CMD, S, WD
Our aims for Partnerships – our libraries and heritage services will deliver on national and local priorities, increasing our strategic and operational collaborations with a wide range of partners:	Activities:	Milestone (Q1, Q2 etc.)	Corporate/Service Priorities (CP/SP)
7) Focus on Heritage's role around supporting positive health and wellbeing: Work with wellbeing networks, volunteers and partners to maximise our community's health and wellbeing	<ul style="list-style-type: none"> Establish a Heritage Volunteer strategy and identify opportunities to widen participation and strengthen the volunteer voice Work with Link Workers to enable social prescribing across the Museum Service 	Q1-3 Q2-4	CP: 3, 9 SP: AE, WD

<p>8) Deliver engaging programming across the service (directly and in partnership)</p>	<ul style="list-style-type: none"> • Build audience insight data to inform emerging audience development plan for the services • Review performance against targets for increasing and widening participation • Increase Museum outreach activities within local communities across the county • Continue to develop a rolling three-year outline exhibition programme (Museums) including co-curated content with local partners and communities 	<p>Q1-2 Q1-4 Q1-4 Q1-4</p>	<p>CP: 2 SP: AE, AI</p>
<p>9) Better reflect our communities: Foster inclusivity by increasing the diversity of collections, and staff/volunteers/partners</p>	<ul style="list-style-type: none"> • Continue to work with our designated NPO to identify projects that support engagement with our collections and increase participation across the county, specifically addressing diversity and inclusion • Develop a Museum/Heritage Service volunteer development plan to achieve greater opportunities, diversity and inclusion amongst our volunteers • Create opportunities for recruiting digital volunteers from local communities, to enhance digital content on Heritage Search • Review/update archive collections development and management policies and procedures to ensure diverse range of records are being deposited and catalogued 	<p>Q1-4 Q2-3 Q4 Q1-2</p>	<p>CP: 2 SP: AE, CMD, S</p>
<p>10) Develop Heritage through partnership: Working with local communities and local/regional/ national organisations, we will seek improvement and best practice</p>	<ul style="list-style-type: none"> • In partnership with Communications, continue to develop a marketing and communication strategy for Heritage (Museums, History Service) • Explore best means of supporting City Council in the safeguarding of, and public access to, Town Hall collections • Review Service Agreements with Museum partners • Work with VCH external partners to complete VCH coverage of Oxfordshire places' • Explore opportunities for extending digital content on Heritage Search through the inclusion of external data partners 	<p>Q1-4 Q1-4 Q2 Q1-4 Q1-4</p>	<p>CP: 2, 9 SP: AE, AIP, CMD, S</p>

3. Key Performance Indicators

Our key performance objectives for 2024-25 are to improve upon Key Performance Indicator (KPI) performance levels (i.e. from 2023-24 levels); and, to develop a more outcomes-focused, rationalised set of performance targets for 2025-26

Strategic Plan Targets

Strategic Plan - Key Performance Indicators											
Measure Name			Council/L&H Strategic Priority	Unit	Frequency	Type	Tolerances	YTD	Measure Updater		
NEW Digital engagement with Heritage services (i.e. Museums, History, VCH and Heritage Search)			1, 2, 9	number	Quarterly	Bigger is better	Bigger Green -5% Amber -10% Red	Sum	Heritage Leadership Team		
			People								
Targets											
Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
		222,000			222,000			222,000			222,000

Strategic Plan - Key Performance Indicators											
Measure Name			Council/L&H Strategic Priority	Unit	Frequency	Type	Tolerances	YTD	Measure Updater		
NEW Number of physical visits to Heritage sites (i.e. Museums, History Centre and VCH events)			3	number	Quarterly	Bigger is better	-5% Amber -10% Red	Sum	Heritage Leadership Team		
			People, Partnership								
Targets											
Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
		18,500			19,500			18,500			17,500

Strategic Plan - Key Performance Indicators											
Measure Name			Council/L&H Strategic Priority	Unit	Frequency	Type	Tolerances	YTD	Measure Updater		
NEW TBC Number of volunteer hours contributed to Heritage services			3	number	Yearly	Bigger is better	-5% Amber -10% Red	Sum	Heritage Leadership Team		
			People, Partnership								
Targets											
Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
											9,000

Service-level Targets

Service – Key Performance Indicators											
Measure Name			Council/L&H Strategic Priority	Unit	Frequency	Type	Tolerances	YTD	Measure Updater		
Number of people reached via Museum engagement activity delivered by Heritage (including museum activities, outreach events, Learning and Access etc.)			1, 2, 3, 7, 8, 9	number	Monthly	Bigger is better	-5% Amber -10% Red	Sum	Jemma Davey		
			People								
Targets											
Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
400	200	200	400	600	400	500	300	100	100	200	200

Service – Key Performance Indicators											
Measure Name			Council/L&H Strategic Priority	Unit	Frequency	Type	Tolerances	YTD	Measure Updater		
Accredited status retained at all Heritage sites			3	Percentage	Yearly	Bigger is better	-5% Amber -10% Red	Latest	Jemma Davey, Mark Priddey		
			People, Place								
Targets											
Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
											100%

Service – Key Performance Indicators											
Measure Name		Council/L&H Strategic Priority	Unit	Frequency	Type	Tolerances	YTD	Measure Updater			
Number of volunteer hours contributed to Museum service		3, 9	Choose an item.	Monthly	Bigger is better	-5% Amber -10% Red	Latest	Mark Priddey			
		People, Partnership									
Targets											
Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
500	500	500	600	650	600	600	550	400	450	500	500

Service – Key Performance Indicators											
Measure Name		Council/L&H Strategic Priority	Unit	Frequency	Type	Tolerances	YTD	Measure Updater			
Number of volunteer hours contributed to History service		3, 9	Choose an item.	Monthly	Bigger is better	-5% Amber -10% Red	Latest	Mark Priddey			
		People, Partnership									
Targets											
Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
200	200	200	200	200	200	200	200	200	200	200	200

Service – Key Performance Indicators											
Measure Name		Council/L&H Strategic Priority	Unit	Frequency	Type	Tolerances	YTD	Measure Updater			
Number of History service items (archives, printed material, photographs) made accessible (i.e. newly catalogued and/or digitised)		3	number	Quarterly	Plan is best	Bigger Green -5% Amber -10% Red	Sum	Mark Priddey			
		People, Partnership									
Targets											
Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
		7,500			7,500			7,500			7,500

Service – Key Performance Indicators											
Measure Name		Council/L&H Strategic Priority	Unit	Frequency	Type	Tolerances	YTD	Measure Updater			
Number of Museum service items externally loaned, i.e. to other museums (and number of organisations loaned to)		3	number	Yearly	Plan is best	-5% Amber -10% Red	Sum	Jemma Davey			
		Partnership									
Targets											
Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
											2000 (15)

Service – Key Performance Indicators											
Measure Name		Council/L&H Strategic Priority	Unit	Frequency	Type	Tolerances	YTD	Measure Updater			
Customer satisfaction with service		8	Percentage	Yearly	Bigger is better	-5% Amber -10% Red	Latest	Mark Priddey, Mark McCree			
		People									
Targets											
Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
											>67%

Service - Key Performance Indicators											
Measure Name		Council/L&H Strategic Priority	Unit	Frequency	Type	Tolerances	YTD	Measure Updater			
Number of physical visits to the History Centre		3, 9	number	Monthly	Bigger is better	-5% Amber -10% Red	Latest	Mark Priddey			
		People, Place									
Targets											
Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
175	175	175	175	175	175	175	175	125	125	125	150

Service - Key Performance Indicators											
Measure Name				Council/L&H Strategic Priority	Unit	Frequency	Type	Tolerances	YTD	Measure Updater	
Number of physical attendees at Victoria County History talks and events				3, 9	number	Quarterly	Bigger is better	-5% Amber -10% Red	Latest	Simon Townley	
				People, Place, Partnership							
Targets											
Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
		50			50			50			50

Service - Key Performance Indicators											
Measure Name				Council/L&H Strategic Priority	Unit	Frequency	Type	Tolerances	YTD	Measure Updater	
Digital engagement with the History Service (i.e. engagement with web pages, remote enquiries, social media)				3, 9	number	Monthly	Bigger is better	-5% Amber -10% Red	Latest	Mark Lawrence/ Mark Priddey	
				People							
Targets											
Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000

Service – Key Performance Indicators											
Measure Name				Council/L&H Strategic Priority	Unit	Frequency	Type	Tolerances	YTD	Measure Updater	
Digital engagement with Museum services (i.e. engagement with Museum webpages, social media)				3, 9	number	Monthly	Bigger is better	-10% Amber -15% Red	Latest	Jemma Davey	
				People							
Targets											
Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
18,000	18,000	15,000	15,000	15,000	15,000	18,000	18,000	18,000	15,000	18,000	18,000

Service – Key Performance Indicators											
Measure Name		Council/L&H Strategic Priority		Unit	Frequency	Type	Tolerances	YTD	Measure Updater		
Digital engagement with Victoria County History (i.e. engagement with British History Online, remote enquiries, social media)		3, 9		number	Monthly	Bigger is better	-5% Amber -10% Red	Latest	Simon Townley		
		People, Place, Partnership									
Targets											
Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000

Service - Key Performance Indicators											
Measure Name		Council/L&H Strategic Priority		Unit	Frequency	Type	Tolerances	YTD	Measure Updater		
Number of physical visits to Museum services (i.e. the Oxfordshire Museum, Museums Resource Centre; Swalcliffe Barn)		3, 9		number	Monthly	Bigger is better	-5% Amber -10% Red	Latest	Jemma Davey		
		People, Place, Partnership									
Targets											
Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
6200	6200	6700	7200	8000	7200	7000	6700	4700	4700	5700	5700

Service - Key Performance Indicators											
Measure Name		Council/L&H Strategic Priority		Unit	Frequency	Type	Tolerances	YTD	Measure Updater		
Digital engagement with Heritage Services (i.e. engagement with Heritage Search)		3, 9		number	Monthly	Bigger is better	-5% Amber -10% Red	Latest	Mark Lawrence/ Mark Priddey		
		People, Partnership									
Targets											
Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	32,000	35,000	37,000	37,000

Strategic Plan - Key Performance Indicators											
Measure Name			Council/L&H Strategic Priority	Unit	Frequency	Type	Tolerances	YTD	Measure Updater		
Number of volunteers contributing to the Heritage service			3	number	Yearly	Bigger is better	-5% Amber -10% Red	Sum	Heritage Leadership Team		
			People, Partnership								
Targets											
Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
											70

4. Horizon Scanning

The key opportunities and challenges facing Heritage in the next two – five years are:

Item	Challenge or opportunity?	Potential service resource impacts	Potential timescale
Rising/ more diverse population	Both - challenge in terms of available resources (i.e. pressure on income generation, need to acquire external funds, need to maintain buildings and grow storage capacity) and ‘representative-ness’ of collections and exhibitions/ engagement programme; opportunity in terms of widening participation, meeting (future) needs	Current resource levels are pitched at current/historic population levels and demography, and the reality is that the service cannot deliver more services to more people with less resource; and there will be significant workload/resource required to review collections and exhibitions, engagement programming re. equality and diversity	Now, to at least 5 years
Political change	Both - there is generally little prominence given to heritage at, in particular, central government level (outside of national bodies/institutions) and local political change would have potential impact	Hopefully, will see increased funding directed towards heritage and greater emphasis brought on supporting locations outside of London /big hitters	Within next 2 to 3 years (general/local elections)
Partnerships	Both – We have well established relationships with Family and Local History groups and the academic sector (GLAM, Bodleian) and can develop these further. The VCH Trust partnership is currently robust, although fundraising is inevitably unpredictable and the current model assumes continued County Council support.	Any partnership developments will need to be sustainable, and will only be progressed on that basis. Re. VCH, any significant changes to the VCH partnership would impact on the service, and would need to allow sufficient time for the Trust to rethink its model. It would also risk reputational damage.	Within next 2 to 3 years
Aging population	Both - challenge in terms of available resources to meet customer needs; and re. staff age profile (with an already relatively high proportion of older staff); and an opportunity in terms of widening participation, meeting needs	Traditionally, older people tend to be relatively heavy users of Heritage and hence an aging population will likely create greater needs/numbers. We have an opportunity to reach our audiences ‘where they are’ through more outreach.	Now/ongoing - cannot predict anything other than further increases in relative and actual terms

5. RAID Log (Risks, Assumptions, Issues and Dependencies)

<p>Risks:</p> <ul style="list-style-type: none"> • Succession Planning, recruitment and retention of staff (and volunteers): As with many public sector organisations/general employment market at present, attracting new staff and retaining high quality staffing is a growing issue and we have key senior Heritage managers retiring in the next 12-24 months. Succession planning with our older volunteers and namely for the remote Swalcliffe Barn site • Budget: Over the last few years the Heritage service budget has been reduced, but it is operating the same, if not a greater range of, services, number of sites, level of opening hours etc. The service cannot afford to fully staff the current structure on the available financial resources – holding open key vacancies and struggling to maintain service/activity levels. • Rising costs: external storage costs, utilities (i.e. cost of running various sites), travel (i.e. delivery van) and materials (i.e. café produce) are all experiencing increasing costs when budgets are falling (see Issues) • Storage Space: History Service, in particular, is unable to accept new/substantive collections as are practically operating at full storage capacity as it stands 	<p>Assumptions:</p> <ul style="list-style-type: none"> • Budget will be sufficient to maintain current level of service/maintain VCH project • Staffing: Service will have a full complement of staff throughout the year • Demand for service will remain steady/increase at a manageable level • Suppliers: Key suppliers will remain solvent and providing a cost-effective and efficient service • Volunteer numbers will be maintained at sufficient level • VCH funding: Assume that the Trust will be able to sustain current fundraising levels, and OCC will maintain their contribution, which together make the project sustainable. On a similar theme, • Portable Antiquities Scheme: This scheme aims to record archaeological finds found by members of the public; and we have a Finds Liaison Officer in our team that is substantively funded by the British Museum, we are assuming that this funding will be maintained
<p>Issues:</p> <ul style="list-style-type: none"> • Lack of awareness of services/offer among public and partners and within other OCC departments, teams and council Members • ‘One way’ partnerships: Tendency for partners to ‘take advantage’ of the service, or not always fully consider its/customer needs. Interaction with academic sector and other local organisations is challenging in this regard. On a similar note... • Reputation: Museum service, in particular, has work to do to re-establish better working relationships with key bodies, such as ACE • Local Studies: Workforce capacity for Local Studies operations within History Service is increasingly limited, so extending impact through partnership work with Library Service is essential • Management and maintenance of historic sites with ageing infrastructure and systems requiring investment and support from Property/FM, Finance, ICT etc. 	<p>Dependencies:</p> <ul style="list-style-type: none"> • Property: Support from Property, and developing a more positive, customer-focused working relationship • ICT: Service is reliant on ICT hardware, support and expertise • Finance and HR: we need timely and effective support (advice) and buy in (enabling solutions, new processes or systems) from colleagues • Suppliers: Heritage are reliant on a limited number of specialist suppliers, in terms of collections management system, Heritage Search, storage etc. • Funding: VCH dependent on funding from Trust • VCH reliant on national VCH for publication and web infrastructure • Volunteers: Museum service in particular is reliant on volunteer support to maintain key functions and History Service is reliant on volunteers to maintain key archive and photographic collections development functions. • IBC: Effective access to and support with IBC