Secure management of information

Records Management and Information Governance

Call for Core Training Co-ordinators

The ARA training group is looking for a number of new members to contribute to the Core Training offer for ARA members. We believe that the provision of quality, inexpensive, accessible training is one of the key roles for ARA. As a group we oversee training across the Association, designing and delivering regional and specialist training events. In the last two years we have developed the new Core Training events.

Can you help us to further develop our training provision? Are you looking to spread your wings and broaden your horizons from your current job? Do you have something to offer?

We are particularly looking for people to take on the roles of Core Training Co-ordinators. These are people who look after specific Core Training courses and take responsibility for their structure and administration. This is an excellent opportunity to develop your skills and show a commitment to your continuing professional development.

We are looking for enthusiastic people who can make a minimum two-year commitment to the role. We meet three times a year with discussions in between by teleconference and email. Travelling, telephone and other expenses are met by ARA. For an informal discussion or to express an interest contact the chair of the training group.

Lizzy Baker, ARA Training Group Chair

Email: lizzy.aratraining@outlook.com

The ARA's Core Training programme is supported by Link 51.

Archives & Records Association
UK & Ireland

ARCmagazine

Contents

Welcome to **ARC Magazine** May 2015

This month is the Section for Records Management and Information Governance special issue, and the focus is squarely on the new advocacy campaign Don't Risk It! Know Your Records. It has been fantastic to read about all the hard work that has been put into the campaign and to see some examples from the toolkit. It looks like a brilliant resource for advocating Records Management, which can be used by small and large organisations.

We also have a great selection of features this month. Perhaps the most inspiring image in the issue comes on page 19, showing staff and volunteers working together to rescue archive material following the fire at the Glasgow School of Art in 2014. It is interesting to hear that following the fire, the School is reviewing the way it records location information for archive material. This goes to show that even us archivists should 'know our records' and should be mindful of how we manage our own administrative documentation as well as the records in our custody.

Our thanks to everyone who stepped up for this issue, and in particular to David Jenkins for acting as temporary ARC co-ordinator.

Enjoy the issue.

Ceri Forster
Editor

opening lines

Mike Quinn, Commercial Director, Preservica says: 'Don't Risk Your Electronic Records'

It was a real pleasure to attend ARA's Don't Risk It! Know Your Records "Bring the Boss" event in London in February. In particular, I was struck by a comment that "95% of the risk to corporate information is with digital records" citing poor backup, poor storage and poor information control as the biggest challenges.

This really chimed in with the challenge that many government and commercial organisations are now facing – namely, not just how to properly safeguard and digitally preserve important permanent and historical records, but also how to do the same for long term non-permanent electronic records, especially those with retention times >10 years. These types of records are vital to both commercial organisations (for example financial, legal, intellectual property), and government and public service institutions (for example environmental planning, social care, democratic services).

For most organisations the consequences of not being able to produce readable versions of these long term electronic records when required is generally well understood - from fines for non-compliance, to the cost of legal challenge, to reputational loss, to failure to meet legislative mandate, to an inability to leverage corporate knowledge and information for competitive advantage.

Information at Risk

However, the risk of not being able to find, use or even read vital long term electronic records and information is less well understood.

Institutions tasked with safeguarding permanent and historical records have long recognised that digital content is fragile requiring a Digital Preservation strategy that provides a safe mechanism for storing the "bits and bytes" as well as a way to migrate files to newer formats as older ones become obsolete - ensuring content and records can still be read and used by future generations.

Longer retention times and faster information technology refresh cycles now mean that the same rigour also needs to be applied to long term non-permanent electronic records (requiring retention for 7, 10, 25, 50, or 75 years etc.) – a challenge that is compounded by the sheer volume and diversity of digital content.

Leading technology analysts like Cheryl McKinnon at Forrester have gone as far as to say that "the long term retention of digital content means preservation issues must be addressed. Hardware, software and file format obsolescence risks will haunt us if not taken seriously".

Mitigating Information Risk

Many organisations have already begun to take steps to mitigate and protect themselves against the risk of losing or not being able to read important long term electronic records, recognising that simply storing information in an Enterprise Content or Records Management System - even as an archive or backup - only provides "bit level" protection for records and not a mechanism for ensuring future readability.

This means building Digital Preservation seamlessly into an overall information governance lifecycle and implementing policies, processes and systems that conform with the recognised standards for the long term preservation of digital content such as OAIS (Open Archival Information Systems) (ISO 14721) and TDR (Trustworthy Digital Repository) (ISO 16363).

Information Risk Audit

Although not a requirement today, I believe it is only a matter of time before information and risk assessment auditors begin to ask how organisations are conforming to the standards for the preservation and safekeeping of long term digital records. It will be viewed as an essential requirement for mitigating the risk (and consequences) of not being able to produce a readable and useable version of important electronic records when required.

Take action now before the auditors arrive!

You can learn more by watching the on demand version of the recent ARA Practical Digital Preservation 2015 webinar "Aligning Records Management and Digital Preservation" http://preservica.com/resource/aligning-records/

www.preservica.com

Registration Scheme **news**

I'd like to ask you four questions:

1. Are you trying to develop your CPD activities?
2. Do you find opportunities in the workplace limited?
3. Are your available financial resources limited?
4. Are you aware of the Registration Scheme Bursary?

Hopefully, the answer to the first question will be yes, regardless of how far into your career you are. As professionals, we should always maintain our CPD activities to ensure that our skills and knowledge remain up-to-date. Of course, your answer should be an emphatic 'YES!' if you are currently working on your Registration Scheme portfolio.

However, it is sometimes the case that we have to look outside of the organisation that we work for when seeking development opportunities. This might be because the role we are in is necessarily limited in scope. It might be because our home institution is small or specialised and lacks the capacity to offer training in certain areas.

There's also a very good chance that the answer to the third question will be yes. Departmental budgets remain tight for many of us. As a profession we continue to operate with significant financial restrictions. Where money for external training and events is available, potential opportunities must often be closely aligned with the core function of our employers. This is understandable yet the Registration Scheme is about more than just your current role. It is designed to help you to structure your professional development more generally, allowing you to develop a wide range of skills and not just those associated with your current job.

So we come to the fourth question. Having read this far, you should probably be able to guess at an answer!

The Archives and Records Association is able to provide some financial support towards the Registration Scheme in the form of a bursary. These bursaries are available to help attendance to professionally relevant events and training courses. They are a great way to help you engage with activities that would otherwise be unavailable to you due to financial restrictions. Candidates enrolled on the Registration Scheme can apply for bursaries up to the value of £500. Details of how to apply and the deadlines for applications can be found on the ARA website at www.archives.org.uk/training/registration-scheme/bursary-support.html

Please do take a look and consider making an application.

Don't forget: Existing candidates have 29 months to submit their portfolio under the existing Registration Scheme.

Contacts:
General Registration Scheme enquiries:
registrar@archives.org.uk

Registration Scheme events enquiries:
regschemeevents@archives.org.uk

Registration Scheme admin and bursaries:
regschemeadmin@archives.org.uk

Registration Scheme Communications Officer:
regschemecomms@archives.org.uk

Registration Scheme mentor queries and advice:
regschemementors@archives.org.uk

Richard Wragg
Communications Officer, Registration Sub-Committee

Collecting **matters**

Another hundred delegates attended this year's *UKAD Forum* at The National Archives (TNA) in March.

The event was a collaboration between the UK Archives Discovery Network (UKAD) and the ARA's Section for Archives and Technology (SAT) and was entitled *Born Digital Realities*.

The day opened with a panel presentation from TNA's Cataloguing, Digital Transfer and Systems Development teams describing the challenges in building the *Discovery* catalogue and research platform, and introducing the themes for debate during the sessions that followed.

The programme was designed to be interactive: *talking heads* offered different perspectives on digital deposit and access, from archivists to donors and users; and an open invitation for *lightning thoughts* surfaced delegates' specific issues, ideas and general observations.

The afternoon workshops provided further opportunity for sharing experiences and practical advice. Sessions covered drafting deposit agreements; cataloguing *born digital* records; improving online discoverability; information governance and digital sustainability.

But the success of any event depends as much on the delegates as on the programme. This year they came from across the archive and wider cultural heritage sector including national libraries, local history centres, business and charity archives, universities and dance companies: different organisations with the same *born digital* challenge.

To help meet that challenge, delegates were encouraged to find at least two useful contacts and to set themselves three objectives on postcards which will be sent on in the autumn as a reminder of what they hoped to achieve.

You can find all the posters, presentations and podcasts on the UKAD website: www.ukad.org/forum2015/index.html

And even if you weren't there, you can join the ongoing conversation by signing up to the UKAD Community: https://community.nationalarchives.gov.uk/groups/ukad-uk-archives-discovery-network/

Cathy Williams
Head of Collections Knowledge, The National Archives

asd@nationalarchives.gsi.gov.uk

New Heritage Centre for De Montfort University

After just under a year of designing, building and prepping, De Montfort University's (DMU) Heritage Centre opened in March 2015. Being involved in the creation of the Centre has been a wonderful opportunity to showcase material from the DMU Archive, carry out in-depth research into aspects of university history, and increase internal awareness of the archive and its purpose.

The Centre is located in DMU's Hawthorn Building, which has within it the ruins of a medieval church, the Church of the Annunciation, which stood on this site. The impetus to create the Centre arose from the desire to give more prominence to these ruins in the wake of the discovery of Richard III. There is contemporary evidence that Richard III's body was displayed in the Church of the Annunciation after his death and before burial at Greyfriars. Following the excitement of Richard's discovery there was a desire to make more of this connection. A small team comprising myself, my manager and a colleague from our Strategic Partnerships team began to consider ways to highlight this heritage on campus more effectively. This was partly driven by interest from the Leicester City Council's Heritage Team, who included the arches in their Richard III walking trail and invited us to participate in Heritage Open Day events. We created a business case to present to the university committee in charge of new building projects, suggesting a variety of options, from the creation of a small set of interpretative displays around the arches, to the complete redevelopment of a neighbouring classroom to create a museum space with a variety of exhibition areas including histories of the university itself as well as the medieval ruins.

Ruins of the Church of the Annunciation in the DMU Heritage Centre. Copyright of Redpix.co.uk

DMU Heritage Centre timeline corridor. Copyright of Redpix.co.uk

> 66 *The temporary gallery will host a changing programme of exhibitions examining aspects of university history* 99

To our delight the latter option was accepted and work began to design the centre. Interior Design students were invited to submit designs, guided by their tutor who has a background in museum design. The students were thrilled to be involved in a 'live' project and found the experience highly beneficial. A Project Board comprising staff from across different university departments was set up to act as a steering committee. Meanwhile, as the archivist it was my responsibility to work out what would go on the displays. The Centre is reached by walking down a length of corridor, and it was decided to turn this into a timeline of significant dates in the university's history, drawing almost exclusively on material from the archive for illustration. Using the corridor in this way has had the added bonus of exciting the interest of students and staff who use the space daily, and who are drawn in to visit by noticing the corridor displays. The Centre itself

has three spaces: a temporary gallery, student gallery and the arches area. The temporary gallery will host a changing programme of exhibitions examining aspects of university history, while the student gallery will showcase contemporary work. The display around the arches tells the story of the Church of the Annunciation and the wider history of the campus site. This area also includes a climate controlled case currently displaying medieval artefacts.

The creation of the Heritage Centre has been an exciting project to be involved with and has taught me a great deal, from the concise writing of exhibition text (so hard to distil all that research into 100 words!) to liaising with graphic designers and other external parties, having flexibility to adapt content to suit the needs of the space and conducting effective advocacy for the place of heritage within a busy

university. I was also involved with the recruitment of a new member of staff from a museums background to manage the space and to work alongside me, combining our shared expertise.

The Heritage Centre was opened in March to great interest from local media and I gave my first ever television and radio interviews, which were not as traumatic as I feared! The opening was timed to coincide with the Richard III reburial events which generated a large amount of interest in the Centre and were an immediate boost to our publicity and visitor numbers. Many visitors have been locals or alumni who share delightful memories of the institution and have even brought in donations to the archive, leading to plans to run events for local people to bring in any material they might have and record oral histories to become part of the archive.

We are very proud that the university has invested in its heritage in such a prominent way, and going forward I envisage many opportunities to showcase the archive and continue advocating its value and importance. The

Church ruins before construction of the Heritage Centre.
Photograph by Tom Brown and Ed Pett. Copyright of Redpix.co.uk

Heritage Centre provides a focal point for the university community to gain a sense of its shared past, celebrate its present successes, and look forward to the future.

Katharine Short
Archivist, De Montfort University

Opening of the DMU Heritage Centre.
Copyright of Redpix.co.uk

The BAC Business Arts Cataloguing Grant is BACK and it is BIGGER than ever!

The Business Archives Council (BAC) is delighted to announce that once again it is offering a cataloguing grant specifically for business archives related to the arts, and that this year the grant has increased to £3000! As before, this grant is in addition to the BAC's main cataloguing grant for business collections.

The aims of the grant are to support an under-represented area of business archives and to complement wider initiatives for archiving the arts by The National Archives (TNA) and the Campaign for Voluntary Sector Archives. In addition, it aims to:

- Provide financial support for institutions/ businesses that manage business archives related to the arts,
- Reach collections that have not yet been prioritised but have potential academic or socio-historical value,
- Create opportunities for archivists or para-professionals/volunteers to gain experience in listing business collections,
- Make more arts-related business collections accessible.

We envisage that the £3000 grant will be used over the equivalent of a six-week period to fund an archive intern or temporary staff member (under professional supervision) to catalogue a discrete collection of business records. This work should produce either a detailed catalogue of a small collection or a top-level catalogue of a more substantial collection. Grant recipients should provide the BAC with an article for its newsletter, and the catalogue should be made available on TNA's discovery database.

We welcome applications from a range of organisations including (but not limited to):

- businesses
- local record offices
- universities
- museums
- charities
- specialised repositories and other organisations that hold business archives of, for example:
  - theatre/film/dance/music/animation companies
  - art galleries
  - publishing houses
  - production companies
  - photographic/sound recording studios
  - festivals
  - heritage companies
  - tourist attractions etc.

Applicants who have previously applied to the arts grant or the main cataloguing grant for business archives are welcome to apply. Please note that the BAC would not normally award a grant to the same institution with three years.

The Cataloguing Grant for Business Archives related to the Arts (2015) opens on 30 April 2015 and the deadline for applications is 30 July 2015. For more information, including criteria and application form, see the BAC's website at www.businessarchivescouncil.org.uk

Any questions about this grant should be addressed to Ben White, Administrator, BAC Arts Cataloguing Grant.

Email: benjamin.white@bankofengland.co.uk
Tel: 020 7601 4810

Telling the Story of British Jazz

Heritage Lottery funding opens up the extensive resources of the National Jazz Archive

The National Jazz Archive is a registered charity based in Loughton Library in Essex. It holds the UK's finest collection of written, printed and visual material on jazz, blues and related music, from 1919 to the present day. A successful three-year project entitled *The Story of British Jazz* has significantly improved public access to the Archive's rich and diverse holdings and reinforced its position as the principal national resource for jazz heritage in the UK.

The key achievements of the project have been:

- storing and conserving more than 40,000 archive items (journals, photos, posters and programmes)
- cataloguing more than 4300 books
- cataloguing 600+ journals to series level along with 36 personal and seven photo collections
- scanning and digitising numerous journals, photos, posters and programmes for direct access via the redesigned website, which includes a timeline of British jazz, over 360 interviews, and cross-curricular learning resources
- organising more than 30 talks, open days, exhibitions, concerts, community events and family activities
- training volunteers in storage, preservation and cataloguing skills.

The principal funding for the project was a grant of £311,000 from the Heritage Lottery Fund. This was coupled with a match-funding contribution from the Archive of approximately £12,000, including donations; a non-cash contribution from Essex County Council of £15,527; and volunteer time contribution of £6850.

Lesley Walker, Project Monitor for the Heritage Lottery Fund, said: "Over the past three years I have watched the National Jazz Archive develop into an active and lively organisation with properly catalogued and managed collections, reaching out to a much wider audience including their local communities. There is now a greater awareness within and beyond the jazz community of the Archive

The National Jazz Archive's website gives access to digitised journals, programmes, posters and photos.

An exhibition All That Jazz: The Golden Age of British Popular Music was held at the Barbican Music Library in March and April 2014.

Let's get jazzy! More than 60 children, young people and adults came to the Archive in Loughton in October 2014 to take part in some exciting half-term holiday activities.

www.archives.org.uk

Members of the Loughton Youth Project exploring copies of Melody Maker in the Archive.

Research Archivist David Nathan with volunteers George Wilkinson and Steve Carter in the reading room at the National Jazz Archive in Loughton.
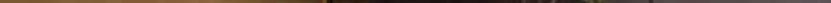
The project team for The Story of British Jazz: Angela Davies (left), Jo Blyghton and Sam Fieldhouse.

and its activities and *The Story of British Jazz* makes the collection accessible to people everywhere."

Project manager Angela Davies said: "*The Story of British Jazz* project team successfully delivered a dynamic programme of activity, which has significantly raised the profile of the Archive, created an infrastructure for the sustained management and preservation of its unique collection and encouraged greater interaction with the Archive. This could not have been achieved without the enthusiastic support from the trustees, volunteers and partner organisations."

Partnerships and collaborations were arranged throughout the project with nearly 30 organisations, including the British Music Experience, Chelmsford Museum Service, Essex Heritage Education Group, Essex on Tour, Essex Youth Jazz Orchestra, Group for Education in Museums, Guildhall Music Library, Horniman Museum, Jazz FM, Loughton Festival, Loughton Library, Loughton Youth Project, Love Loughton, Restore Community Church, and West Dean College.

The project team were: Angela Davies (project manager), Fiona Cormack (project archivist till 2013), Jo Blyghton (project archivist from 2013), and Sam Fieldhouse (learning and outreach officer).

Technical support partners for the project were: Inclusive Digital (website designers); Townsweb Archiving (scanning and digitisation); PastView (web-based search engine); and CALM (archival cataloguing software).

To support and manage the project, trustees with expertise in archives, conservation, finance, marketing, legal, and audience development were recruited. A series of seven fundraising concerts was organised in 2014, and another series is underway this year.

The work of the Archive is continuing, and significant collections of material have been donated during the course of the project, including hundreds of photos of musicians taken by Denis Williams, and personal papers from Ottilie Patterson, Don Lusher, Lew Stone and Nat Gonella.

Further details of the Archive and much of the newly digitised material are at www.nationaljazzarchive.org.uk.

Nick Clarke
Trustee, National Jazz Archive

The Explore Your Archive 2015 campaign

The 2015 Explore Your Archive campaign will take place from 14 to 22 November. This year the campaign period has been extended to give more flexibility to those who wish to put on weekend events.

The annual Explore Your Archive campaign is the time when the sector comes together to celebrate its work and encourage the public to visit/take an interest in/hear a little more about archives in the UK and Ireland.

This will be the third Explore Your Archive campaign in the November timeslot we've now (hopefully) made our own. The campaign continues to be led by The National Archives and ARA, who develop the campaign design and messages and who offer practical advice via a toolkit. The National Archives host the campaign website at www.exploreyourarchive.org

The National Archives and ARA also produce giveaways for archives to give to their users, as well as finished artwork that can be easily downloaded and is therefore (more or less) free. And The National Archives experts lead the way with media and social media plans and activity.

After both the 2013 and 2014 campaign, we did considerable evaluation, asking the sector to tell us what had happened and what had worked well and not so well. We also centrally measured the media and social media impacts. The feedback from the sector, especially, has directly affected how we have planned for each coming year.

After the first campaign year in November 2013, we on the campaign team knew that national media coverage and a better planned use of social media could really add to the campaign's effectiveness. Good media coverage is easier to achieve when celebrities are involved so throughout 2014 we looked to find media-friendly people who were already involved in the sector. Kate Adie had done work in Dorset. We also approached Lenny Henry, who had been a real ambassador for the Dudley Archives, but sadly for us he was gearing up to a big stage role and couldn't get involved. In Ireland, the Explore team contacted historian and broadcaster Ryan Tubridy and he agreed to front their campaign launch.

Stephen McGann, from Call the Midwife, and his wife Heidi Thomas, an Emmy award winning writer who created Call the Midwife, proved to be the celebrities who could open the door to national media. On the first Monday of the 2014 campaign Stephen was live in the archives of the Royal College of Obstetricians and Gynaecologists with archivist Penny Hutchins and Chief Executive of TNA Jeff James. In the studio was Jessamy Carlson of TNA (Jessamy is also an ARA Board member) to talk about family and military records. The buzz from our ownership of the breakfast sofas gave a huge lift to the campaign.

The other big breakthrough for 2014 was social media. While in 2013 we had encouraged everyone to use Facebook, Twitter etc, we had not all worked together as a sector on

Stephen McGann (right) and his brother Joseph pose in front of the Explore stand on a visit to The National Archives.

social media. Thanks to expert Laura Cowdrey at The National Archives, in 2014 we had a social media plan, with daily hashtags that the sector loved and a one off hit on the first day of the campaign with a Twitter Thunderclap.

We learned a lot in 2013 and 2014. For the third year of the campaign we shall build on what we know works. New for 2015 are 'mini Explores'. The Explore branding can be used by anyone anytime in the sector (though we do need everyone to do something in the campaign period). But we think the branding is flexible enough to allow small toolkits to be put together on a subject (democracy?) or an anniversary (Shakespeare?) We're working on that now. Watch this space.

Marie Owens
ARA lead for Explore Your Archive

Reinventing OCR for early printed books

Early printed books in Latin have been carefully preserved over many centuries. But at a time when archives are making their collections increasingly accessible through digitisation programmes, we are in danger of losing sight of these important early Latin books.

A new project at Durham University, led by Professor Barbara Graziosi, aims to change that. Funded by a European Research Council Proof of Concept grant, researchers under the direction of Professor Graziosi are developing free, open source Optical Character Recognition (OCR) software tailored to early Latin printed books.

Why are early Latin books being left behind?

Most European historic cities, museums and universities hold early Latin books, as do many private collectors and learned societies. However, existing OCR packages are unable to effectively digitise these texts, and thus create a searchable document.

Early Latin texts use non-standard typefaces, abbreviations and page layouts. Built to handle standard print in modern languages, current OCR software is unable to recognise historic characters, or support Latin morphology, syntax and vocabulary. Digitisation methods for early printed Latin books therefore produce very poor results, with trials of standard OCR packages resulting in an accuracy of no more than 15%.

With existing OCR software only correctly recognising one or two words out of ten, some have concluded that OCR is unsuitable for early books. This has left archives holding Latin collections with four options:

- Manually keying in texts by hand
- Using current OCR packages, producing poor quality results
- Providing image files without a transcript (and therefore reducing discoverability)
- Deciding not to digitise

The opening page of a 15th century edition of Eusebius' World History.

current OCR software is unable to recognise historic characters, or support Latin morphology, syntax and vocabulary

Rachel Smith, Communications and Marketing Officer, Library and Heritage Collections, Durham University

The background: adapting OCR for ancient Greek texts

Researchers working on the project *Living Poets: A New Approach to Ancient Poetry*, directed by Professor Barbara Graziosi and funded by the European Research Council, encountered a problem when studying ancient Greek works. They needed a way of transforming printed editions of ancient Greek texts into fully searchable digital documents, and had no ready way of doing so.

The team decided to investigate the possibilities of OCR using the open source program Tesseract, training it to recognise different ancient Greek character shapes, word lists and basic ancient Greek morphology and syntax.

The end result? An effective OCR system for ancient Greek, with an accuracy of 90% and 96% for average quality page scans of printed volumes. This has been made available on a free, open source basis.

A viable solution for digitising early Latin

The *Living Poet*s team plans to continue their work on developing OCR solutions for early texts and create free, open source software for digitising early printed texts in Latin.

Some problems with tailoring OCR for early Latin are the same as ancient Greek, but other challenges are new: for example, an effective OCR system for Latin will need to handle a much wider range of typefaces, among other project-specific problems. The modified system will be tested with archives to ensure that it is user-friendly and meets the needs of those producing digital content.

When completed, the Latin OCR program will produce results with an accuracy of approximately 80%, with 8 words out of ten being correctly identified. This will reach about 95% through programme customisation, tailored to specific collections, leaving only minimal manual checking for perfect texts.

Digitise your early book collection

Offering a high degree of accuracy, the Latin OCR system will be made available for libraries and archives to use under a free, open source licence. This will give libraries, archives and publishers a way to transform early printed books in Latin into fully searchable digital documents, free of charge. The programme will be downloadable in December 2015, from the website livingpoets.dur.ac.uk

As part of the project, the research team will be also setting up a not-for-profit company to provide additional customisation services. The team will offer a flexible and cost-effective service to tailor the Latin OCR system for specific collections of books. This will achieve an even higher level of accuracy, with 95% - 98% of words accurately recognised digitally, and a further manual checking for 100% accuracy.

Keep up to date

To receive updates as the system is developed and becomes available, get in touch. The *Living Poets* team would like to hear from libraries and archives interested in the OCR Latin software, especially trialling, and customisation; this will help to prove that our 'proof of concept' is working! Email Nick White, IT Research Consultant at: nick.white@durham.ac.uk or for more information about the *Living Poets* project, visit: livingpoets.dur.ac.uk

Rachel Smith
Durham University

Lessons learned

Chartered Librarian Lesley Harrison spoke to Emma Murphy of Conservation by Design about inheriting responsibility for a goldmine of precious archival material and artefacts at the historic Bedford School, which dates back to 1552.

Bedford School Library. Image provided by Conservation by Design.

Speech day programme. Image provided by Conservation by Design.

How do you tackle the task of protecting an archive's past whilst still securing it a high-tech future fit for the digital age? After years of being looked after by willing and interested volunteers, the extensive collections at the Bedford School needed to be brought into the 21st Century.

"Many dedicated people have worked on the Bedford School archive over the years. A previous director of studies, Richard Miller, was responsible for the archive for a considerable time, and managed to do an incredible job with minimal time and resources," Lesley explains. "He was instrumental in cataloguing the archive using a card index which was the only available system he had at the time."

"There were eight filing cabinets bursting at the seams. For those things that were logged, we had Richard's brown card system, but there was an abundance of additional items that had no description or protection from the elements.

"Unfortunately, the archive room suffered from some damp issues and direct sunlight, so the first thing I did was get a black-out blind fitted and have the roof repaired. Of course, some damage had already been done, but I knew this would help prevent further deterioration and protect any new items coming into the collection.

"Then the sorting started, so we could start building a living archive that people could actually use. Collating information alphabetically, using keywords and

dates, is an on going process. For a number of years enquiries from old boys or historians were handled by the Old Bedfordians Club, who had to rely on their own experience and knowledge. Thankfully, we are an organised and professional team and able to approach the task objectively.

"Some of the items I have found are incredible - from Bedford School standard issue gas masks to a 1946 Speech Day programme signed by the guest speaker, Field Marshall Montgomery of Alamein. Many school stories that people had simply forgotten over time are being uncovered and celebrated once again - it's an exciting time."

The lack of records for some historic artefacts in the collection brings home the importance of continual monitoring of school documentation, and makes archiving of modern era communication all the more important.

"We have artefacts dating back over 100 years which we can't place, and it's such a shame. The difficulty has been identifying the masses of unmarked photos and documents, for which we have no names or dates. It can be very frustrating but I still consider us to be in a very fortunate position.

"In the 1970s a senior boy, Richard Barnwell, discovered a large cupboard loaded with school class lists, numerous programmes and other archive material. Recognising their importance he managed to get it moved to a more secure location. It was through his endeavours that the great fire of 1979 did not claim these items.

"We cannot let the present go the same way as the past by losing track of what is happening online in this digital age. History is all around us at Bedford School and buildings such as our Memorial Hall are a poignant reminder of just how important celebrating our history is. It's relevant in modern day teachings, bringing home the essential role an archive plays in an institution such as ours.

"Of course to remain relevant you have to move with the times and so we have started making elements of the archive available online through our intranet and Twitter. We mark current news and events and celebrate anniversaries and key milestones of the school's history through an 'archive of the week' feature. To add further,
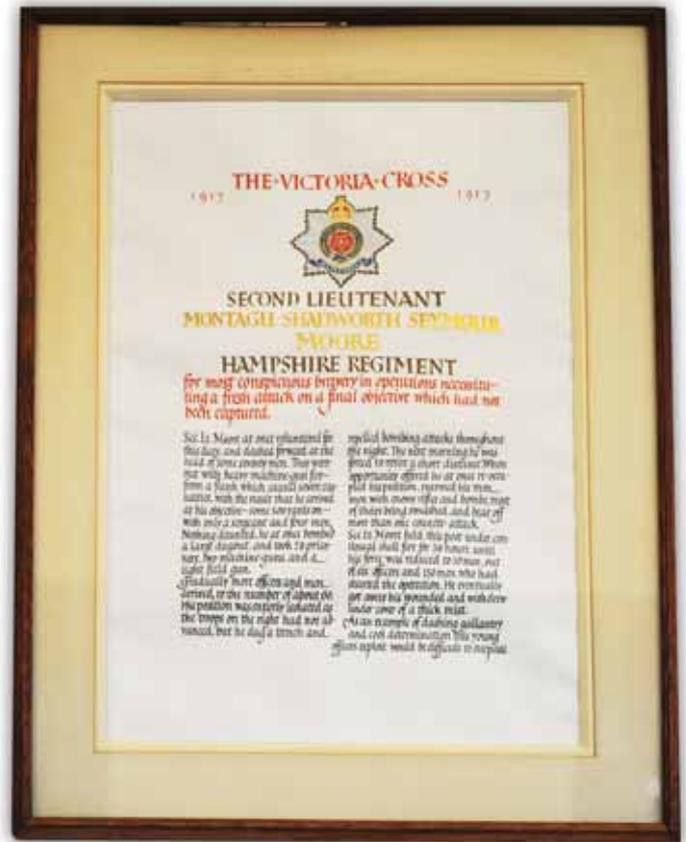
Illuminated text: Victoria Cross. Image provided by Conservation by Design.

School issue gas mask with Ecophant conservation box. Image provided by Conservation by Design.
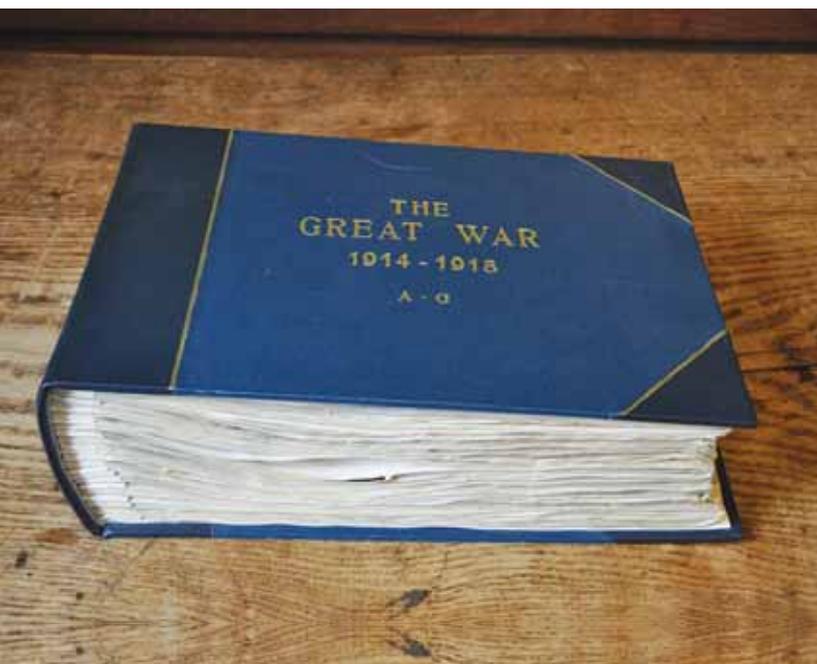
One of the many Books of Remembrance to commemorate Bedford School students who lost their lives in the Great War. Image provided by Conservation by Design.

> **"***The difficulty has been identifying the masses of unmarked photos and documents, for which we have no names or dates***"**

I would really like to create podcasts with the old boys and share some of their wonderful stories."

Lesley concludes, "Technology is an integral part of modern life. However, I do worry what the future may bring. It's all about safeguarding the past for the future's sake. How can we be sure that the methods we are using to store and share this information now won't become obsolete and unusable? The floppy disc did and so could Twitter.

"It's an unanswerable question, but one that should be asked. If I didn't, I wouldn't be doing my job as archivist effectively. I am a member of the School Archivists Group and we are all dealing with similar issues - together, we all share the responsibility of maintaining, conserving and developing our school archives for future generations."

Emma Murphy
Conservation by Design

www.archives.org.uk
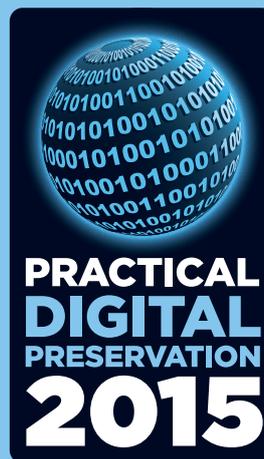
Practical Digital Preservation 2015 is a series of workshops and webinars on how to manage, preserve and give access to digital records.
Each full-day workshop and one-hour webinar is offered FREE OF CHARGE to ARA members.

The workshops:

Practical OAIS Digital Preservation
20 May 2015 in Bristol

The 5 Step Digital Preservation Journey
17 June 2015 in Birmingham

The webinars:

New Ways of Ensuring Access to your Digital Archive
13 May 2015

Digital Preservation in the real world: case studies
10 June 2015
(All at 11am for one hour)

**Check out all Practical Digital Preservation 2015 workshops and webinars and book your place at
http://www.archives.org.uk/events
Or call the ARA Office on 01823 327077**

'Having the knowledge and hands-on experience of how to properly manage and preserve digital content is a vital skill for ARA members'.
John Chambers, ARA CEO

'We look forward to sharing practical experiences of implementing and managing digital preservation governance and systems'
John Tilbury, Preservica Chief Executive

ARA Archives & Records Association UK & Ireland

Preservica Digital Preservation

The 2015 Jenkinson Lecture: Records and Archives in the Age of Information

The seventh Jenkinson Lecture was given at University College London (UCL) on Thursday 5 March 2015.

In 2007, UCL's Department of Information Studies established the annual lecture to celebrate the diamond jubilee of the foundation of archival education, named in honour of Sir Hilary Jenkinson who more than anyone else was responsible for establishing archival studies at UCL. In 1947 Hilary Jenkinson, Deputy Keeper of the Public Records, gave the inaugural lecture 'The English Archivist: a new profession' (www.ucl.ac.uk/dis/icarus/culture/JenkinsonLecture).

This year's lecture was given on the 54th anniversary of Jenkinson's death. The speaker was Geoffrey Yeo, now Honorary Senior Research Fellow at UCL, to mark his retirement from the teaching staff at UCL.

Geoff's topic was the connection of archives and records management to the world of information. He noted that, when Jenkinson gave an address to inaugurate UCL's archival education programme in 1947, his description of the students' curriculum did not even mention 'information'; but today the study of information is ubiquitous. Over the last half-century, the term 'information' has had a steadily rising profile, both in our profession and in the wider world, and it now sometimes threatens to replace 'records' and 'archives' in the vocabulary of archivists and records professionals. For example, the Records Management Society has become the Information and Records Management Society, and its mission statement no longer mentions records at all; the Society now aims 'to be the home of all those engaged in the management … or utilisation of information'.

Geoff examined whether the new emphasis on information and its governance means that archivists and records managers must dismiss the centrality of the record to their theory and practice; and whether the digital world of the 21st century requires them simply to become generic 'information managers'. He explored different meanings of the words 'information' and 'records', to see whether distinctions between them remain valid in the contemporary world.

Citing Terry Cook's view that 'archivists are in the understanding business not the information business', he argued that records have complex layers of meaning and performativity, which the notion of records as mere information is not rich enough to embrace. By regulating human behaviour, creating obligations, or establishing social relationships, records play a role in shaping the world. They are not so much factual 'information assets' as representations of actions performed and propositions asserted; any information we can derive from them depends on those representations.

Geoff concluded that, although the language of information carries weight in the corridors of power, this does not mean that records professionals have to dismiss the concept of the record as an irrelevance from a former age. They can use the language of information when it is politically necessary, while accepting that it is inadequate for a full understanding of record-keeping.

About 100 people attended the lecture, which was followed by a drinks reception in the Cloisters. Facet Publishing kindly donated two copies of the best-selling book, *Managing Records* by Elizabeth Shepherd and Geoffrey Yeo, as prizes in a draw at the lecture. In due course, the lecture will be published in the form of a journal article.

Elizabeth Shepherd and Geoffrey Yeo
Department of Information Studies, UCL

Archives from the ashes

One year on from the Glasgow School of Art (GSA) fire, plans are in place to re-establish its archives and to create a more robust and responsive service

On 23 May 2014, a fire broke out in Glasgow School of Art's A-listed Mackintosh Building, home to the School's Archives and Collections' reading room and storage areas. Despite the ferocity of the blaze, the fire brigade amazingly managed to contain its progress, and the majority of the building's structure and its archives and artworks survived unharmed. Nevertheless, some areas were destroyed including the world-famous Mackintosh Library, a significant number of furniture items designed by Charles Rennie Mackintosh, and almost all of GSA's oil paintings. In addition to this, water ingress impacted on the School's textile and artefact collections and a small proportion of its paper archives.

During the two weeks after the fire, the Archives and Collections team were able to remove the bulk of the surviving material from the building (only a few very large and or fragile items were left in situ) and to undertake initial triage and conservation work. This was only made possible due to the huge support of volunteers from across GSA and the archive, museum and conservation sectors. The initial drying, packing and listing of material then continued for a number of months until everything had been stabilised and sent to off-site storage. By the end of 2014 we were able to offer a limited remote enquiry service. This was greatly aided by the launch of our online catalogue (www.gsa.ac.uk/archives) in December, a project which had started before the fire and which we were able to extend due to support from Museums Galleries Scotland.

The Mackintosh Building on fire, May 2014 photograph: Theresa Moermanib

Archive material being moved from The Mackintosh Building, May 2014 photograph: The Glasgow School of Art

One year on, two new members of staff have been appointed to work solely on the recovery project and a three year plan is in place to conserve, rebuild and further document our holdings. Although the fire was a terrible event, it has encouraged Archives and Collections staff to reflect on our working practices, and in particular how these link to business continuity. These have included:

● **Cataloguing and digitisation work**.
The post-fire salvage work was greatly aided by accurate catalogue records and digital images of our holdings as these helped us to identify and track

The Mackintosh Building under scaffolding, October 2014 photograph: Peter Trowles

Archive material laid out to dry, May 2014 photograph: The National Records of Scotland.

material. Sadly for some of the items which were lost in the fire, these now also provide our only records of what had previously existed. We are now re-assessing our cataloguing backlog and have ambitious plans for increasing our digital image holdings.

- **Packaging, labelling, and location information.**
Much of the water-damaged material will need to be repackaged as a lot of wet packaging was discarded after the fire. It is unlikely we will alter our approach to this work as the original archival packaging had definitely served its purpose by protecting the items within from severe water damage. However, it has been recognized that the removal of wet packaging led in some instances to archives being separated from their reference numbers. We are therefore now investigating methods for safely attaching or writing references directly onto material. We are also considering the use of barcoding or RFID tagging to aid the documentation of information about locations and movement.

- **Communication**. Regular communication and virtual access to our holdings during a period of upheaval and limited access have been very important. They have ensured that we have a responsive and strong relationship with stakeholders and they have also enabled us to provide a user interface despite limitations to physical access. We are therefore continuing to enhance our online and social media presence. We

"Although the fire was a terrible event, it has encouraged Archives and Collections staff to reflect on our working practices"

hope that active communication channels will also aid us as we start to rebuild our holdings in areas which have suffered loss. Past experiences have shown that donors often get in contact with the service after having come across information from our blog or website via a Google search.

It's expected that the restoration of The Mackintosh Building will also take three years. However, the Archives and Collections plan to re-commence a full visitor service in alternative accommodation from September 2015. To find out more about the recovery work undertaken so far, and to keep up to date with our progress, please see GSA's Archives and Collections blog: www.gsaarchives.net/blog/

Susannah Waters
The Glasgow School of Art

Welcome to the Records Management and Information Governance special edition of ARC.

I hope you enjoy the articles this month and leave with a renewed interest in records and information management.

It's been a busy year for the Section with a great deal of work being done on our Don't Risk It! Know Your Records advocacy campaign - the first campaign of its sort to speak directly to the boardroom on the importance of records management. You'll be reading a few articles in this edition on the campaign and I hope you'll find these interesting.

Other than the work on Don't Risk It! Know Your Records we've also been busy holding a number of events throughout the year. The year really began for us with our mini conference and AGM, this year on the theme of professional identity and career transitioning. We heard from speakers who had moved from one career to another and the lessons they had learned from this, and also from Professor Jenny Bunn on an academic perspective on our professional identity. We also staffed a stall at the information market place at the ARA conference in Newcastle where we had the opportunity to speak to members on what we're getting up to and what they'd like us to be doing for them. More recently still we held an event at Unilever Archives and Records Management in Liverpool on the theme of archives and records management working together.

There are some very exciting developments on the horizon for record keeping professionals in the coming year, including: the ARA's involvement in an Information Management Alliance to build an advocacy platform to really engage with government decision makers; a new version of ISO15489 (the international standard on records management;) and more developments on the Don't Risk It! Know Your Records campaign.

As ever, your section committee is always keen to hear from you and welcomes your thoughts on what we can be doing for you, so please do get in touch with your feedback at rms@archives.org.uk.

Also, if you feel inspired to write a records management article don't just wait for our special edition, the ARC editors are keen to receive submissions from you throughout the year. I hope to see some of you throughout 2015.

David Jenkins
Chair, ARA Section for Records Management and Information Governance

Was it worth the risk?

Marie Owens and David Jenkins reflect on the first ever attempt at a records management advocacy campaign - Don't Risk It! Know Your Records.

Marie Owens

It takes a good while properly to evaluate a campaign. And it's never an easy thing to do. You can measure some stuff: how many people you spoke to; who clicked on what; who published what; who attended events, etc.

Marie Owens. Photograph by Simon O'Connor for the ARA.

But the aim of a campaign is usually to change some minds and/or behaviour. A tricky thing to measure without a lot of money or a lot of time.

But there are usually signs, often early signs, that a campaign is going to work.

As one of the people working on the ARA's Don't Risk It! Know Your Records campaign, I can remember certain moments when I knew it was looking good. Not long after we launched the campaign to records managers, David Jenkins and I stood together to talk about Explore Your Archive and Don't Risk It! Know Your Records - the two ARA campaigns. Virtually every question was about Don't Risk It! Know Your Records; there was real interest, a developing buy-in and many wanted to know more. I also remember the first time someone said "we've never taken this message to the Boardroom level before". I've lost count of the times this has been said since.

Dont Risk it team 17th July 2014 - some of the Don't Risk it team at the launch of the campaign at London Metropolitan Archives

Don't Risk It! Know Your Records was launched to the sector in May 2014. The first event 'for the Boardroom' was in February 2015. We knew well before that February event, held at KPMG's London headquarters, that we had a successful campaign on our hands and the ARA Board was committed to the campaign long term.

The famous line that "we know 50% of advertising works. If only we knew which 50%!" has some truth for campaigns too. You can follow the text books and still a campaign falls flat. You can see flaws but still it somehow works.

This is my take on the three reasons why Don't Risk It! Know Your Records is working:

Message and Audience

Ask the advice of any campaign expert and they will insist you answer two questions: who are you targeting and what is the key message?

The records managers who led the work on Don't Risk It! Know Your Records were always crystal clear who they needed to talk to: decision makers - leaders who can decide whether or not a good records management culture is going to be nurtured, whether a records manager is employed and, if employed, whether their professional skills are used well and wisely.

The key campaign message was nicely summed up by President Caroline Williams as she welcomed decision

> **" *This campaign has tried to influence people speaking directly with key decision makers in organisation across the public and private sectors.* "**

makers on 18 February: "A poor records management culture carries profound risk, while good records management makes very good business sense."

The balance of carrot and stick always felt about right. Leaders understand risk and pay attention to the word. A 'there's a benefit' message wouldn't work on its own. But neither would just a 'huge risk' message.

Method of Communication

You know who you want to talk to and what you want to say. What form of communication do you use? Of course the campaign would have a webpage; of course we would use modern communication like tweeting and blogging. But we wanted some busy leaders to notice us, though it might take time, and take some action; would they really be bothered to 'click' on something?

David Jenkins speaking at ARA conference Photograph by Richard Kenworth. for the ARA.

We decided that a good old-fashioned leaflet and letter would be sent as the first communication to 1500 named individuals in the UK and Ireland. They, or someone working at a high level with them, was likely at least to read the letter and glance at the leaflet. Some might even reply; some might pass the letter and leaflet on - perhaps to a Head of IT or Compliance or to a Company Secretary. When we followed up that first information letter with an invitation to a specific event in London, there was also the chance that some recognition of the campaign would occur. It did no harm at all that we could offer a short morning of very good speakers, including the UK's Deputy Information Commissioner.

Making it Work for ARA Members

ARA campaigns are predicated on giving ARA members the tools to do local advocacy: advice, artwork and tips.

Don't Risk It! Know Your Records had to appeal to records managers in their busy workplace, so they could communicate clearly and efficiently within the organisation while their leader was being written to from the ARA Chief Executive. We already knew from the Explore Your Archive experience that a toolkit approach works. No ARA member really has the time to frame perfect messages or work through who his or her allies might be. But if we could provide all this guidance along with ideas and logos, then something would almost certainly happen.

Some records managers got in there very early on and started talking with more confidence within the workplace. Even in the last few days I've met records managers who take a mildly apologetic tone to say: "I've seen the material, it's really good, I will join in". All the feedback so far says we've started something that ARA members can use and will use.

No one on the campaign team would pretend that we were inundated with leaders who wanted to attend our event or join in a conversation with us. But some DID attend the event and many DID write to us, some outlining with pride just how good they ARE at records management (some useful case studies for us to work up, perhaps?).

After the launch to the sector, a letter writing campaign to more than 1500 individuals and the first event, it's time to take stock and plan the next steps (which is also very good campaign practice). There's every reason to think that this campaign has real legs - and a successful future.

Marie Owens
ARA Head of Public Affairs

David Jenkins

As a records manager myself, I think it's important that the message of good records management and the risks of not doing it well are communicated wherever possible. This campaign has tried to influence people by speaking directly with key decision makers in organisations across the public and private sectors. Will all of those people who received a letter and leaflet change their mind? Of course not. However even just making one Chief Executive vaguely aware of this discipline known as records management can be no bad thing.

So I'm proud that we managed to get a clear message of the value of records management out there. But I'm also equally proud of the toolkit which we've developed for recordkeeping professionals to use in whichever way they see fit. We've provided ideas on who key allies might be, some facts and figures that can illustrate the importance of records management, and some branding to try to make the topic eye-catching!

ARA members were involved in setting the tone of the campaign from day one. We launched a survey to

> *"All the feedback so far says we've started something that ARA members can use and will use. "*

It's All In The branding!

members of the Section for Records Management and Information Governance asking for feedback on what we should be doing in an awareness campaign. We were told a few key things - target the campaign at decision makers (rather than the general public); tell people about the importance of records management; stress the risks of poor records management. So with this mandate we began developing the campaign with those as our key priority areas.

The campaign has provided resources to help promote the value of good records management in the form of our toolkit, promotional leaflet, and branding but it has also gone 'on the road' to talk about the campaign to records managers so they know how to engage with it. We held our first formal event in July in London to launch our advocacy toolkit. It was an engaging day featuring speakers on the theme of good records management and an introduction to the key aspects of the toolkit. Earlier, in May we spoke to ARA Scotland about the campaign to encourage members to keep on the lookout for the forthcoming resources and to get their feedback. We also spoke at a breakout session at the ARA conference in Newcastle in August to get feedback and promote the toolkit. Our most recent event in London in the grand surroundings of Canary Wharf was yet another opportunity for people to engage with the content of the campaign and hear from speakers about the importance of good records management. As you can see a great deal has been happening over the last 12 months!

The campaign has only been a success because of the hard work of the volunteers who have invested their time in developing it. I'd like to say a personal thank you to those who have been involved in the campaign working group - Laura Hynds, Bryony Leventhal, Margherita Orlando, Edward Ratcliffe, and Sarah Palmer, as well as John Chambers and Marie Owens. I'd also like to thank Tim Baigent from Glyder on the great branding he has delivered for us. Together we have worked to put some rather vague ideas into a clear and focused campaign.

David Jenkins
Chair, ARA Section for Records Management and Information Governance

Have you ever Googled 'records management' to see what images you can get to help illustrate what you do? You usually see a never-ending row of filing cabinets, enough boxes to fill several warehouses, and a few vinyl records and CDs thrown in for good measure. It's basically quite hard to find good images to illustrate what records management is, and why it's important.

With this in mind we were keen that one aspect of our Don't Risk It! Know Your Records campaign should include some branding and some stock images that could be used to promote good records management. We also had a clear direction from members of our section…NO BOXES OR SHELVES!

Branding the campaign was an important consideration from day one. We wanted our campaign to have a strong identity and that meant that it needed a logo. Working with Tim Baigent, Creative Director at design firm Glyder, we requested a logo to reflect the custodial nature of records management. Given this fairly tough brief Tim came up with a selection of possible logos which we could choose from. We opted for a circular logo with cupped hands. The

Campaign Leaflets available at the ARA Conference

Don't Risk It! Know Your Records campaign main logo

The first draft of our information security image. Image by Glyder.

The final version of our information security image
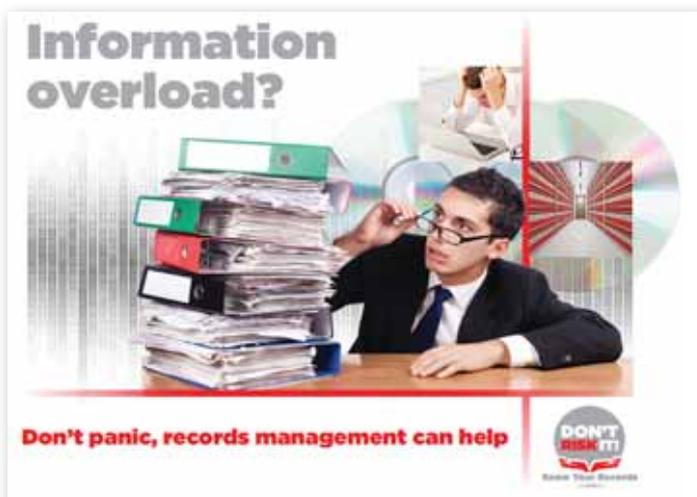
An image to illustrate 'Information Overload'

logo has multiple variations with different tag lines, and a general circular variant which can be used as a bullet point. It's fair to say it took us some time to agree all these, and once the shape was sorted we moved on to the vexed issue of colour. In the end we opted for red as a good illustration of the danger that risk posted to organisations.

The next assignment we commissioned was the design of our advocacy toolkit, avoiding boxes and shelves where at all possible. The layout and design of the toolkit were relatively straightforward; we decided to continue using the colours of the logo throughout the document. The illustrations were a more challenging brief for our designer. I have nothing but admiration for Tim who worked solidly to try to find images to fulfil our fairly vague ideas of what we wanted. One of our ideas was to have an image illustrating the theme of information security and the risks of disclosure. When we proposed this to Tim, we made some assumptions that images would be contemporary, reflecting the nature of modern information management. Tim's initial proof was an excellent concept, but more suited for historical records and it served as a good reminder that we hadn't communicated our vision clearly enough. With a few apologetic phonecalls and emails to Tim, his next proof was an excellent modernised version, and when you compare the two images you can appreciate the evolution of the concept. We also had Tim create images reflecting the notion of 'information overload' and the destruction of documents. These were spot-on from the start because we had learned that we needed to be clear about precisely what we wanted. I do have to admit the odd shelf may have slipped into one of the images but when you look at all three, I think you'll agree it was worth it.

Our next key branding initiative was the design of a promotional leaflet which was to be sent out to key decision makers in organisations across the UK. This time we had already made a good start: the branding was there as were the stock images, and all we needed to do was to provide some text to sell the benefits of records management to organisations ...easy, right? We had our key messages agreed and the arguments and facts we could use, but fitting them all on to an A4 folded leaflet proved to be a bit of a challenge. As a result we had to go through the process of being quite brutal in cutting down content that wasn't relevant so that the leaflet would have a professional look and feel and not overwhelm the potential reader. One of the more innovative things which we managed to include in the leaflet was a records

management health-check. This asks the reader a number of questions to help diagnose their records management health in the style of many popular magazine style quizzes (i.e. if you got mostly As then you're in good health).

So after a few frantic months we had a logo, a strong look and feel for our campaign, some re-usable stock images, a publicity leaflet, and even a pop up banner! Although it was a long and sometimes hard process I am really pleased with what we got out of it all.

There are some lessons I'd like to personally share on the whole process of developing branding and working with a designer.

- It's really important that your branding is re-usable and has longevity. As a result of our campaign we have resources which we'll be able to use long after the campaign itself (and the funding for it) has ended.
- Be very clear about what you want and spell it out clearly. Don't expect your designer to know what you're thinking. If you have an idea you'd like developing tell the designer in detail (even if that means mocking something up yourself) - you'll save a lot of toing and froing in the long run.
- Don't be tempted to go overboard on designing-by-committee - it's certainly helpful to have a few people to bounce ideas off, but if you have too many then the simplest task of approving a proof can take a very long time!
- Set realistic deadlines of when you need branding available - if you have an event you need something for then make sure you plan ahead and don't leave it to the last minute - you'll save yourself a lot of stress!
- Make your branding punchy and to the point - when you're using text then the adage 'less is more' is certainly true!
- Don't be afraid to tell your designer that you don't think something has worked or that you want something different - they're a thick skinned bunch of people and they'll welcome the feedback - positive or negative.

So, in conclusion I hope you like the Don't Risk It! Know Your Records branding. It's something we've worked very hard to develop and please do use it within your organisations to help illustrate the importance of what you do.

David Jenkins
Chair, ARA Section for Records Management and Information Governance

Margherita Orlando, Laura Hynds, and David Jenkins at the ARA Conference making full use of the branding

> *Branding the campaign was an important consideration from day one. We wanted our campaign to have a strong identity*

Don't Risk It! Records management health-check.

The Speakers at the Don't Risk It! Know Your Record February event. From left: Stephen Bonner, KPMG; Gillian Acheson; Deputy Information Commissioner Graham Smith; and Deirdre Allison. Gillian and Deirdre are from the Belfast Health and Social Trust Care.

Don't Risk It! Know Your Records February event

There were approximately 70 people at the Don't Risk It! Know Your Records event including decision makers, sector leaders, archivists and records managers from a variety of organisations in the public and private sectors. It was excellent to have John Chambers and David Mander as well as delegates from the TNA, the IRMS and other campaign supporters present on the day.

Caroline Williams introduced the day, explaining the key messages of the campaign. Failure to do records management well carries profound risks for all organisations whereas doing it properly can have real benefits in regards to efficiency, accountability and compliance.

The first presentation was delivered by Steven Bonner, partner, KPMG, and he discussed some of his own experiences as a consultant in records management and emphasised how critical records management is for organisations for cost savings and growth. Organisations cannot keep everything but must ensure their vital records are secure and accessible. It will be records management that will save the organisation during periods of stress.

Graham Smith, Deputy Information Commissioner, was the second speaker of the day and discussed records management from the perspective of the regulator. He described records managers as 'the unsung heroes of the information world' and gave

delegates some tips on the best ways to promote records management within their organisations. When the Information Commissioner's Office (ICO) investigate an organisation, it looks for which steps have been taken to comply with the Data Protection Act and in particular what training is carried out on a regular basis and what systems are in place to ensure records and information are managed correctly. It is very important that an organisation maintains a disposal log as well as a retention schedule to demonstrate that retention periods are enforced, otherwise an organisation may be under suspicion for not holding records they may be expected to. He referenced the recent Peter Wanless and Richard Whittam QC Review[1] on child abuse which makes this point early on in the report.

Deirdre Allison and Gillian Acheson gave the final presentation of the day. They discussed the steps they had taken at Belfast Health and Social Care Trust to improve records management and information governance, following an ICO fine the organisation received when sensitive records were found in a disused building. The presentation included two excellent videos used for training purposes, one on social media and one that demonstrated the variety of services provided by the Trust and the number of different records produced requiring management. These visual training aids greatly help make records management more engaging along with other strategies including three monthly newsletters, regular training and recognising departments who have shown good practice in regards to their recordkeeping.

At the end of the event, questions were taken by the speakers as well as David Jenkins, Chair of the section for Records Management and Information Governance. Delegates were interested in how records managers should best approach the issues surrounding digital preservation and how records managers could raise awareness of themselves within their organisations. From comments and questions, it seems that several are still struggling to get support from senior management in regards to records management. It is one of the key aims of the campaign to give records managers (and those with records management responsibilities) the skills to promote records management within their organisations. The event went very well and feedback so far has been largely positive. The speakers were excellent and provided talks from different perspectives. The working group are now building on the success of this event and are planning the next stages of the campaign.

If you have any feedback on how you would like to see things progress, anything you think we have done well or should improve upon, we would welcome your comments and these can be fed back to us by email at knowyourrecords@archives.org.uk.

Laura Hynds
Don't Risk It! Know Your Records Working Group

[1] Peter Wanless and Richard Whittam QC, 'An Independent Review Of Two Home Office Commissioned Independent Reviews Looking At Information Held In Connection With Child Abuse from 1979-1999', Available at https://www.gov.uk/government/publications/the-peter-wanless-and-richard-whittam-qc-review. In particular, see page 1.

> *Failure to do records management well carries profound risks for all organisations whereas doing it properly can have real benefits in regards to efficiency, accountability and compliance.*

The external expert's opinion

KPMG partner Stephen Bonner proved a great speaker and co-ordinator for the Don't Risk It! Know Your Records event for decision makers. Here he reflects on the nature of the campaign, the overarching value of records management and the importance of organisations continuing to improve their recordkeeping practices.

While hosting and speaking at the inaugural Know Your Records event I was struck at the convergence of opinion across attendees and speakers alike, irrespective of operating sector or level of seniority. I'm sure that the slogan 'Know Your Records' is something that everyone involved in the campaign has been working towards throughout their career, whether a consultant, a regulatory advisor or a records manager. It's an issue that I'm finding affects more and more of our clients.

Records management as a profession has always been built on retention and retrieval; with the ever-increasing rate of technological advances, born-digital documents, regulatory requirements, global working and cyber threats, knowing not only what records an organisation holds but also where they are stored and who has access to them is also critically important. Retention and retrieval has gone from being seen as something approaching an inconvenient administrative burden to activities upon which an organisation may stand or fall, and it is an issue that is prevalent everywhere, not least in some of the UK's largest companies. The 2014 UK Government Cyber Governance Health Check found that of participating FTSE350 boards only 33% had a 'clear' knowledge of the key information assets held by their organisations; where these assets were shared with third parties, board knowledge was viewed as being 'marginally acceptable' or 'poor' by 40% of respondents.

The ability to Know Your Records not only protects the history of organisational decision-making, but also adds a layer of insurance against reputational damage, something that in this day and age is an arguably far quicker and more destructive method of losing customer confidence than any court case. In today's legal and regulatory environment, a single missing document can be all that is required for an entity to lose its case (or, at the very least, be seen as prima facie evidence of serious internal failings), irrespective of the weight of other evidence.

Stephen Bonner and other speakers take questions from the floor on 18 February.

> **"***Retention and retrieval has gone from being seen as something approaching an inconvenient administrative burden to activities upon which an organisation may stand or fall***"**

Records managers have always known the importance of their knowledge and skillset to an organisation and, in the current environment of increased scrutiny, have a great opportunity to bring the subject and profession into the spotlight, and to take it from the realms of 'nice to have' to 'must-have'. Records are the lifeblood of an organisation. They demonstrate decision-making, discussion, methodology, thoughts, even mistakes; everything, in fact, that makes each organisation live and breathe. Now is our time to make the step change required to reach the required level.

Stephen Bonner
Partner, KPMG

How to build a good advocacy platform

A key part of the Don't Risk It! Know Your Records campaign has been an advocacy toolkit which helps support recordkeeping professionals in developing their advocacy skills. As the campaign's first year approaches its conclusion it seems useful to remind record-keepers of the content of the toolkit and how they might make best use of it.

Advocacy underpins the whole Don't Risk It! Know Your Records campaign and a good deal of the campaign's work has involved appealing directly to key decision makers across all sectors on behalf of the recordkeeping community as a whole. However equally important are the 'local' advocacy efforts which records managers or archivists can deploy within their organisations themselves - it is often these efforts that can yield the tangible results.

In a time of diminishing budgets and ever growing pressures on our services, the need to be able to sell ourselves to our key decision makers is greater than ever. Advocacy should be a continual process helping to ensure that those within your organisation know what it is you do, the value it has to the organisation as a whole, and the skills and benefits that you bring to the organisation. We are no longer in a position where we can sit back quietly and expect our larger organisations to understand our profession - we need to go on the advocacy offensive! By being more effective in our advocacy efforts we can build better relationships with colleagues in our organisations, improve our image and how others perceive us, and perhaps most importantly, safeguard our services when budgets are squeezed.

With all of this in mind the Don't Risk It! Know Your Records Advocacy Toolkit has been designed to provide practical suggestions on ways to successfully advocate and tools to help support advocacy initiatives. The toolkit can be used by anyone working in a recordkeeping role whether in archives or records management to help them 'sell' the overarching value of what they do.

The toolkit is divided into a number of sections covering a variety of themes. These include: understanding the campaign's key messages; facts and figures that can support advocacy; tips on successful communications; suggestions on potential allies; guidance on using branding; and identification of some existing resources which recordkeeping professionals could make use of. All of these topics are important, however, there are some which can have greater impact on delivering your advocacy activities, which are discussed in more detail below.

Know Your Allies

In the modern organisation you will inevitably have a number of internal stakeholders with whom you need to maintain a relationship with - this might be colleagues or services you work with on a daily basis, or colleagues in far off corners of your organisation whom you'll need to remember to keep on your radar. All of these stakeholders represent potential allies who can help support your advocacy and more importantly to support your recordkeeping practices. These potential allies will vary according to your organisation but some common groups to consider include managers, auditors, lawyers, administrative staff, ICT and Information Security experts. Regardless of with whom you are attempting to build a relationship with, it's important to tailor your efforts to the individual groups to maximise your impact. For example if you want to sell records management to an IT person you'll need to stress the cost savings that it can make to their server storage. When speaking with potential allies don't assume that they are already aware of what recordkeeping involves, but don't overwhelm them with jargon either - give them a clear and concise description of what you do and how you'll be able to help each other.

Know Your Facts and Figures

Let's face it, if we only talk about records management concepts, procedures for sending boxes to storage or retention periods, then 'recordkeeping' can sometimes seem a little dull to colleagues within our organisations.

Don't Risk It! Know Your Records

Toolkit

> *We are no longer in a position where we can sit back quietly and expect our larger organisations to understand our profession*

One way of making the message more interesting is to include facts and figures which can easily illustrate how good recordkeeping can help your organisation. The toolkit includes a number of figures which could be used to help illustrate the enormity of the information boom in recent years. For example did you know that if you stacked a pile of CDs on top of one another until you reach the current global storage capacity for digital information you would stretch 80,000 km beyond the moon…I can already see a humorous PowerPoint slide in the making! If you can use genuine facts and figures derived from your own organisation then they can be even more powerful - consider speaking with colleagues in IT to discuss data growth on servers, or add up the costs of the off-site storage of boxes. The resulting facts and figures can be powerful and thought provoking discussion points.

Know Your Communications

All advocacy activities rely on good communication - if it's clear and simple then you're more likely to get your message understood. There are some common faux pas you can easily avoid, such as the use of some of the fantastic RM jargon and concepts you learnt during

your training (some may love the continuum concept versus the lifecycle debate but you can guarantee that your potential audience will become confused and lose interest very quickly). Also avoid long and wordy ways of communicating, as they're less likely to be read or understood. There are a variety of ways to communicate well - firstly make sure you know what methods are available to you - have you considered putting some information on your organisation's intranet; sending out global emails; speaking at team meetings/briefings? For the more ambitious you might consider putting on exhibitions, producing informational leaflets, or providing regular feedback to corporate groups to raise your profile. Training can be a valuable weapon in the recordkeeping professional's armoury - but it can easily go badly wrong if you don't do it right. Consider the various formats of training available to use; can you tap into other training programmes in your organisation; and use real life examples to help illustrate your messages.

The toolkit is available on the ARA website and we would encourage you to have a look to help generate some ideas and see if there are any things you hadn't considered when planning your advocacy.

www.archives.org.uk/ara-in-action/campaigns/know-your-records.html

David Jenkins
Chair, ARA Section for Records Management and Information Governance

Archivists and Records Managers working together

On 29 January, the ARA's Section for Records Management and Information Governance ran an event with the theme: 'Archivists and Records Managers working together'. The venue couldn't have been better suited to such a topic - Unilever's Port Sunlight office. From the moment we stepped into the building, it was clear that records held an important place in the organisation, as evidenced in display cabinets of objects from their collections. Our hosts, Claire Tunstall and Lesley Owen-Edwards, talked us through the fascinating background of the company itself, their key areas of business including their main brands, and an outline of the team and the responsibilities held. During the talk and the tour, a number of vital purposes of the team were given: from intellectual property (the example being a shading chart on a toothpaste package), to corporate memory (the example being the 200 year anniversary of Coleman's mustard).

It formed an interesting case study, as the Archivists and Records Managers are one team - particularly as they are now at the other side of an exercise examining whether this should remain the case or not (it did). Claire and Lesley were able to tell us about the work they have been doing to understand the relationship between the two functions, such as drawing up a Venn diagram of the overlap in service and responsibilities. This is something I personally have taken away for the 'to do' list, and it did spark a lot of discussion. They could evidence the usefulness of being one team - for example through their 'buddy up' approach to appraising boxes of paper records - enabling them to mark them A (Archives), C (a further Check will be required before a decision can be made) or D (Destroy).

It was clear that for Unilever being one team makes sense and works well - they are stronger together than they would be if they were divided and this is the ultimate reason why they should remain as one team. During the roundtable discussion, it became apparent that other delegates came from a variety of set ups. In some cases Archives and Records Management were completely separate and sitting in different parts of the organisation with very weak links between them. Others were currently together and were being separated imminently due to outsourcing. Whilst some delegates felt that the strengths would lie in one team, others felt that there were strengths in being separate - particularly where records management sits in ICT due to managing an EDRMS whilst the Archives sits in Heritage. The main conclusion reached was that there need to be strong links from one team to the other. There was a feeling that if the Venn diagram is empty in the middle, relationships need to be established and maintained as it is unlikely there should be no overlap. There was discussion over the benefit of formalising this through recorded policies and SLAs (service level agreements), even if part of one team.

The other aspect of the discussion revealed a desire to find answers to the question in a lot of record keepers minds - how do (or will) Archivists and Records Managers work together to face the challenges of electronic records? This is not something that could be answered on the day, but is something that the ARA Section for Records Management and Information Governance asked for views on, in terms of what delegates would find useful from the Section.

To finish off the day, David Jenkins and Laura Hynds from the Section then presented an overview and update on the Don't Risk It! Know Your Records campaign. This was a helpful and well-timed reminder to delegates that whatever their placing in their organisation, and their relationship between Archives and Records Management - the Section, and the ARA as a whole, support their members in advocating within their organisations, and the toolkit that has been compiled can be used a resource for this.

Sarah Palmer
London Borough of Hackney

New Festschrift to Honour Anne Thurston

2014 marked the 25th anniversary of the International Records Management Trust, a UK registered charity that promotes the importance of record-keeping in support of good governance, transparency, accountability and openness. The Trust fulfils its mandate by carrying out research projects, providing consultancy services, and developing training materials.

To commemorate 25 years of working with governments to improve records management and support access to trustworthy information for citizens, Ashgate is publishing *Integrity in Government through Records Management: Essays in Honour of Anne Thurston*. This collection of essays is edited by James Lowry, Deputy Director of the Trust, and Justus Wamukoya, Associate Professor in the Faculty of Information Science at Moi University, Kenya, and honours Dr Thurston's work as founder and Director of the Trust.

The volume includes chapters by researchers and practitioners, who explore how records and high standards of records management are the necessary foundation for ensuring integrity in government. The text is divided into five sections. In Part I, contributors explore topics including the Trust's work in Commonwealth Africa, the development of its training programmes, and its long-running work in Sierra Leone. Part II covers colonial and post-colonial record-keeping. It includes a chapter on the relationship between records and good governance in the Colonial Office; chapters on the impact of the political context on archives in Malawi and on the South African Truth and Reconciliation Commission records; as well as an examination of the effects of organisational culture on records management reforms in the context of the African Public Sector Reform Programmes.

Part III further draws out the themes introduced in the foregoing sections with a study on accountability in Ghana; a piece on the importance of records for supporting land rights in Uganda; an examination of the relationship between records management and the Right to Information; and an essay on the issues and emerging solutions in the area of open data. Part IV covers digital records management in developing countries, including the applicability of Trusted Digital Repository standards and the question of trust in the cloud environment. Part V concludes the volume with reflections on archival education at University College London, where Thurston once taught; a consideration of the role of the Association of Commonwealth Archivists and Records Managers in the international arena; and finally a closing essay outlining a strategy for developing records management capacity in the developing world.

This is an important collection of current research by academics and practitioners, which will be an invaluable source for studies in governance and records management, and will be relevant to researchers, practitioners, and students within the international community of record-keeping professionals.

www.ashgate.com/isbn/9781472428455

Helen Sumping

Rob's Top Tips

When storing books and documents the bottom shelf should be no lower than 150mm from the floor. In case of flooding or fire where the fire service pump lots of water into the building, the bottom shelf can sit above the water (British Standard PD5454).
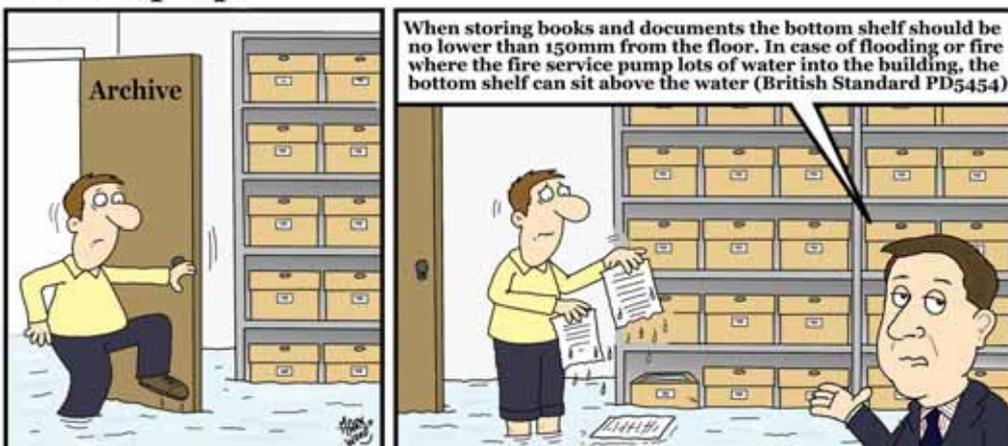
by Rob Dakin of Link 51   www.link51.com

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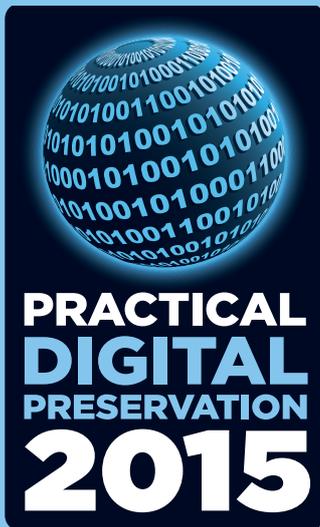
Get noticed: new ways of ensuring access to your digital archive

Martin Springell, Product Director at Preservica, explores new ways of ensuring users have a great experience accessing your digital archive

Being able to share and demonstrate the rich value of your archive or collection is one of the keys to sustainability, and is also part of the core mandate of many organisations – not just safeguarding information but also providing transparency and accessibility.

One System

With budgets getting tighter there has been a recent focus at many organisations on consolidating IT systems, and archiving and access systems are no exception. In response to this, off-the-shelf solutions have begun to appear that combine digital preservation and user access in one system – with the obvious benefits of saving time, money and duplicated effort and content.

There are, however, a few considerations that need to be taken into account to ensure you provide an optimum experience for your users.

Access control

First and foremost is access control – does the underlying digital preservation system allow you to define different user roles and control exactly who can see what content and what actions they are allowed to perform – ideally all the way down to an individual record level? This will enable you to confidently set up different roles, for example, administrator, archive manager, content contributor, internal user, and external users like researchers or the general public.

Preservation and Presentation

The underlying system should also make it easy to create multiple manifestations of the same content so you can, for example, keep master preservation copies safe (e.g. hi-resolution TIFFs from digitisation) and only serve up smaller presentation versions for public consumption (e.g. compressed, low-resolution JPEGs).

Customisation

Make sure the access portion of a combined solution is easy to customise to reflect your organisation's brand and the way you want to present popular or featured content. This will ensure the public face of your archive or collection blends seamlessly with your other online sites, but more importantly enables you to stand out from the crowd.

Find and Search

If you need to serve the wider public then make sure the access portal will be indexed and found by Google, and that there is a good mechanism for enabling online visitors to easily browse or perform more detailed searches.

Rendering

Your public access portal should also use a responsive design so content is viewed on PCs, Tablets and Smart Phones in an optimum way. Ideally the system should be able to render content in browser friendly formats – including text, audio visual and images – so these devices don't need the native applications and also don't need to download or stream content across the internet.

Sharing

Make it easy, in particular for public users of your archive, to share what they have found, and what they like, using social media and email. This will help spread the word and raise the profile of your archive or collection.

Measure it

Finally, make sure it is easy to track access to your public site using tools like Google Analytics and AddThis. Use this information to monitor where your traffic is coming from and which content and pages are the most popular.
This will not only ensure you go on improving the experience you provide to visitors to your online archive – but also allow you to demonstrate the value and use of your archive or collection to budget and stake holders.

Combining this value with the costs savings of a single system will help maintain ongoing funding and sustainability.

Practical Digital Preservation 2015 webinar:
New Ways of Ensuring Access to your Digital Archive
 Wednesday 13th May 2015, 11am-12pm (UK)
http://preservica.com/resource/ensuring-access

Martin Springell
Product Director, Preservica

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