



# Museums, Libraries and Archives Council

**Business Plan 2009/10**

*Leading strategically, the MLA promotes best practice in museums, libraries and archives, to inspire innovative, integrated and sustainable services for all.*

# MLA Business Plan 2009/10

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## **Introduction from the Chairman and Chief Executive**

### **A welcome to the new MLA**

Welcome to the 2009/10 Business Plan for the Museums, Libraries and Archives Council (MLA). The aim of this document is to provide clarity on MLA priorities for the coming year and to set the context for our work. As an organisation, last year was a time of great change and we enter 2009/10 with a “new MLA” which is reorganised and fully equipped to support the sector with even greater enthusiasm, vigour and ambition.

There is no doubt that 2009/10 will be a time of significant challenge for museums, libraries and archives. A world economy in recession and rising unemployment provide a gloomy backdrop to our work, but these challenges give us a spur to make even greater efforts to maximise the social, economic and environmental benefits which the sector can deliver.

We know that this plan must be flexible and as an organisation we must be able to adapt to changing circumstances. The Business Plan has therefore been constructed quite deliberately with flexibility and resilience in mind. It is vital for sustainability and effectiveness that we remain light on our feet and quick to react as events unfold in the coming months.

Against this backdrop, we have identified three specific priorities for MLA action in the coming year, namely:

- continuous improvement;
- learning and skills; and
- sustainable communities and their economies.

We know we cannot do everything, so we have determined that all MLA activities must make a very clear and tangible contribution to at least one of these priorities. It is only by prioritising in this way that the MLA can target its efforts and maximise its overall impact. Planning in this way also allows us to be certain that we are meeting the obligations placed upon us by our funding agreement with government.

Part of strategic leadership is acting as a passionate advocate for all museums, libraries and archives. In so doing, we must ensure that the public, and policymakers, fully understand and appreciate the value of the sector and the contribution that it makes to our quality of life.

This plan is unashamedly ambitious, but it must be seen as a living document which will be kept under review, rather than a fixed framework. We are totally committed to providing strategic leadership and promoting excellence. We are also committed to encouraging and supporting innovation, recognising that as an organisation we need to be responsive to new ideas and opportunities as they arise.

The new MLA is, we believe, an organisation capable of acting as a catalyst for change and responding rapidly to changing circumstances. We also know that we need to work closely with a wide range of partners to make our ambitions reality. This plan sets out how we will do this in the coming year within the envelope of the resources we have at our disposal. We would welcome your thoughts on whether we have got the balance right.

Andrew Motion  
MLA Chairman

Roy Clare  
MLA Chief Executive

## Our vision and the way the new MLA works

Our vision is straightforward. Through strategic leadership, the MLA seeks to promote best practice in museums, libraries and archives to inspire integrated, innovative, sustainable services for all. In an increasingly competitive world, we believe that all museums, libraries and archives must be attuned to the wider social economic and environmental trends of our society. In other words, they have to be relevant to today. The MLA believes that the best museums, libraries and archives:

- integrate with other forms of culture, the arts, sport and local services to offer essential resources that meet the needs of people, communities and places;
- embed excellence, scholarship, creativity and diversity;
- innovate, are entrepreneurial and adapt to new working methods;
- ensure sustainability and continuous improvement is at the heart of all they do;
- broaden and deepen access to their information and resources;
- perform to the highest levels and champion continuous professional development; and
- are engaging and enjoyable places for people to visit and use.

Delivering our vision requires the MLA to work as an agency which targets its resources to where they will make the most difference. Any intervention which we undertake must help to move us towards the objective of empowering museums, libraries and archives to make measurable and substantial improvements in the quality of life of local people. We take it as an article of faith that each and every museum, library and archive needs to be excellent.

In practice, the MLA will often seek to operate as a facilitator, equipping others to deliver its projects and programmes. The MLA operates as a “business to business” organisation and its main links will therefore be with professionals and stakeholders in the cultural field. It does not therefore seek a direct relationship with the general public or a high profile for the organisation in its own right. Appendix A provides further details of the MLA, including the new organisational structure.

This approach to our work is underpinned by robust intelligence of the needs of the sector gathered through research, dialogue with partner agencies and through the efforts of the MLA Field Team working across the entirety of England. In this way, we can be confident that the programmes and projects which are supported by the MLA are based upon sound evidence of need.

We believe that clarity concerning the way in which we approach our work will enable us to build a reputation as an honest and effective advocate, with a valued and informed contribution to make to policy development. In this way, the new MLA will build a reputation for effectiveness at a national level and this will in turn better enable the delivery of our vision through selective interventions. The priorities we have identified for 2009/10 are set out in the following section of this plan.

## **Our priority areas for 2009/10 and the outcomes we will achieve**

During 2009/10 we will focus on three priority areas. These are:

### **a) Continuous improvement**

As previously mentioned, we take it as an article of faith that each and every museum, library and archive needs to be excellent. We have a range of ways of identifying and celebrating best practice, helping spread excellence across the sector. The MLA also offers tools to help those who want to improve, aimed at practitioners themselves and also at funders and sponsors. These appear increasingly on the MLA web site. The MLA is also experimenting with ways of challenging poor performance through, for example, peer review.

In terms of the outcomes we would wish to see in this area, we would seek an improvement in the overall quality of experience of customers and increasing evidence that services are responsive to local needs. The other major outcome sought is improved value for money across the sector.

### **b) Learning and skills**

This is, understandably, one of the government's top priorities and the sector is making a very tangible contribution to learning and skills for children, families, and adults. In a recession, this is an area of MLA activity which is increasingly important. The specific outcomes we would wish to see in this area include improved access to learning materials, increased employment opportunities and greater participation in positive learning activities across the sector.

### **c) Sustainable communities and their economies**

The current economic downturn makes MLA work in this area especially important. We know that culture is central to healthy, vibrant and sustainable communities. Culture is also at the heart of individual communities and therefore especially relevant to local authorities in their place-shaping role. All local authorities need to think deeply about the contribution to well-being that culture can make to their area's social and economic vitality, which includes tourism, the opportunities offered by 2012, and support for local businesses. The MLA in turn needs to support them in this activity. The specific outcomes we would wish to see in this area include greater social cohesion, increased social responsibility and the introduction of new audiences to the services on offer through museums, libraries and archives.

In evaluating the potential of new projects which may emerge during 2009/10, one of the tests will be the degree to which they contribute to these three priorities. The following section of this plan looks at how existing MLA supported projects and programmes contribute to achieving the outcomes we wish to see.

## How our actions in 2009/10 will deliver our three priorities

The table below shows where the major activities we plan to undertake in 2009/10 contribute towards the three identified priorities. Appendix B provides a brief description of these activities and a contact point for further information on each of the main projects or programmes. Of course this cannot cover 100 per cent of the actions undertaken by the MLA, but it does encapsulate where the majority of the resources at our disposal will be directed in the coming year.

<b>Activity</b>	<b>Priority 1 Continuous improvement</b>	<b>Priority 2 Learning and skills</b>	<b>Priority 3 Sustainable communities and their economies</b>
Acceptance in Lieu	✓		
Accreditation	✓		
Adult Learning Offer		✓	✓
Archives Action Plan	✓		
Community Engagement			✓
Designation	✓		
Digital	✓		✓
Find Your Talent		✓	
Government Indemnity Scheme	✓		
Library Action Plan	✓	✓	✓
Living Places & Sea Change			✓
Local Government Offer	✓	✓	✓
Renaissance	✓	✓	✓
Single Equality Scheme	✓		✓
Strategic Commissioning		✓	
Tourism	✓		✓
Workforce Development	✓		
2012	✓	✓	✓

In terms of scale, the Renaissance programme is by a considerable margin the largest and most significant area of activity, representing over 80 per cent of the entire resources available to the MLA. For this reason, considerable effort is being made to ensure that the Renaissance programme more closely aligns with our identified priorities.

In addition, some of the activities of the MLA have a statutory basis (such as Acceptance in Lieu) and in these cases the challenge is to ensure that the maximum value to the sector is achieved.

All of the programmes of the MLA are underpinned by the activities of the Research and Evidence team. Research forms an important part of the MLA's work and is used as a strategic tool helping to inform and underpin MLA policy objectives. We invest in research and evaluation to inform the development and implementation of our programmes and activities. The results of this research work provide vital information and evidence of whether our programmes and activities are good value for money, and help us meet one or more of our strategic aims.

Similarly, the communications team plays an important part in ensuring that the MLA voice is heard in the media, by key stakeholders and through the MLA website. The team also has a key role in assisting in the promotion of projects and programmes.

It is recognised that for each major area of activity it is important to plan and deliver them efficiently and to routinely evaluate their effectiveness. It is also important that, so far as practicable, we measure the outcomes being achieved. For this reason, the MLA has instituted a significant review programme with a view to ensuring consistency in delivery planning. This process will also allow more systematic evaluation of outcomes and the balance between the costs and benefits which are being achieved. It will also allow us to understand the demands being placed upon supporting functions such as the Research & Evidence and Communications teams.

At the time of writing (April 2009), work on finalising delivery plans is close to completion. However, the illustrative table below shows how this work is being used to identify what will be delivered by the MLA and the broad timetable for each activity. This, together with appropriate performance indicators will provide the basis for performance monitoring during 2009/10.

<b>Illustrative deliverables and milestones 2009/10</b>	
Q1 2009	<ul style="list-style-type: none"> <li>• Launch of new national Museums Strategy with DCMS</li> <li>• Consultation on national Archives Strategy begins</li> </ul>
Q2 2009	<ul style="list-style-type: none"> <li>• Grant scheme for innovation in adult informal learning launched in tandem with White Paper</li> <li>• Launch of local government peer review methodology for cultural services</li> <li>• MLA support offer for all library authorities launched</li> <li>• National partnerships for strategic commissioning agreed</li> <li>• Public libraries able to connect to Janet</li> <li>• Start roll out of support for Culture and Sport Improvement Tool Kit, and also peer review methodology</li> <li>• New MLA guidance on performance management for culture and sport</li> <li>• Launch of Culture and Sport Planning Toolkit</li> <li>• Launch of National Strategy for Public Collections of Contemporary Art.</li> </ul>
Q3 2009	<ul style="list-style-type: none"> <li>• Launch of finalised national Archives Strategy and Archives Action Plan</li> <li>• Milestone report for future of Reference Online produced</li> <li>• National gateway to public libraries in England launched</li> <li>• Launch of Outcomes Toolkit for Local Government audience</li> </ul>

Q4 2009	<ul style="list-style-type: none"> <li>Principles of new Accreditation Scheme published (after consultation with sector)</li> </ul>
Q1 2010	<ul style="list-style-type: none"> <li>Find Your Talent projects with schools agreed, in partnership with British Museum</li> <li>Suite of Reference Online materials available</li> </ul>
Q2 2010	<ul style="list-style-type: none"> <li>Pilots for revised Accreditation Scheme completed</li> </ul>
Q3 2010	<ul style="list-style-type: none"> <li>Revised Accreditation Scheme published in full</li> </ul>

## **The environment in which we work**

The MLA does not operate in a static environment. For example, the recession and the increasing proportion of older people in the community places significant budget pressure on local authorities. In some cases this can manifest itself in possible reductions in the resources made available at a local level for cultural services. This changing landscape requires the MLA to be an organisation which is agile enough to respond accordingly.

Other key influences at this time are the emergence of new technology and the digital revolution. This offers huge opportunities for museums, libraries and archives to reach entirely new audiences. The MLA needs to be at the forefront of this debate, helping shape future policy in this area.

In addition, as part of the public sector itself, the forthcoming Comprehensive Spending Review requires the MLA to act as an advocate and demonstrate the value of the sector to decision makers in order that resources are not unduly restricted in future years.

Evaluating and responding to these emerging issues is a key function of the MLA policy team (which incorporates the research and evaluation function). It is only by ensuring that the MLA is fully aware of the threats and opportunities in the environment that it can effectively carry out its strategic leadership role for the sector.

## **How we will work with our partners**

Almost no action undertaken by the MLA is done in isolation. The essence of the MLA is to work in collaboration and partnership with a wide range of organisations ranging from our own funding department (The Department for Culture, Media and Sport) through to other NDPBs, local authorities and individual museums, libraries and archives.

It is vital that we maintain good working relationships at all levels, but the MLA role is also to provide appropriate challenge to relatively poor quality provision. The MLA Field Team provides a vital link to what is happening 'on the ground' and it will be important to ensure that the intelligence gathered is used for the good of the sector and to help inform future policy.

For this reason, in 2009/10 the MLA will be investing in a customer relationship management system to ensure we maximise our understanding of the sector and manage these critical relationships more effectively. This will allow us to monitor our dealings with all our different types of stakeholders and thereby ensure we are able to project consistent messages in all our dealings with them. This is vital for effective working and exerting our influence for the good of the sector.

The MLA also works increasingly closely with the other national cultural agencies at national level on policy development. And we work with them in the regions too, where we collaborate to make the case for balanced cultural investment and provision across the country, and to encourage individual institutions to see themselves as part of a wider network of cultural provision. Regional plans are being developed to identify how the four main cultural agencies (ACE, SE, EH and MLA) can work together to deliver effectively across the four priorities identified by the Hodge review of regional working, namely:

- Influencing Regional Strategies
- Place shaping
- Improving relationships with local government
- 2012 and the Cultural Olympiad.

The MLA is leading the process of developing these regional plans and the assessment process which underpins them. They are currently with ministers awaiting final approval.

A further example of where the cultural agencies will be working together is in relation to the forthcoming spending review and ensuring that the value of culture and heritage is fully recognised. The main messages which will be promoted during 2009/10 are that at a time of recession, and close to the Olympics, culture is not a luxury. Culture plays a vital role in building national morale and protecting international reputation, drawing audiences from home and abroad, contributing to an understanding of identity and place, supporting the economy through skills development and creating pathways to employment. It also builds faith in Britain and the future. Work is continuing to develop these messages and plan the campaign.

All the major strategies which guide our work are developed collaboratively and ensure that we have clarity on the needs of the sector. Appendix C illustrates the relationship between these strategies, the environment in which we operate and the work of the MLA. Appendix D provides a signpost to the key sectoral strategies for museums, libraries and archives.

## **Continuous Improvement within the MLA**

During the last year the MLA has undergone major organisational re-engineering. The bulk of the MLA operation has been moved from London to Birmingham in line with the Lyons review and a new slimmer staff structure has been introduced. Significant effort now needs to be made during the coming year to complete the overhaul of the MLA's internal management systems and processes, and to ensure that all corporate support services assist the management and delivery of projects and programmes.

It is critical that the MLA as an organisation is effective and efficient in its own right. Major internally focused tasks to be tackled in 2009/10 include the introduction of the customer relationship management system previously mentioned. In addition, we will also be working to refine our performance management processes, undertaking a comprehensive review of grants and procurement systems, reviewing pay and remuneration, and seeking to minimise our own environmental impact.

The effectiveness of the MLA is directly related to the quality of its people. A further priority for the coming year will therefore be to ensure that appropriate learning and development programmes are put in place which build organisational capacity, support continuous professional development and facilitate effective succession planning. Allied to this will be the development of a competency framework to establish the key values, behaviours and skills for the MLA. In time, this will provide a framework for recruitment, review, development and reward. We will also be ensuring that suitable development opportunities are put in place for the MLA Board.

With regard to externally focused programmes, in 2008/09 the MLA commissioned an independent review of the Renaissance programme and its management. This review will be concluded shortly and a range of recommendations for improvement are likely to emerge. Similarly, in 2009/10 the MLA will undertake a review of the museum Accreditation Scheme in order to improve its effectiveness in the future and consider if it may be extended to other areas such as archives.

## **Managing performance and measuring success**

The MLA is involved in a large number of diverse projects and programmes and this presents challenges when developing a coherent performance management framework. Good performance management requires effective systems, processes, procedures and a positive culture of achievement. One element of this is the measurement of progress against key indicators during the course of the coming year and we will be focusing on this as a key development area during 2009/10.

Reference has already been made to the development of the delivery plans for key projects and programmes. One aspect of this will be the development of a range of key performance indicators which will be used to monitor progress of individual programmes. This will integrate with work already underway in this area as part of the re-modelling of the Renaissance programme.

In addition, there are also a number of national performance indicators relevant to the work of the MLA and a range of indicators within the MLA/DCMS funding agreement for 2008-2011. Appendix E sets out these latter indicators of progress in full. These, together with a range of organisational metrics, will be used to develop a 'balanced scorecard' comprising outcome measures, outputs and processes.

<b>Measures of progress and performance</b>	
MLA activities contribute to a number of government prescribed performance indicators within the national indicator set. The most direct contribution is to the following indicators:	
National Indicator 9	Use of public libraries
National Indicator 10	Visits to museums or galleries
National Indicator 11	Engagement in the arts

In addition to these national indicators of progress, work will also be undertaken to identify a number of key 'corporate health' indicators which will be an aid to effective management. These are likely to include:
<ul style="list-style-type: none"> <li>• Staff turnover</li> <li>• Equality and diversity in MLA staffing and recruitment</li> <li>• Number of complaints received and lessons learned</li> <li>• Appraisal and personal development plans</li> <li>• Number of days sickness per employee</li> <li>• Staff training and development.</li> </ul>

By rigorous monitoring of progress, and evaluation of risk, the Executive Board and the MLA Board can be confident that success is being achieved. The introduction of these monitoring systems will be a priority task for 2009/10.

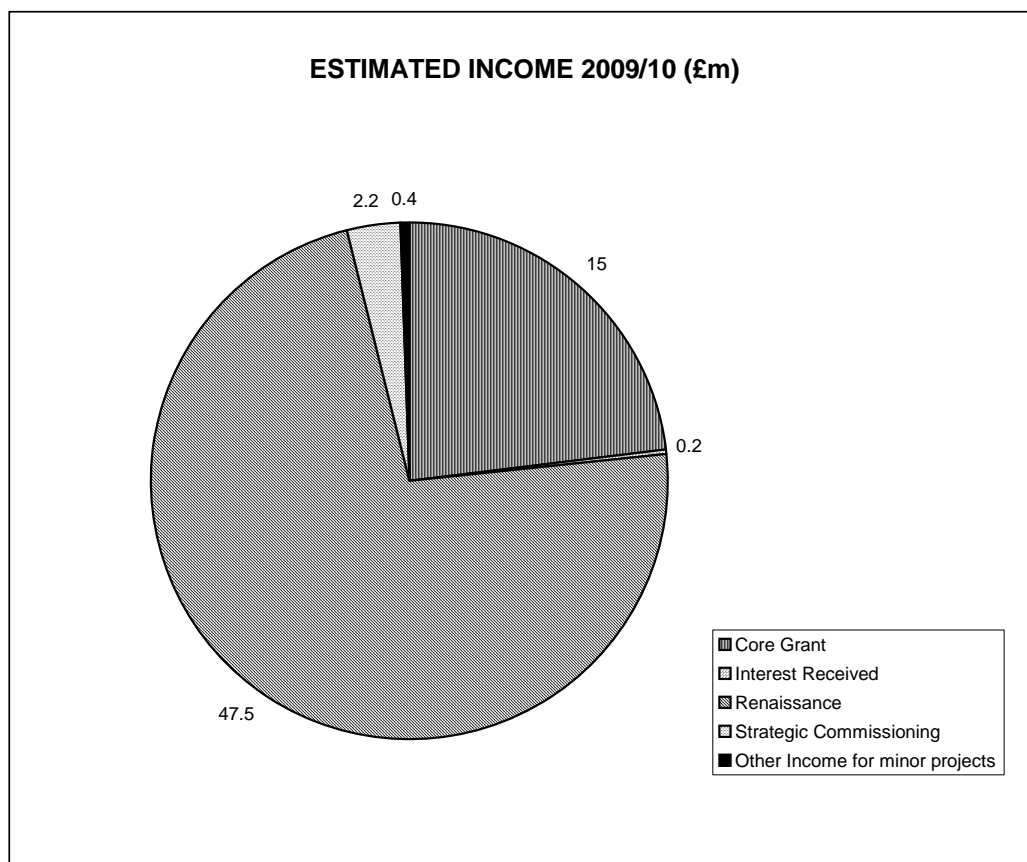
### **The resources we use and the drive for efficiency**

The last year has been one of great change for the MLA. The size of the organisation (in terms of numbers of employees) has been considerably reduced in scale and in 2008/09, eight of the nine autonomous regional agencies that previously formed the MLA partnership were wound up. So far as arrangements for London are concerned, consultants have been appointed to prepare an options appraisal on the future of MLA London and models for delivery in the capital. Decisions on future arrangements will be made shortly.

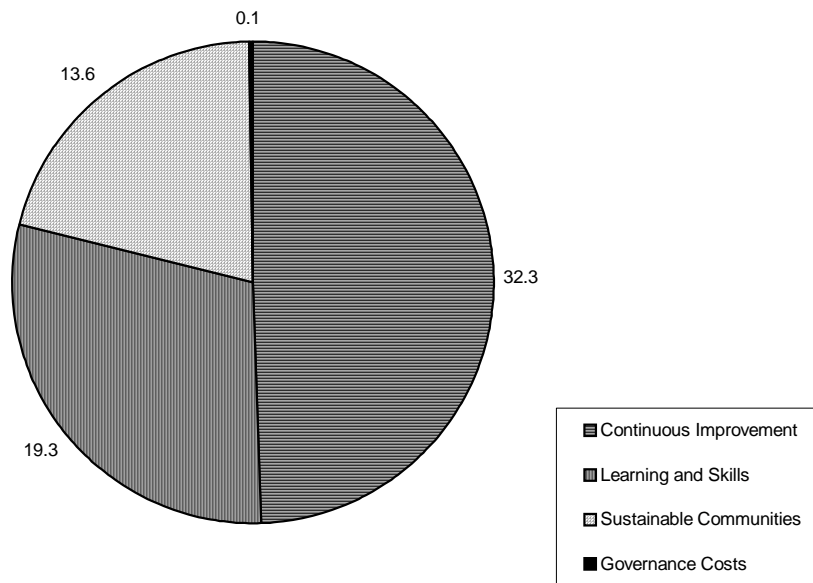
These changes are yielding large ongoing savings, and allow the new MLA to manage directly and effectively a smaller and more focussed regional presence, now known as the Field Team.

Allied to this, the MLA is seeking further efficiencies through a review of its approach to procurement and this is likely to yield further efficiencies during 2009/10. Part of this exercise will involve considering if purchasing through the Office of Government Commerce will provide better value for money. The possibility of working more closely on procurement with DCMS and other NDPBs will also be explored.

The diagrams below show an analysis of the MLA budget for 2009/10:



### ESTIMATED EXPENDITURE 2009/10 (£m)



### How to contact us

If you should require further information about this Business Plan or the work of the MLA please contact David Moores, Head of Planning and Contracting, in the first instance on 0121 345 7338 or by email at [david.moores@mla.gov.uk](mailto:david.moores@mla.gov.uk)

## **Appendix A**

### **MLA facts, figures and organisational structure**

The Museums, Libraries and Archives Council (MLA) is a Non-Departmental Public Body (NDPB) which is sponsored by the Department for Culture, Media and Sport (DCMS). Its legal status is that of a company limited by guarantee and it is registered as a charity with the Charity Commission.

Created in April 2000 through the merger of the former Museums and Galleries Commission (MGC) and the Library and Information Commission (LIC), the MLA is the government's lead strategic agency for museums, libraries and archives in England.

Tasked with the fundamental aim of facilitating improvement within museums, libraries and archives at a national, regional and local level, the MLA works with professionals and communities to identify, inspire and support ways of working which are innovative, integrated and sustainable. By encouraging and enhancing collaboration between different agencies within the sector and facilitating the flow of information, the MLA is able to promote best practice and demonstrate that museums, libraries and archives have a strategic role in equipping citizens to embrace the demands of the 21<sup>st</sup> century.

Completely restructured in 2008, the MLA's headquarters are now based in central Birmingham where 34 employees are employed. The Acquisitions, Export and Licensing Unit, together with the Communications Team and a small number of other employees, continue to work in South Kensington.

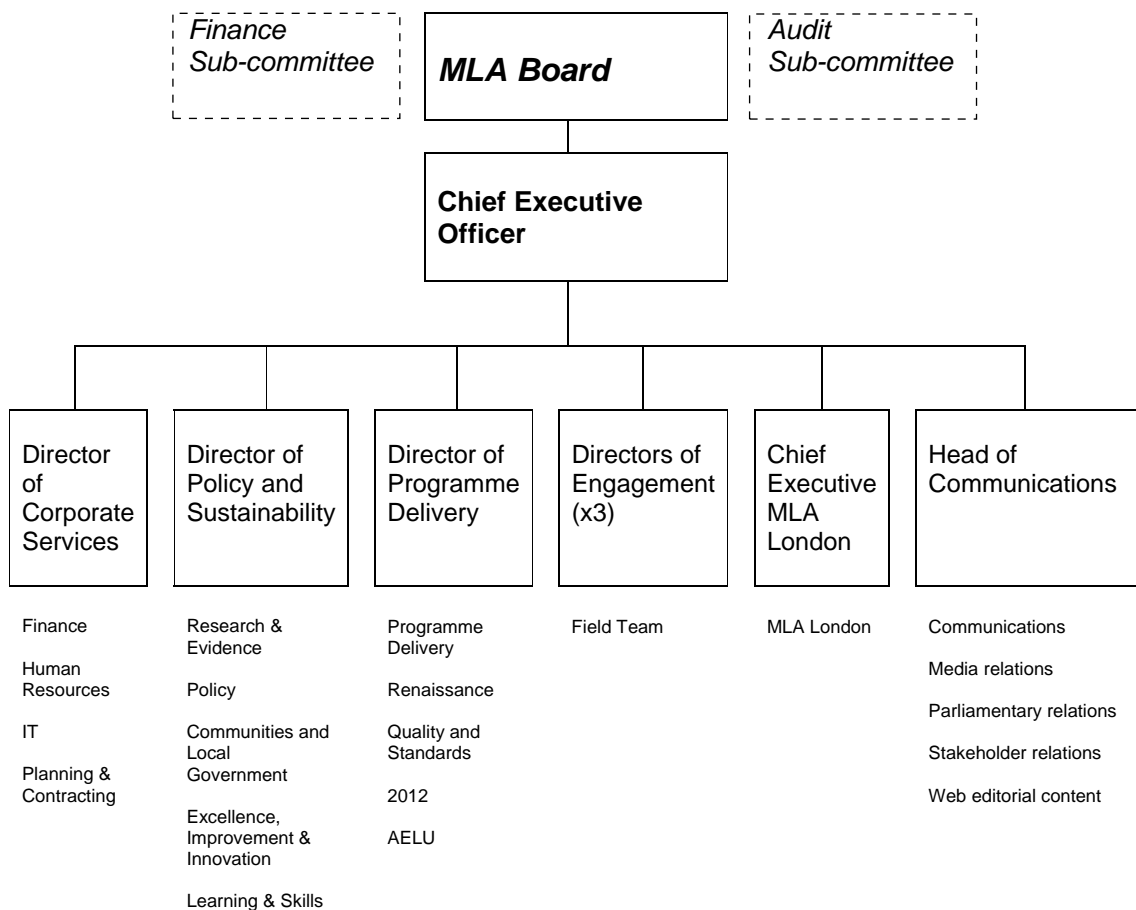
An integral part of the MLA restructure has involved eight of the nine former regional offices being closed, such that only MLA London continues to operate as a separate legal entity. The MLA asserts a strong regional presence through the establishment of a national field team numbering 24 employees. This team is divided into three regions, namely East, West and North, each of which is led by a separate Director of Engagement.

The majority of funding for MLA activity is provided directly from central government via the DCMS in the form of either grant for core activities or individual grants to support specific programmes. Funding is administered through a Formal Funding Agreement in which the DCMS specifies a set of priorities and targets for the MLA. The achievement of these targets contributes to the DCMS's own Public Service Agreements. Progress towards these targets is monitored by the DCMS through a series of Key Performance Indicators and in this way the MLA is held accountable for its receipt of public money.

The strategy adopted by the MLA in pursuit of its strategic aims and objectives is detailed in its annual Business Plan and Corporate plan. These plans are formulated, implemented and monitored by the Executive Board in conjunction with other senior managers.

The work of the Executive Board is overseen by the MLA Board, most of whom are appointed by the Secretary of State for Culture, Media and Sport. The only exception to this is the Chair of MLA London whose appointment is made by the Mayor of London. A register of interests of MLA Board Members is published on the MLA website and is available for inspection by appointment at its registered office in Birmingham.

Currently numbering 10, the MLA Board is chaired by Andrew Motion and meets on a bi-monthly basis to execute its responsibilities. These include approval and monitoring of the annual budget allocation, the Business Plan and the Corporate Plan as well as consideration of proposals for new policies or variations to existing policy. Representatives from Northern Ireland, Scotland and Wales are also invited to act as observers at each board meeting. Two smaller specialist sub-committees also exist in order to scrutinise in more detail the areas of Finance and Audit. These committees also meet on a bi-monthly basis and deliver their findings to the main meeting for MLA Board approval. This structure is shown in the diagram below:



## Appendix B

### Further information about MLA supported programmes and projects

1. The following table provides a short description of each of the MLA's major areas of activity and a signpost for further information. In many cases additional information can also be found on the MLA website: [www.mla.gov.uk](http://www.mla.gov.uk)
  - a) **Acceptance in Lieu**

The Acceptance in Lieu (AIL) scheme enables taxpayers to transfer important works of art and other heritage objects into public ownership while paying inheritance tax, or one of its earlier forms. The taxpayer receives the full open market value of the item, which is then allocated to a public museum, archive or library. For further information contact Gerry McQuillan on 0207 273 1456.
  - b) **Accreditation**

MLA's Accreditation Scheme sets nationally agreed standards for museums in the UK. The Standard supports museums in identifying opportunities for further improvement and development. For further information please contact Samuel Rowlands (Accreditation Manager) or Sarah Waldron (Team Assistant) on 0121 345 7315.
  - c) **Adult Learning Offer**

MLA will work with the sector and wider partners to identify a core adult learning offer from museums, libraries and archives. This is identified in the Informal Adult Learning White Paper, to be published in March 2009 and will lead to increased opportunities for adult learners to progress and achieve. MLA is contributing to a number of significant learning and skills policies including: Adult Advancement and Careers Service (AACS), Independent Inquiry into the Future of Lifelong Learning, Ageing Society Strategy and Skills for Life. For further information please contact Natasha Innocent on 020 7273 8297 / 07917 174 205.
  - d) **Archives Action Plan**

The MLA is working hand in hand with The National Archive to develop a new government policy for publicly-funded archive services in England and Wales. The new policy will address some of the key challenges facing the archive sector and create a practical framework for its sustainable development and improvement. For further information please see <http://www.nationalarchives.gov.uk/>
  - e) **Community Engagement**

MLA has a key role to play in supporting the museums, libraries and archives sector in bringing people together, encouraging them to get involved and finding ways to make them a part of the planning and delivery of local services. For further information please contact Jennifer Ngyou (Policy Adviser: Communities and Local Government) on 020 7273 1409.

- f) **Designation**  
The MLA Designation Scheme identifies the pre-eminent collections of national and international importance held in England's non-national museums, libraries and archives, based on their quality and significance. These inspiring collections represent a vital part of our national cultural and artistic heritage. For further information please contact Paula Brikci (Designation Manager) or Sarah Waldron (Team Assistant) on 0121 345 7315.
- g) **Digital**  
The MLA's work is closely linked to the government's digital strategy. Essential pillars of the strategy are: promoting a joined up approach, widening participation in culture, bridging the digital divide, ensuring confident organisations and staff, and supporting the Active Citizenship white paper and LGA agenda. MLA are working closely with the Digital Britain Team and the extensive network of stakeholders in the cultural and lifelong learning sectors to further develop the digital network, content and services. For further information please contact Katie Pekacar on 020 7273 1405.
- h) **Find Your Talent**  
Find Your Talent is a scheme to give young people the opportunity to experience at least five hours of high quality arts and culture every week. Find Your Talent gives children and young people the chance to participate in a wide range of cultural and creative activities including those in libraries, museums and archives. For further information please see:  
<http://www.findyourtalent.org/>
- i) **Government Indemnity Scheme**  
The GIS is an arrangement whereby the government undertakes to compensate owners in the event of loss of, or damage to, objects which are on loan to a public museum, gallery or similar institution in the UK. The GIS allows the public access to objects within the UK which might not otherwise be available. For further information contact Gerry McQuillan on 0207 273 1456.
- j) **Library Action Plan**  
The plan is the result of extensive consultation and engagement with stakeholders and sets out an agenda for change for public libraries in England with the aspiration of making every public library a great public library. For further information please contact David Potts on 0121 345 7316.
- k) **Living Places**  
The aim of Living Places is to ensure that all communities, particularly those experiencing housing-led growth and regeneration, can benefit from cultural and sporting opportunities. Living Places is an alliance of public bodies, including the MLA, who believe everyone should benefit from the arts, sport, public space, heritage, museums, libraries and archives, the built environment and the creative industries, regardless of where they live. For further information please contact Leah Whittingham on 020 7273 1410.

l) **Local Government Offer**

*Our sector contributes to the shaping of prosperous communities by working in partnership at a local level. We work with the sector, and with national and local government so that museums, libraries and archives can fulfill their potential. This is a strategy about supporting local government as 'leaders of place', working with their local partners to deliver better outcomes, improve the quality of life locally and improve the delivery of cultural and sports services to local people. MLA is a key stakeholder and a key body for the delivery of this strategy. The improvement strategy is primarily but not solely focused on local government. For example, MLA works with and supports many museums independent of local government but which are integral to the concept of 'place shaping'. For further information please contact: Paul Bristow on 020 7273 8286.*

m) **Renaissance**

Renaissance is the MLA's ground-breaking programme to transform England's regional museums. Central government funding is enabling regional museums across the country to raise their standards and deliver real results in support of education, learning, community development and economic regeneration. The programme has received £300 million since 2002, helping to make our museums great centres of life and learning, which people want to visit. For further information, contact Janette Lissaman on 0121 345 7320 or see:

<http://www.mla.gov.uk/what/programmes/renaissance>

n) **Sea Change**

This programme aims to reinvigorate our much-loved resorts by investment in culture and heritage. The Sea Change programme runs for three years from 2008 to 2011, giving £15 million each year to seaside resorts. Restored promenades, spectacular beach-front redesigns and new exhibition spaces will enhance the local environment and help boost visitor numbers around the coastline. For further information please see:

<http://www.cabe.org.uk/default.aspx?contentitemid=2442>

o) **Single Equality Scheme**

Recognising the power and potential that museums, libraries and archives have to maintain and build healthy communities is integral to everything we do. Much of our policy development work and implementation of programmes is designed to ensure our sector tackles key agendas around communities and neighbourhoods. Government's legislative commitment for this is a Single Equality Bill, simplifying and strengthening equality law. Launched in January 2005, Improving Opportunity, Strengthening Society sets out the government's commitment to create strong cohesive communities in which every individual, whatever their racial or ethnic origin, is able to fulfill their potential through the enjoyment of equal opportunities, rights and responsibilities. The government is seeking views on priorities for its future work and strategy to tackle race inequalities. Consultation of the public and stakeholders is for 12 weeks ending on 18 May 2009. For further information please contact Tola Dabiri on 020 7273 1441.

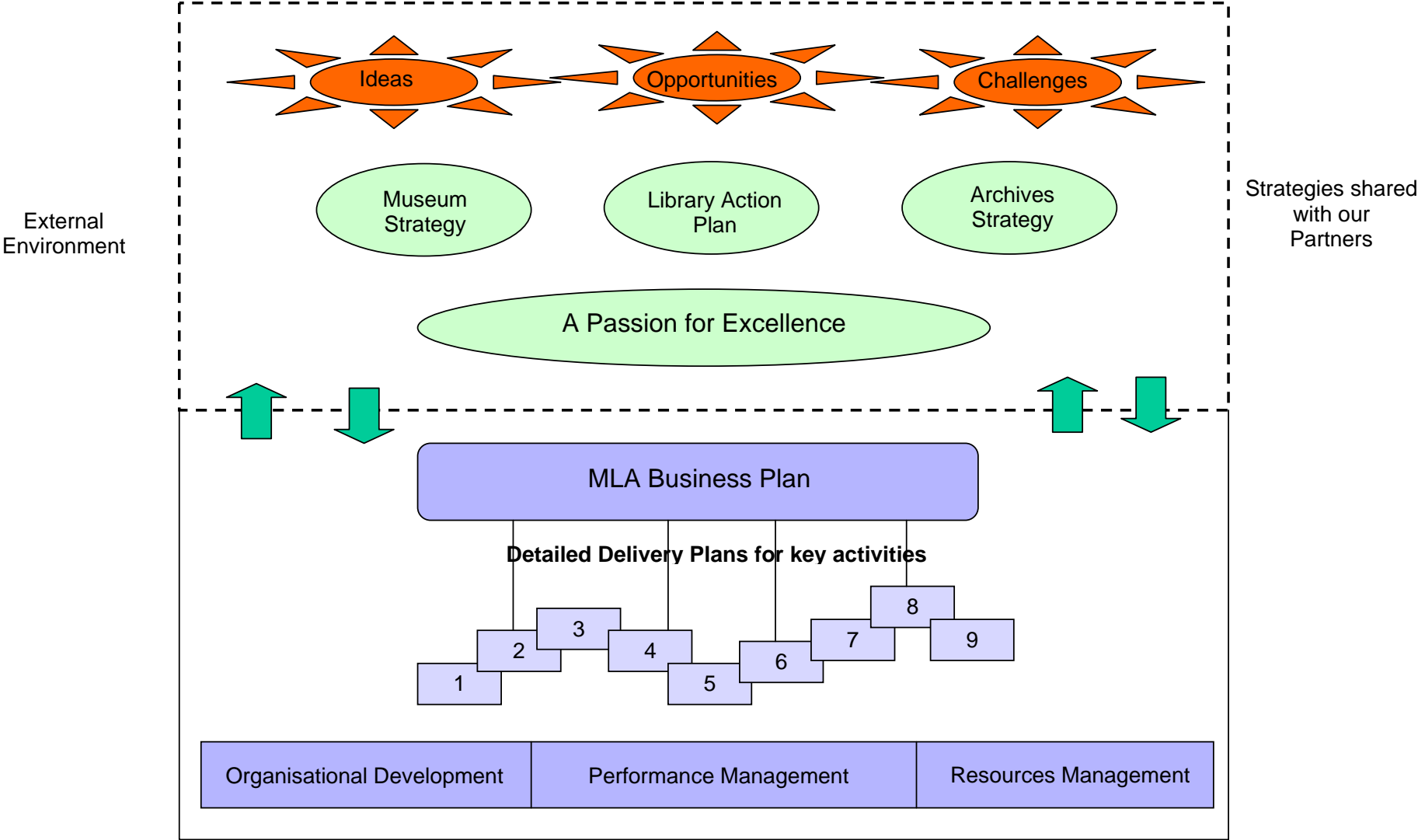
- p) **Strategic Commissioning**  
The aim of this national programme is to increase demand from schools for museum and archive education, increase supply of museum and archive education activities and widen access for teachers to museum and archive education. In 2009-11 MLA will work with National Museums to develop national offers from museums and archives to schools. Further information is available from Nicky Morgan on 0121 345 7313.
- q) **Sustainability**  
The MLA is committed to promoting economic, social and environmental sustainability in the sector. To increase the financial sustainability of the cultural sector, the MLA is working strategically with DCMS and its agencies to improve the appetite and capacity for fundraising and enterprise within the sector. It also seeks to positively influence the climate for giving through the Campaign for Giving, which seeks to develop tax incentives and other rewards for philanthropy. To help museums, libraries and archives innovate and improve, as well as deliver core work, MLA is actively seeking to leverage private and commercial funds – with the creation in 2009 of a foundation to support the sector – and develop new programmes to build capacity for the development of sustainable, enterprising business models. On the issue of environmental sustainability, the MLA will work closely with DCSF and the sector to develop guidance on best practice and facilitate a move towards a more environmentally sustainable sector.
- r) **Tourism**  
The MLA welcomed Gordon's Brown speech, early in 2009, on the tourism industry's role in delivering Britain's great cultural heritage. Due to the current economic climate, it is predicted that more people will stay and holiday in the UK this year. As such the government's recognition that culture is part of the answer to tough economic times is right and very reassuring. The 1800 accredited museums, 3500 public libraries and 2000 archive collections across the UK play a vital role in communities. These historic and civic buildings, their collections, and the valuable services they offer are key to the tourism industry but also an important part of everyone's daily lives. For further information please see: <http://www.mla.gov.uk/what/strategies/museum>
- s) **Work force**  
MLA has developed a national workforce development strategy for use as an action plan to enable museums, libraries and archives to meet the challenge of delivering truly 21st century services. The strategy is arranged under four key priorities: leadership and skills, workforce composition, empowering learning and change and research. For further information please contact Tola Dabiri on 020 7273 1441.
- t) **Security Advice**  
MLA assesses risk and offers security advice to cultural venues to improve collections care and facilitate loans so that high quality and high value exhibitions can be brought to the public throughout the UK and overseas. For further information contact William Brown (National Security Adviser) on 0121 345 7311 or Dawn Somerville (Security Assistant) on 0121 345 7349.

u)

**2012**

Setting the Pace is MLA's programme for our sector to engage with the Cultural Olympiad. Museums, libraries and archives across the country will offer everyone the opportunity to be involved in the 2012 Olympic and Paralympic Games. MLA has funded three streams of activities to work with the Cultural Olympiad. For further information please contact Isobel Siddons on 020 7273 8285 / 07760 477 992.

MUSEUMS, LIBRARIES & ARCHIVES COUNCIL



## Appendix D

### Key strategies and policies influencing our work

The work of the MLA takes place within the framework of a number of key strategies. In almost all cases these strategies are the product of collaborative work between a wide range of agencies. Those of most direct significance to the work of museums, libraries and archives are outlined below:

a) **A Passion for Excellence – DCMS improvement strategy for culture and sport**

This strategy sets a framework for the improvement of the culture and sport sectors. As such it sets the overall direction for improving quality, effectiveness and efficiency, raising performance and building capacity and leadership.

b) **Museums**

The DCMS has tasked the MLA with delivering a unified national strategy for English museums, building on 2005's Understanding the Future: Museums and 21st Century Life, and the 2006 document Understanding the Future: Priorities for England's Museums. An advanced draft is complete and will be launched in 2009/10 to accompany the results of the independent review into the Renaissance programme. The vision behind the strategy is for excellent museums, accessible to all, offering experiences that inspire, inform and entertain and that make a positive difference to individuals and communities.

c) **Libraries**

The MLA Library Action Plan provides the backdrop for our current activity. We believe that individuals and communities are entitled to excellent public libraries that are integrated with other local services and responsive to local needs; offering books, information and learning resources on the high street and online for everyone at all times. The Secretary of State is currently undertaking a library modernisation review and the MLA is playing an active and positive role in this exercise. It is anticipated that a national strategy will emerge from this exercise during 2009/10. In support of this work, the MLA is currently researching for DCMS the feasibility, costs and timescales for setting up a national libraries website. We are also looking at next steps for the JANET initiative and providing advice on the national card in respect of technical issues and broad-order costs.

d) **Archives**

The MLA is working hand in hand with The National Archives to develop a new government strategy for publicly funded archive services in England and Wales. This will replace the existing government policy on archives which was issued by the then Lord Chancellor as a Command Paper in 1999. The new strategy, due to be launched shortly, will address some of the key challenges facing the archive sector and create a practical framework for its sustainable development and improvement.

## Appendix E

### Indicators of progress

(Extract from the DCMS/MLA funding agreement 2008-11)

1. Exercise strategic leadership in the MLA sector, locally, regionally and nationally, collaborating with NDPBs and partners in England and, where appropriate, across the UK.
2. Restructure, re-organise and re-locate the MLA to sharpen effectiveness and enable greater impact on programmes across the sector of responsibility. Review and recommend corresponding changes to constitution and governance arrangements.
3. Lead and champion the Renaissance programme, identifying ways to develop its impact and extend its potential, and managing the allocated resources to meet specific objectives to:
  - increase the overall number of visits to Renaissance hub museums (baseline year 2006/07);
  - increase the number of visits by adults from priority groups (BME/NS SEC groups 5-8/Disabled People) to Renaissance hub museums (baseline year 2006/07);
  - increase the number of participation contacts between school age children in years 1-11 and Renaissance hub museums (baseline year: 2006/07); and
  - Increase the number of instances of adult and child visitors to Renaissance Hub museums participating in on-site activity (baseline year: 2006/07).
4. Co-operate with local authorities and their partners to increase public library participation (baseline year: 2008/09) as measured by local area indicator NI 9.
5. In 2008/09 encourage the voluntary reporting of finds through the Portable Antiquities Scheme to be maintained at a similar level to that achieved in 07/08, and ensure that an independent review of PAS is undertaken and changes implemented in order that the benefits to stakeholders relative to funding invested are improved.
6. Contribute, along with other NDPBs, to the successful development of the Youth Culture Trust and the Find Your Talent regional pilots for young people.
7. Contribute, along with other NDPBs, to the successful delivery of the action plan for the improvement strategy for culture and sport (A Passion for Excellence) by co-operating with local authorities and their partners in delivering outcomes for local people.

8. Contribute to informed investment decision-making for new library and other cultural provision in communities experiencing housing-led renewal and regeneration through the Living Places Partnership.
9. Deliver the Stories of the World contribution to the Cultural Olympiad by 2010 working with the major national and regional museums across the UK, and ensure that the MLA sector as a whole has the opportunity to take part in the Cultural Olympiad, as part of encouraging more widespread public enjoyment of culture.
10. Administer the Acceptance in Lieu scheme and maintain Export Licence processing service standards (baseline 2007/08).
11. Ensure that the sector is making positive strides towards having a skilled and diverse workforce through implementation of programmes for sector governance, leadership and workforce development.
12. Contribute, along with other NDPBs, to the implementation of the recommendations of the McMaster Review on supporting excellence.
13. Publish in 2008 (a) a museums strategy for England; (b) a public library action plan under the Framework for the Future banner; (c) in cooperation with The National Archives, a strategy for archives; with annual progress reports on implementation thereafter.
14. Contribute, along with sector partners across the UK, to raising standards in the management, care and documentation of collections to provide opportunities for people in this generation and the future.

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