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The Council for Museums, Archives and Libraries

# **Developing the 21st Century Archive**

An Action Plan for United  
Kingdom Archives

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# Foreword

As the strategic body responsible for museums, archives and libraries, Resource is committed to producing a series of strategic planning documents that define priorities and actions for the sector. Resource places strong emphasis on consultation and involvement, and this action plan is the result of such a consultation, which has given interested parties the opportunity to support, challenge and discuss the priorities and direction we propose.

At the heart of this plan is the recognition that archives have a key part to play in the new emerging cultural landscape. In order for archives to play their full part alongside museums, libraries and other cultural institutions they must be given the capacity to develop on equal terms, to enable them to realise their full potential, to contribute to key Government agendas, and to enrich the lives of a wide variety of users.

I would like to thank all those who have helped us to shape this plan, both from the archives domain, and from the wider cultural sector. It represents a commitment to shared strategic development through vision and partnership. The actions outlined in the following pages represent a practical way forward on three key priorities. There remains much to be done, and Resource looks forward to working with other key players and practitioners to identify and define future needs and achieve our shared aims.

**Neville Mackay**  
Chief Executive

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# Executive summary

This action plan sets out Resource's agenda for archives. It draws together the commitments and tasks of importance to archives, and archive professionals which have been set out in Resource's Annual Workplan for 2001-2002, and Resource's strategy documents. It identifies the activities that form the basis for our future archives work. It is intended to be a statement of Resource's priorities for archives, and we have sought to focus on key priority areas which are both central to the archive community and reflect areas where Resource's intervention can make a real difference. We have deliberately kept them small in number because we prefer Resource to take on a few tasks which it can do well and bring to a successful completion, rather than undertaking a wider number of tasks which we are not currently resourced to deliver adequately.

This document builds on Resource's *Archives Agenda Consultation Paper* published in April 2001. We feel that it reflects and addresses those issues which archive professionals and users have been telling us are their main concerns. We had over sixty written responses to our Archives Agenda Consultation Paper, from archives, archive professionals, user groups, museums, universities and other cultural institutions and agencies. We are grateful to all those who took the time to respond, and we have listened to your comments. The document that follows reflects comments received and amplifies our aims, role and remit. What clearly emerged from the consultation was enthusiastic support for the direction of our archives work and a unanimous spirit of co-operation and a willingness to develop partnerships for the future.

While it is clear there are substantial areas of common interest across museums, archives and libraries, it is essential to recognise and celebrate the differences between them. Resource has an advocacy role, in demonstrating the part that archives can play in the delivery of a wide range of government, cultural and business objectives and outcomes. Resource will play a central role in advising government on the funding needs to ensure that those outcomes can be sustained. (1: Introduction)

This action plan takes account of Resource's emerging remit for archives in Northern Ireland, Scotland and Wales, and developments in those countries. We are also building on our achievements in the archives domain in our first year. (2: Our planning context)

Resource recognises that the case for the value and importance of archives extends far beyond the parameters of cultural heritage. The interests of good governance and accountability as well as legal requirements and obligations underpin the need to invest in, and support archive services. Archives across the UK are consulted for their legal and practical evidence as well as for educational and cultural purposes. One of the principal features that distinguish archives from museums and libraries is the role they play in the development and implementation of information policy and records management. Resource acknowledges this core role, which many, (although not all) archives fulfil. (3: *The value and relevance of archives*)

The main elements of our archives remit were identified in our *Archives Agenda Consultation Paper*. We have chosen to focus on raising the profile of archives with users and government, through a *Needs Assessment Review*, by examining the role archives can play in learning and access, and by focusing on training, development and skills. We have taken these and developed them into a plan of action. Each of the elements will produce stand-alone deliverables, but taken together will be an effective advocacy tool for the archives domain. (4: *A strategic plan for archives*, 5: *Outcomes and review, Action list*)

# I Introduction

1. Resource was established in April 2000 as the successor to the Library & Information Commission and the Museums & Galleries Commission. Resource is a strategic body empowered to advise Government and the sector on the long-term development of museums, archives and libraries for the well-being and improvement of individuals and communities.
2. Resource's vision is to ensure that museums, archives and libraries belong at the very heart of people's lives - contributing to their enjoyment and inspiration, cultural values, learning potential, economic prosperity and social equity.
3. In July 2000, Resource published a *Manifesto* that defined the following core values for its work:
  - Museums, archives and libraries have a central role to play in sustaining and developing cultural, social, educational and economic well-being;
  - The care, maintenance and enrichment of collections provide an essential starting point for the development of the sector;
  - The services provided by museums, archives and libraries should be focused on the needs of actual and potential users;
  - These services should recognise and promote physical and social inclusion and cultural diversity;
  - The development of the sector should be based upon vigorous and informed debate;
  - Partnership and co-operation are essential components of success.
4. Resource's strategic objectives are:
  - To provide strategic leadership and promote change;
  - To act as an authoritative advocate and champion for our sector;
  - To advise on best practice and the delivery of specific objectives.
5. In developing our workplans for museums, archives and libraries, Resource has sought to identify and develop areas of common interest across all three domains. Collections management, the development of learning-focused services, reaching and developing new audiences, managing technological change and developing new skills are all common challenges, and the sector will be

stronger in responding to these together than apart. Resource has sought to identify and exploit the common values that link museums, archives and libraries – a deep and shared commitment to public service, respect for learning, commitment to users and concern for potential users.

6. Resource recognised from the beginning that though smaller in scale than either libraries or museums, the archives domain needs to be given specific help in order for it to fulfil its potential. Archives, as a comparatively new domain within the strategic planning context require additional focus and support to enable them to be able to take full advantage of the opportunities available. This action plan indicates the specific tasks that we will carry out to develop that capacity.

*“ The case for the value and importance of archives extends far beyond the parameters of cultural heritage.”*

## 2 Our planning context

### 1. GEOGRAPHICAL SCOPE

When Resource was created, Ministers agreed that until such time as the devolved administrations in Scotland, Wales and Northern Ireland decided upon the nature of any new arrangements for the development of the cultural agenda in those areas, Resource should continue with the same disposition of responsibilities as its predecessor bodies. The geographical scope of our archive remit, in the context of this model, was not specified. In order to clarify matters, we have initiated discussions with each devolved administration with the intention of developing concordats or memoranda of understanding formalising both our geographical responsibilities and the basis for the exchange of information, knowledge and ideas. These are currently being developed and will define a clear understanding of our responsibilities in respect of the devolved nations, incorporating a definition of the tasks for which we are responsible on a UK basis, a clear understanding of any UK-wide funding responsibilities arising from this, identification of the issues where policy responsibility and/or funding rests with the devolved administration(s) but where co-ordination on a UK or bilateral basis may be required, and a systematic means of exchanging information, knowledge and ideas, and co-ordinating tasks. Our archives workplan will take full account of the archives policies for Scotland and Wales, and we have consulted with the Archives Council Wales, the National Library of Wales, the National Archives of Scotland, the emerging Scottish Archive Forum, and the Public Record Office of Northern Ireland.

### 2. GOVERNMENT AND LEGISLATIVE DEVELOPMENTS

Since our *Archives Agenda Consultation Paper* was drafted, there have been a number of exciting developments concerning Government responsibility for archives, and the possibility of new archival legislation. The findings of the Historical Manuscripts Commission (HMC) quinquennial review will be due in the autumn, and the Lord Chancellor has asked the Public Record Office (PRO) (supported by IDAC,<sup>1</sup> the Inter-departmental Archives Committee) to lead on preliminary research and consultation to develop new archive legislation, concerned with the development of a national archives service, raising standards of care and supporting public archives in their information policy responsibilities and the effective management of digital data.

1. The aim of the Inter-Departmental Archives Committee is to bring about consistency in the handling of archive policy matters within government. Members of IDAC include, the PRO, HMC, Resource, national repositories, and central government departments with archive responsibilities.

Resource has established a strong working dialogue with both the PRO and HMC, and this has helped us to define our respective remits and workplans with regard to the archives domain.

Resource is working in close partnership with the PRO and IDAC to ensure that the proposed new archive legislation and our own user-focused *Needs Assessment Review* are carefully co-ordinated.

### 3. ENGLISH REGIONAL STRUCTURES

Resource has announced its intention to fund single regional cultural agencies for museums, archives and libraries. From 2004, we propose to cease funding the existing Area Museum Councils and Regional Archive Councils. This will be replaced by funding for new single cross-sectoral regional agencies. Each agency will be required to deliver outcomes set by Resource, but will have a high degree of autonomy.<sup>2</sup> Our workplan for archives will be implemented in tandem with the excellent regional archive strategies that have been developed (with financial assistance from Resource) in each English region.

### 4. OUR ACHIEVEMENTS

Resource's first year has - inevitably - been to some degree taken up with unifying two very different predecessor bodies and developing a new identity, direction and style. Our first year has already seen a number of substantial practical achievements:

- The People's Network, the development of which we administer, has now reached the point where more than half the libraries in the UK are connected to the worldwide web;
- We have played a substantive part in helping the Government to shape its plans for Culture Online, providing the DCMS with organisational and technical advice during the feasibility and business planning stages;
- We have formulated and published strategies on research and statistics, international relations, ICT, learning and access, and developing public libraries. Our Stewardship Strategy will soon be available for consultation. These strategies will underpin and inform our future work;
- We have been asked by Government to analyse and report on the future of regional museums through the establishment of a Task Force chaired by Lord Evans;
- We have secured a 30% increase in the funding we receive from Government from 2002, enabling us to expand our work substantially from that date.

2. See *Future Options for Regional Agencies*, commissioned by Resource in March 2001, available from Resource, or from our website [www.resource.gov.uk](http://www.resource.gov.uk).

## 5. NEW INITIATIVES

We have been able to support a number of important new initiatives of direct benefit to archives. Some have already come on stream during 2000, while others will be developed during 2001/2. These include:

- Provision of £250,000 to allow each of the English Regional Archive Councils to take on an Archives Development Officer for 12 months to help take further the already significant strides they have made;
- Provision of a further £250,000 to develop educational support for museums, archives and libraries in the English regions;
- Providing £50,000 worth of support funding to the Regional Archive Councils to help them meet the basic costs associated with their work;
- Extending the Sharing Museums Skills Millennium Awards scheme to archives as well as libraries, giving staff in archives up and down the country the chance to increase their skills and knowledge by short secondments to other archives, museums or libraries;
- Extending another museum scheme - providing free modems - to small archives who may not yet have had the chance to connect to the Internet;
- Providing financial support to the British Library's Co-operation and Partnership programme specifically to give archives and museums the chance to take advantage of the opportunities it offers;
- Developing and gathering comprehensive archives statistics and evidence to support our advocacy role, including planning for an extension of our comprehensive MORI survey of museum usage to archives and libraries;
- Undertaking background research into the basis for a single cross-domain scheme, *Benchmarks for Collections Care*, to raise standards;
- Advising on the development of a British Standard on public access to archives (through the Public Services Quality Group);

## 6. CROSS-SECTORAL WORK

In addition to these individual projects, archives will also have the chance to benefit from our broader cross-sectoral strategic work including:

- The development of a Stewardship Strategy which will formulate Resource's goals in supporting the care and management of collections in museums, archives and libraries, including the management and development of the distributed national collection, mapping of collections, ICT and stewardship, and raising awareness of stewardship issues;

- The implementation of our Learning and Access Strategy and Standard to help museums, archives and libraries develop their important role in lifelong learning, raise overall standards of learning provision and encourage the effective evaluation of learning outcomes;
- A survey of provision for disabled users in museums, archives and libraries to map facilities, attitudes and perceptions of disability and to identify priorities for development, and highlight best practice;
- The implementation of our ICT strategy which includes actions to specifically address how the People’s Network might be extended to archives and museums and how a shared framework supporting service integration across the sector might be developed;
- The opportunity to build further capacity in the English regions by enabling regional agencies to maximise funding opportunities and enhance their learning support role;
- The development of proposals to extend the Museums Designation Scheme and Designation Challenge Fund across all three domains and to Northern Ireland, Scotland and Wales.

*“ Archives are a treasure house for the nation, holding their collections in trust for future generations.”*

# 3 The value and relevance of archives

1. Resource recognises that archives are a treasure house for the nation, holding their collections in trust for future generations. We see archives as important custodians of our collective memories and identity. In terms of their scale and quality, UK archival holdings are a unique resource to inspire, inform and enjoy.
2. The holdings of archives can unlock a world of information and learning, of pleasure, contemplation and enthusiasm for history and culture. The manuscripts, books, volumes, files, letters, diaries, maps, plans and drawings, moving image and sound records, and electronic records held by a wide range of UK institutions provide a unique picture of past events.

Archives are managed and made publicly available through many offices and institutions including the network of local authority record offices and local studies services, university and educational establishments, hospitals, museums and galleries, charities and institutional archives, businesses, and a diverse specialist and private archives sector.

Resource aims to provide strategic support and help develop archives wherever they may be held, including:

- Local authority archive services,
- Business & company archives,
- Museum & gallery archives,
- Library archives & special collections,
- Moving image & sound archives,
- Historic house archives & private collections,
- Scientific, medical, health & industrial archives,
- Digital archives,
- Community archives,
- Charity and charitable archives,
- Religious archives,
- University and higher education and school archives.

3. Archive and records management services play a key role in the effective and efficient management of both public and private business. The dual roles of managing and implementing information policy (such as Freedom of Information, Data Protection, and enabling citizens to exercise their rights to access information), and managing current records are one of the key differences that set archives apart from museums and libraries.

Resource has taken the view that other institutions, such as the PRO and the Cabinet Office are leading on key information policy and records management agendas, and that we should focus on those areas where we can make a difference and add value. Whilst pursuing this policy, we will ensure that we monitor developments in this vitally important field and contribute where appropriate through our membership of IDAC and our related workplans.

4. By developing an imaginative but achievable archives agenda and action plan we aim to reinforce the importance of the archives domain in a number of areas:
  - As valuable learning tools and educational resources, offering formal and informal learning opportunities at all levels;
  - Through their contribution to recording and reflecting personal, family and community identity;
  - As a source of enjoyment and as a leisure pursuit;
  - As a contributor to public understanding of the way in which we are governed and of the activities carried out on the citizen's behalf, promoting transparency and democratic accountability;
  - Through the evidential and legal value of information that can make a real difference to the lives of individuals;
  - As something with an inherent social value that can make a real difference to the lives of individuals;
  - Creating, through appraisal, acquisition, and preservation, archives of the future, an ongoing process to ensure the survival of our unique, irreplaceable archival heritage.

# 4 A strategic plan for archives

## 1. OBJECTIVES

We see the main objectives of our Archives Action Plan as being to:

- Maximise the public benefit from the UK's archives,
- Reposition archives in the national, political and public consciousness,
- Encourage archives to better contribute to and benefit from the range of political, social and economic agendas,
- Allow archives to develop financial and human resources necessary for their sustainability and continued improvement,
- Promote a greater equality of opportunity between archives and other parts of the cultural sector,
- Develop the added value and benefits of cross-sectoral and partnership working.

2. The approach we propose is to focus on three key priority areas:

**Identifying strategic needs and priorities based on user needs and perceptions**

**Exploiting the potential for archives to contribute to the learning and access agenda**

**Promoting training, career development and skills**

These are issues which are both central to the archive community and reflect areas where Resource's intervention can make a real difference. The feedback received from our wide consultation with archives and archive professionals leads us to conclude that these are the right priorities to tackle first.

## 3. NEEDS ASSESSMENT REVIEW OF ARCHIVES

This is our most important proposal, and is the overarching concept that links the strands of our archives action plan. This review will critically assess archives from the user perspective. It will be a means to raise the public profile of archives amongst politicians, decision-makers and the public. Having looked at the whole complex and piecemeal way in which archives have developed in the UK, having seen the many constraints under which archives have laboured, we have come to the conclusion that the moment is ripe for such a review - a close and detailed look, with the highest possible level of support and which brings out into the open the rich potential of archives.

Such a review would of course need to build upon work that has already been done by the Society of Archivists, the HMC,<sup>3</sup> the National Council on Archives<sup>4</sup> and the PRO<sup>5</sup> – to name but a few. Such work would undoubtedly be lent lustre and credibility were Government to request us to take on this work. We are currently exploring this possibility with Government, and we aim to present our report to the Department for Culture, Media and Sport in 2002.

#### 4. SCOPE OF THE REVIEW

Key themes that will be addressed in this review will be:

**Current provision:** why are archives important? what is their place in regional and national life and culture?

**Collections and stewardship:** the management and development of the distributed national collection, mapping of collections, ICT and stewardship, raising awareness of stewardship issues

**Users:** mapping of user profiles, extension of market research on archives use, user perceptions and user expectations

**New audiences and markets:** addressing social exclusion, attracting and developing services and products for new audiences, improving services for current users, marketing and outreach, partnerships e.g. with BBC, government agencies

**Capacity for change:** collaboration and rationalisation, distribution of services, development of regional archive collaborations, partnership working, regional working, cross sectoral working, strategic planning

**Archives and the wider social and economic agenda:** patterns of use, extending use, why people use archives, use of information, economic impact analysis case studies

**Technologies:** role and use of ICT within archives, and for public service and remote access, digitisation, electronic service delivery, development of the People's Network, DCMS Culture On-line, UK On-line, development of a national electronic network.

#### 5. METHODOLOGY OF THE REVIEW

A Steering Committee will be appointed to oversee the project. Resource will be responsible for day-to-day management of the project and for ensuring adherence to the timetable. Individual report chapters will be authored by working groups which will be convened – these will report to the project team who will draw together evidence and conclusions and present the final report. Resource will establish and convene two Ideas Panels to inform the review. One will be composed of newly-qualified and young archive professionals and is designed to act as a think group tasked with generating innovative ideas. The second group will be comprised of archive users, including academic researchers and genealogical users.

3. See *Archives at the Millennium*, the Twenty Eighth report of the Royal Commission on Historical Manuscripts, 1991-1999, The Stationery Office, 1999.

4. See *British Archives: The Way Forward*, National Council on Archives, 2000.

5. See the English and Welsh archival mapping reports conducted by the PRO, 1998-2000.

## **7. ARCHIVES, LEARNING AND ACCESS**

We see a need to reinforce the special role of archives in relation to learning – in its broadest sense from formal schooling, through lifelong learning, to the University of the Third Age. The very nature of archives and the way people unpick evidence from them provides a wonderful opportunity for people of the widest backgrounds to develop research skills in the subject they are interested in and to explore for themselves the excitement of discovery. We want to demonstrate this potential to the world at large – and in particular to political decision-makers and funders. We are therefore proposing to research and publish a report setting out the place of archives in the learning world and identifying what it is that holds archives back from realising its full potential in this area. We will assess the capacity of archives to take a more proactive role in supporting learning, and explore with users and service providers what learning really means within the context of their work.

## **8. TRAINING, DEVELOPMENT AND SKILLS**

There is, we feel, a need to look at the way in which archive professionals are trained and are, throughout their career, exposed to opportunities to develop new skills. Broadly, we believe there is a case for training to be focused more towards the needs and demands of the user and the community at large. Archivists are not alone in this need and a number of common themes and training issues have been identified across the cultural sector. Of these, areas which merit particular attentions as far as the archives community is concerned include:

- Leadership training
- Training in lobbying and fund raising
- Training in workforce diversity and cultural inclusivity
- Training in ICT

We do not plan to do this alone. We have already proposed that Government should establish a new cultural-sector National Training Organisation (NTO) to replace the Cultural Heritage and Information Science NTOs. They, together with training providers such as the universities and the Society of Archivists' own training programme all have a major part to play in the creation of a broader base of training opportunity. The development of an effective workforce is dependent upon a number of factors. We therefore propose to commission a study of archive training. We will consider career choice, employers' needs, recruitment and selection, retention of staff, training and development, career aspirations and profiles, leadership and succession planning and workforce diversity issues. There is a clear need to develop staff at every level, and look critically at organisational structures to consider what is necessary for the profession and its users as a whole. Our report will be designed to help archives recruit, retain, support and develop a workforce appropriate to current and future service needs. We are already

working with the National Museum Director's Conference<sup>6</sup> to develop a pilot programme to support leadership at the highest level.

## 9. PARALLEL ACTIONS

We will be taking forward additional work that will benefit archives. Our ICT Strategy<sup>7</sup> contains action lines to ensure that the rich collections of UK archives are reflected in the development of on-line projects such as Culture On-line and the role of museums, archives and libraries in the delivery of e-government. We are working with other key partners to develop standards for service interoperation, and to create a cultural ICT infrastructure.

Our Learning and Access Strategy<sup>8</sup> outlines our plans to promote learning support in the English regions, and develop a learning and access standard to ensure that museums, archives and libraries have access to the support they need in order to develop and improve the quality of learning experiences that they offer.

We are working with the DCMS and DfES on the Empowering the Learning Community initiative to stimulate co-operation between the education and cultural sectors to support lifelong learning.

We are working with the Public Services Quality Group on a project to develop performance indicators for archives, and we have begun work to refine and collect archive statistics to ensure that we have meaningful data to support our advocacy work.

Resource recognises that responsible stewardship (including collections management, preservation and conservation) is essential to the future development of UK archives, museums and libraries. Effective stewardship today ensures sustainable access for future generations. By Autumn 2001, we will have developed our cross-sectoral Stewardship Strategy which will explore these issues in more depth. We are part of the British Library-led Full Disclosure Implementation Group, which is tasked with developing programmes to release the potential of collections which are uncatalogued.

## 10. OUR STRATEGIC PLAN

The three main projects outlined above will be commissioned and developed to run concurrently. They will be stand-alone pieces of work, and will be used to inform and develop the sector. Taken as one document, they aim to be a powerful advocacy tool for the archives sector.

6. The PRO is a member of the National Museum Director's Conference.

7. See *Information Communications Technology and the Development of Museums, Archives and Libraries: A Strategic Plan for Action*, consultation draft, May 2001, available from Resource, or from our website [www.resource.gov.uk](http://www.resource.gov.uk).

8. See *Using Museums, Archives and Libraries to Develop a Learning Community: A Strategic Plan for Action*, consultation draft, May 2001, available from Resource, or from our website [www.resource.gov.uk](http://www.resource.gov.uk).

# 5 Outcomes and review

## 1. OUTCOMES

We see the main outcomes of our *Archives Action Plan* as being:

- Wider public access – achieving a wider cross-section of users, developing new audiences, and encouraging a much closer correlation between customer need and service provision.
- Increasing funding opportunities, leading to better funded, secure, robust and responsive services.
- Changing the perception of archives by the general public and users by developing services that are open to, and used by, all members of the community.
- Changing professional attitudes – moving to a dynamic can-do approach, encouraging innovative and creative thinking, breaking traditional barriers and outmoded practices.

## 2. MANAGEMENT AND REVIEW

The Action list overleaf forms the heart of our archives workplan. The Priorities have been agreed with the UK archives community, and the action list identifies those tasks which we will undertake in 2001–2002. It is expected that annual priorities will be set and developed at the beginning of each year.

## 3. EVALUATION METHODOLOGIES

We will develop methodologies to quantify the extent to which the archives domain achieves key objectives and outcomes of our action plan.

## 4. REVIEW AND CONSULTATION

There will be a regular process of review and consultation and feedback with all stakeholders. This will be co-ordinated through the Resource Archives Policy Adviser. The Resource Board have agreed these priorities and action lines, and will be regularly updated on progress. The Archives domain will be kept informed through dialogue using electronic networks, press releases, newsletters and Resource contributions to professional and user publications and information sources. Users and potential users will be consulted as widely as is practicable by direct contact, through involvement in the work of other organisations and market research.

# Action list 2001/2

Objective	Resource action
Define Resource's geographical remit for archives with Northern Ireland, Scotland and Wales	<ul style="list-style-type: none"><li>• Build strong links between archives and strategic cultural agencies in Home countries through development of concordats or memoranda of understanding (by March 2002)</li></ul>
Seek long-term resources to sustain and develop UK archive services, and raise archive profile	<ul style="list-style-type: none"><li>• Conduct a user-focussed Needs Assessment Review, to report to central government on the steps necessary to secure adequate public archive services (2001/2)</li><li>• Support an archives profile raising event in partnership with HMC, NCA and PRO (by March 2002)</li><li>• Publish review of the Museums Designation Scheme and Designation Challenge Fund (by Nov 2001)</li><li>• Support user evaluation research of electronic network initiatives such as A2A, AIM25, HE hub, SCRAN (by December 2001)</li><li>• Commission market research of use of archives (by March 2002)</li><li>• Develop methodologies to assess achievement of key archives domain objectives and outcomes (ongoing)</li></ul>
Reinforce and demonstrate the role of archives in relation to learning	<ul style="list-style-type: none"><li>• Publish a report on archives, learning and access (by March 2002)</li><li>• Work towards developing regional learning support in English regions (ongoing)</li></ul>
Seek long-term resources to invest in and develop archive training	<ul style="list-style-type: none"><li>• Commission a report on training, development, skills, recruitment, and retention (by March 2002)</li><li>• Co-ordinate a cross-sectoral leadership training programme (ongoing)</li></ul>
Develop archive ICT capacity	<ul style="list-style-type: none"><li>• Explore options for extending principles of People's Network connectivity to archives through establishment of baseline needs and statistics (By Dec 2001)</li><li>• Liaise and work with content creation programmes (eg DfES, Distributed National Electronic Resource, British Library, SCRAN, PRO, HMC) to ensure that archives' rich resources are central to the development of cultural content (ongoing)</li><li>• Maintain contact with public sector network providers to develop network interoperability, including developing a portfolio of technical standards for content creation (ongoing)</li></ul>

Objective	Resource action
Capacity building in English regions	<ul style="list-style-type: none"> <li>• Evaluate effectiveness of English Regional Development Officer posts; review funding position (by Feb 2002)</li> <li>• Develop capacity for archives to take advantage of funding opportunities and increase archive take-up and review scope for funding arrangements for NCA Archive Lottery Officer post (by Feb 2002)</li> <li>• Encourage English cross domain regional agencies to maximise funding opportunities (ongoing)</li> <li>• Continue Second Round Regional Challenge Fund for cross-sectoral regional projects (ongoing)</li> <li>• Work with NCA Regional Archive Development Officer and Regional Archive Development Officers to support implementation of regional archive strategies (ongoing)</li> <li>• Review funding arrangements for NCA Regional Archive Development Officer post (Feb 2002)</li> </ul>
Development of standards and performance indicators	<ul style="list-style-type: none"> <li>• Support (through joint funding) development of the Public Services Quality Group (PSQG) Public Access standard into a full British Standard (ongoing)</li> <li>• Provide funding for PSQG project to develop performance indicators for archives (by Dec 2001)</li> </ul>
Archive statistics	<ul style="list-style-type: none"> <li>• Consultation with the archives domain to refine our understanding of the requirements of archive statistics and how best these should be collected (start data collection by March 2002)</li> </ul>
Stewardship	<ul style="list-style-type: none"> <li>• Publish Stewardship Strategy (By Dec 2001)</li> </ul>

*“We see archives as important custodians of our collective memories and identities.”*

# Appendix

## LIST OF RESPONDENTS TO RESOURCE'S ARCHIVES CONSULTATION PAPER

### Area Museum Councils

South East Museums Council  
South West Museums Council

### Cultural agencies

Heritage Lottery Fund  
Historical Manuscripts  
Commission  
National Preservation Office  
V&A Purchase Grant Fund

### Individual responses

Mr P Cadell  
Mr R Chell  
Ms S Flynn  
Mr P Foden  
Ms R Hayes  
Mr B Jackson  
Mr C Lambert  
Mr R Schofield  
Ms G Sheldrick

### Library bodies

India Office Library  
Library Management & Library  
Link  
National Library of Wales  
Wiltshire Education & Libraries  
Department

### Local authority archive services

Devon Record Office  
Dorset Record Office  
Hampshire Record  
Office/Hampshire Archives Trust  
Isle of Wight Record Office  
Lancashire Record Office  
Lincolnshire Archives  
North Yorkshire Record Office  
Surrey History Centre  
Tyne and Wear Archives Service

### National archives

National Archives of Scotland  
Public Record Office  
Public Record Office of  
Northern Ireland

### Professional associations and representative bodies

Archives Council Wales  
Association of Chief Archivists in  
Local Government  
British Records Association  
Charity Archivists & Records  
Managers Group  
National Council on Archives  
Royal Historical Society  
Society of Archivists, Archives in  
Education Group  
Society of Archivists, Business  
Records Group  
Society of Archivists, Chairman's  
response  
Society of Archivists, Continuing  
Professional Development Sub-  
committee

Society of Archivists, North West  
Region  
Society of Archivists, Wales Region  
The Royal Institution

### Regional Archive Councils

London Archives Regional  
Council  
North East Regional Archives  
Council  
North West Regional Archives  
Council  
South West Regional Archives  
Council  
West Midlands Regional Archive  
Council

### Specialist repositories

North West Film Archive

### Universities and the HE sector

Forum for Archives & Records  
Management in Education &  
Research  
Higher Education Colleges  
Learning Resources Group  
Liverpool University Centre for  
Archive Studies  
London School of Economics  
Scottish Universities Special  
Collections & Archives Group  
University of East Anglia  
University of Oxford  
University of Westminster

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**NOTES**

*“The holdings of  
archives can unlock a  
world of information and  
learning, of pleasure,  
contemplation and  
enthusiasm for history  
and culture.”*

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16 Queen Anne's Gate, London SW1H 9AA**

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