



Archives & Records
Association
UK & Ireland

ARC magazine

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EDITORIAL

Welcome to the March 2011 edition of *ARC* Magazine. The theme for this month is blowing your own trumpet, otherwise known as advocacy. Our thanks go to Elizabeth Oxborrow-Cowan for rounding up articles on this subject that look at issues such as partnerships, funding, adding value, promotion and marketing. We also get contributions from Culture Minister Ed Vaizey and the ARA's René Kinzett.

Elsewhere in the magazine we go to all points of the UK – from Dundee, the location of a recent conference on 'Memory, Identity and the Archival Paradigm'; to the Public Record Office of Northern Ireland's updated online wills application; and then to Glamorgan Archives to see how it has forged closer and more fruitful partnerships with teachers.

We have the usual registration scheme news and the latest from ARA Chief Executive John Chambers – with details on the new refreshed look of the ARA website. Our anonymous correspondent looks at the pros and cons of community archives, and to calm down after that you can read about the 2010 Conservation Awards, and ISO standards.

Although we have new features on the website, we say goodbye for the time being to the photo caption competition. We're not sure if that's cheering or booing we can hear from inside the ARA bunker.

Gary Collins, Ceri Foster, Rachel Freeman, Rose Roberto, and Richard Wragg

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Advocacy Cover Images:

Artists impression of the new East Sussex Record Office. © F10 Studios Ltd 2010.

Teachers learn about the work of the Glamorgan Archive, © Glamorgan Archives.

Marks & Spencer head office letterhead (1912), image courtesy of the M&S Company Archive.

Culture Minister Ed Vaizey.

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Prioryfield House
20 Canon Street

Taunton
Somerset
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Advertising enquiries to:

anu@cabbell.co.uk

**or phone Anu Kaplish on
020 8971 8457**

Send articles/comments to:

arceditors@archives.org.uk.

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Association News



A word from John Chambers, Chief Executive of the Association

This year's conference will be at the Edinburgh Hilton Grosvenor Hotel between 31 August and 2 September 2011. The conference programme is now available on our website at www.archives.org.uk. Prices have been held at the same level as last year. In addition this year's conference will have an extra strand arranged by the International Council on Archives Section for Professional Associations. Members attending conference will therefore have the choice of three strands and the opportunity to meet and network with international colleagues. The conference will also coincide with the last week of the Edinburgh International Festival.

We are working with a number of archive services currently threatened by cuts to help defend their services. Things are particularly bad in England and the Republic of Ireland at the moment and we expect them to get bad in Scotland and Wales after the Parliamentary and National Assembly elections there. We are sharing information and working together with other organisations where we can.

The Minister for Culture, Ed Vaizey, has called an "Archives Roundtable"

meeting for 1 March (postponed from late January). This is to discuss the future strategic and policy direction for the archives sector. Lord McNally, Minister of State for Justice will be attending, with Oliver Morley, Acting Chief Executive, The National Archives; Roy Clare, Chief Executive, MLA; and a representative of the Local Government Association. René Kinzett and I will be there on behalf of the ARA and having two association representatives at such a high level meeting is a big step forward for us all.

René will publish a report of the meeting on his blog, one of the features on our new website. It has far more functionality than the old site, including social networking for those who want to use it. Members can create their own discussion groups and their own page. A lot of content has been brought over from the old Society of Archivists and National Council on Archives websites and is in the process of being updated. We are still renewing some of the old content, such as the best practice guidelines, and this will be put up when it is ready.

We are also near the launch of an electronic newsletter which is based on the template of the new website. This will enable us to give you news when it is still new, rather than five weeks old. The first casualty of the newsletter will be this column, which is probably a relief all round.

You may want to contribute to the Heritage Lottery Fund (HLF) three month consultation on its future direction (for more details see: www.hlf.org.uk/aboutus/whatwedo/Pages/Consultationonourstrategicframeworkfor20132019.aspx).

www.hlf.org.uk/aboutus/whatwedo/Pages/Consultationonourstrategicframeworkfor20132019.aspx).

Some advice if you are thinking of making HLF applications. Firstly, applications from archive services are usually weak in the Activity Plus area - we put in too low an amount. The more activity you plan the better. Secondly, for applications of more than £50,000 there is a two-stage process. If you make it past stage 1 you are then given 18 months to make a full bid. There is development funding available to help you make this full bid but archives tend not to apply for it.

Lifelong Learning UK (LLUK), the Sector Skills Council in the UK for Libraries, Archives and Information Services (LAIS) will be abolished on 31 March 20 11. They are not going to be lamented by many. However a future home for the LAIS part of LLUK had been totally overlooked and but for the Chartered Institute of Library and Information Professionals (CILIP) and ourselves that would have been it. A temporary fix for LAIS is about to be agreed and we are working with CILIP to find a long term solution.

The Journal has been digitised all the way back to volume 1 (1955) and is available for members via our website. Finally we are still looking for a Registrar for the Registration Scheme and a Chair for the Section for Preservation and Conservation. Anyone interested please contact me at john.chambers@archives.org.uk.

.....
John Chambers

Collecting Matters

If collecting really does matter then are we shouting about it enough? What more can we do to demonstrate the value of our collections and who should take notice? Do we need to be better advocates of our own services?

The National Archives and the Museums, Libraries and Archives Council publication *Archives for the 21st Century in action* is intended to help the sector do exactly that. It highlights the aims of the Government policy for archives and provides a blueprint for advocacy at all levels across the sector. It can be found on the The National Archives (TNA) website at www.nationalarchives.gov.uk/documents/archives-for-the-21st-century-in-action.pdf.

But other opportunities exist for you to publicise what you do.

Local, regional or even national projects will help make you more visible especially those that involve working more widely across the cultural heritage community. And don't

forget that your users should be your biggest advocates so find ways to harness their enthusiasm.

You could apply to the Archive Pace Setter scheme to help raise your profile: see www.nca.org/archivepacesetter; or submit an article for TNA's quarterly Archive Sector Update and share special projects and activities (email: asd@nationalarchives.gsi.gov.uk).

Advocacy is knowing what to say and how to say it, so tell us about when you've been successful or where you face challenges and together we can take positive action to make ourselves heard.

.....
Cathy Williams

The National Archives
.....

www.nationalarchives.gov.uk/information-management/policies/collection-strategies.htm

Registration Scheme News

Registration Scheme Workshop at The National Archives, Monday 21 March, 1- 4.30pm

This FREE half-day workshop is suitable for candidates, referees, mentors and anyone interested in enrolling on the scheme or becoming a mentor.

It will provide the opportunity to:

- Find out about the Registration Scheme: Why do it? What are the personal and professional benefits? What does it involve?
- Work through the four development areas: formal training courses; study and research; work achievements; contributions to the profession
- Work through Learning Outcome Forms: motivation; achievement; evidence
- View successful portfolios
- Ask questions about the Registration Scheme

Programme Structure:

13:00 -13:10 - Arrival & registration

13:10 -13:50 - Overview of the ARA Registration Scheme; role of the candidate and mentor; Personal Development Planning

13:50 -15:15 - Getting to grips with the four areas of development; Learning Outcome Forms

15:15 -15:45 - Tea/coffee; view binders from some of the successful candidates; individual queries

15:45 -16:30 - Support; frequently asked questions; discussion and round-up.

The maximum attendance for the workshop is 18. Book early to avoid disappointment (no later than one week prior to the date of the workshop).

To register for the workshop, please contact: regschemeevents@archives.org.uk

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
.....



Charlotte Hodgson, Principal Archivist receiving a 'Most Valued Partner' Award from Careers Wales, on behalf of Glamorgan Archives, © Glamorgan Archives.

Reach the teachers

Ten years ago Glamorgan Archives' approach to delivering an education service looked very different. The focus was at the highest level, promoting our service to teacher training colleges, producing leaflets directly aimed at the education sector and circulated to institutions. The occasional visit by a teacher or a school party resulted but when we produced an Audience Development Plan in 2004 the data clearly identified the failure of that approach to encourage and enable direct use of the service by primary and secondary schools. It was time to change the way we approached our educational work. With 610 primary and secondary schools in our catchment area we had to be creative in finding ways to maximise our resources. An education officer was not an affordable option so we concentrated on supplying professional expertise as archivists and developing partnerships with practicing teachers and advisors for the pedagogical and curriculum input.

“With 610 primary and secondary schools in our catchment area we had to be creative in finding ways to maximise our resources.”

With too many schools for staff to visit the opposite approach was adopted, to bring teachers to the Archives. Regular Teacher Familiarisation Days were introduced and promoted through local networks. At these days Archive staff demonstrate the work we do, the sources we hold and teachers explain how these could be used in a classroom setting. Forging partnerships with groups such as the Education Business Partnership and Careers Wales made it possible to secure funding to pay for supply cover

“
Some teachers have then gone on to sign up for placements with us, spending a couple of days researching a topic and developing a resource that can be used in the classroom.
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Creigau Primary School children learn about handling archival material, © Glamorgan Archives.



Teachers learn about the work of the Glamorgan Archive, © Glamorgan Archives.

for teachers to attend the courses. Some teachers have then gone on to sign up for placements with us, spending a couple of days researching a topic and developing a resource that can be used in the classroom. Teachers are also encouraged to continue their links with us by bringing their classes to the Archives. Classes tour the building, including conservation and repositories, and get a chance to move the mobile racking and set the box-making machine in motion, under close supervision of course! Students complete quiz sheets as they proceed through the various areas and are presented with a mini Glamorgan Archives box as a reminder of their trip.

Welcome recognition of our work with teachers came in 2008 when the office was presented with a Careers Wales Cardiff and Vale Most Valued Partner Award for our primary and secondary teacher placements and our follow up support.

Moving to new purpose built premises in 2010 has enabled us to offer state of the art facilities to our visiting teachers and school groups. Our approach may be simple but our mantra of 'reach the teachers and the children will follow' has so far proved a positive and effective one.

.....
Laura Russell

Glamorgan Archives
.....



Memory, identity and the archival paradigm

Keynote speakers Terry Cook, David Lowenthal and Graham Dominy

Caroline Brown, Programme Leader, Archives and Records Management, Centre for Archive and Information Studies (CAIS), University of Dundee, introduces the views of some of the delegates who attended the conference 'Memory, Identity and the Archival Paradigm', held in Dundee in December 2010.

Over 60 delegates from 14 different countries met in a very snowy Dundee for the conference 'Memory, Identity and the Archival Paradigm', organised by CAIS. It was one of several events held by CAIS as part of its Royal Society of Edinburgh funded interdisciplinary research network on memory and identity. The keynote speakers were Terry Cook, Visiting Professor at the University of Manitoba, Canada; Graham Dominy, Chief Director of the National Archives, South Africa; and David Lowenthal, Emeritus Professor of Geography and Honorary Research Fellow, University College London (UCL). All the papers were thought provoking and engaging, meeting colleagues from around the world was a pleasure, and the conference dinner and ceilidh were entertaining. The following reports from delegates reflect the range of topics that were covered at the conference.

The conference provided a fascinating programme that sought to engage with issues at the heart of the archival endeavour. Across eight sessions the conference considered acquisition and appraisal, description, display and interpretation, activism and creative exploration, and their role in the formation of memory and identity. I would like to draw out themes that I felt crossed all presentations and were developed throughout the conference:

(1) Archivists need to be aware of their own professional history, memory and identity, and apply their observations to current practice in an effort to better understand the role archives play in memory and identity shaping. From Terry Cook's opening

talk, in which he identified four archival paradigms: pre-modern (Jenkinson); modern (Schellenberg); post-modern; and community (emerging), presenters displayed an awareness of the need to constantly challenge and develop established archival notions.

(2) The conference consciously sought to be interdisciplinary, in acknowledgement that one of the best ways to achieve point (1) is to examine multiple viewpoints and theories. Art and literary theory, biology, axiology and sociology were all engaged with, bringing fresh perspectives to archival concepts and widening the debate.

(3) Alongside archives, records and memory, it is important to acknowledge that the archive is also constituted by the absences within it. Several presentations suggested ways to interrogate these absences and engage with them, including possible ways to integrate other forms of remembering and record making in response to these silences.

(4) Attempts to challenge these absences were mirrored by the definitions of archives, memory and history which the presenters provided: archives as a conversation and a space for discovery, as a tool of control and of liberation; history as an argument between past and present, a web of imagination around fixed points; and memory as a constant process of renewal, creation and exclusion.

(5) The recent upsurge in community archives, archival activism, and engagement with the archive from multiple disciplines should be celebrated and encouraged. Doing so will require archivists to change the ways they conceive of themselves and the ways they work. Digital technology could enable us to engage in post-custodial practices, actively sharing control through collaboration with records creators and users to constitute, describe and explore the archive, resulting in a more participatory approach to the processes of memory and identity building.

.....
Alex Hailey

The British Library

I was lucky enough to have obtained a bursary to attend the third day of the conference. Working in Durham University's Sudan Archive, and having written my dissertation on the role of the Sudan Archive in constructing and reinforcing Sudanese tribal memory and identity, I felt that the theme of the conference was a particularly pertinent one. I was therefore looking forward to hearing what promised to be an eclectic mix of papers.

From the outset, it was clearly apparent that a great deal of organisation had gone into the conference. The day was well structured, incorporating a keynote speech, two sessions (with four speakers in each), and the closing address. Following each session, the floor was opened to allow conference delegates to question the speakers and this helped to generate some lively debates. Aside from the main event, regular breaks in the proceedings offered plenty of opportunities for networking (an important element of any conference).

The standard of the papers presented was high and, perhaps unique for any conference, were all relevant to the theme. My particular highlight, and I'm sure the highlight for many who were there, was Professor David Lowenthal's keynote speech. Intriguingly titled 'Pandora's plenitude: archives for all forever', Professor Lowenthal's paper on the historical and contemporary obsession with a complete and recoverable memory was both captivating and thought provoking. From a personal point of view, I also felt privileged to hear a paper from my former dissertation supervisor, Jeannette Bastian, on the role of non-textual records in constructing collective memories and identities amongst indigenous communities in the United States Virgin Isles.

Overall, it was a pleasure to attend a conference in which I can honestly say that I thoroughly enjoyed all the papers. The concepts of memory and identity, by their very nature, can appear a little remote from the practical day-to-day issues faced by record-keepers and, prior to the conference, I was a little concerned that the papers presented would be too abstract for a general audience. I'm happy to report that these preconceptions proved to be completely unfounded.

.....
Jonathan Bush

Durham University Library, Archives and Special Collections

The conference covered a range of themes from an interdisciplinary perspective with speakers from the archive world and beyond. It is impossible to do justice here to what were three full days of quality presentations by a host of international scholars and practitioners. On this occasion, special mention is due to the organisers for their hard work and dedication which resulted in the majority of speakers and attendees making it into -11°, snow-bound Dundee.

Several of the conference themes – concerning memory, identity and creative practice – were of particular interest to me. However, with six of the conference speakers currently enrolled in PhD programmes in archival studies, the conference presented a unique opportunity to meet, listen to and engage with fellow PhD students. Research topics ranged from an overview of archival research in the area of collective memory (Trond Jacobsen); through an examination of value concepts in archival theory and practice (Elaine Penn); a consideration of archival identity vis-a-vis description (Jenny Bunn); the complex relationship between memory, recordkeeping and Canada’s Indian Residential Schools Settlement (Melissa Adams); to reflections on the archive as a site for creative exploration (Stefanos Pavlakis and Rachel Bracha).

Trond Jacobsen’s paper involved content, textual and citation analyses to trace and examine the treatment of collective memory as a concept in archival literature. His presentation prompted an interesting discussion on the

level of interdisciplinary research in archives in recent decades. While some archivists do look to other disciplines in their research, this process seems to be non-reciprocal. Despite acknowledging the significance of archives to memory and identity construction processes, researchers from other disciplines frequently discuss the Archive without referring to archival expertise in the form of archival literature. It may be that this is a two-way process, which is still in its infancy. After all, it is only relatively recently that archivists have embarked on a concerted effort towards a broader, interdisciplinary approach in archival research. This conference (along with the previous Philosophy of the Archive conference organised by CAIS and the Royal Society in 2008) was another welcome step in the right direction.

My own research interests – the relationship between art, archives and collective memory – are by default considered within an interdisciplinary framework. I am currently at an early stage of the research, trying to formulate an appropriate research methodology. It was therefore of particular interest to listen to Elaine Penn and Jenny Bunn – both PhD students at UCL – whose respective presentations related, among other things, to their use of interdisciplinary methodologies. Elaine discussed her use of Theory Derivation – a method that applies theory from one field to another, where it is used to offer new insights. Although this requires a knowledge base in both fields, it makes a great deal of sense – especially in areas where little research has been done within one’s own field. Elaine has chosen axiology – a philosophy of value – to examine the concept of value within archives.

Jenny Bunn – in an original and refreshing presentation – discussed the identity of archivists and its close relationship to archival practice. Jenny’s research focus is archival description, examined via a systemic approach borrowed from life sciences. This allowed her to investigate the archival concepts of ‘fonds’ and ‘recordkeeping systems’ through the concept of autopoietic systems usually associated with biology.

Both these pieces of research are still work in progress and I look forward to their conclusion. These and the other glimpses into current archival research offered by the conference were truly inspiring and I would like to extend my thanks to the organisers for inviting me to speak and for making it possible to attend the conference. It has been a fantastic experience on several levels.

.....
Rachel Bracha

World ORT Archive



Conference delegates

Online wills application updated in Northern Ireland

On 29 November 2010 the Public Record Office of Northern Ireland (PRONI) launched an update to its existing online wills application. This was the culmination of a project by PRONI to index and digitise early wills from the three District Probate Registries of Armagh, Belfast and Londonderry between the years 1858 and 1900. This is the latest in a series of online resources made available on PRONI's website – including the Ulster Covenant, Freeholders Records, Street Directories and Name Search.

The original wills application was launched in early 2008 and contained a searchable index and abstracts of over 148,000 people for the period 1858 - 1920. Scanned images have since been linked to the pre-1900 will entries and further entries have been added for the

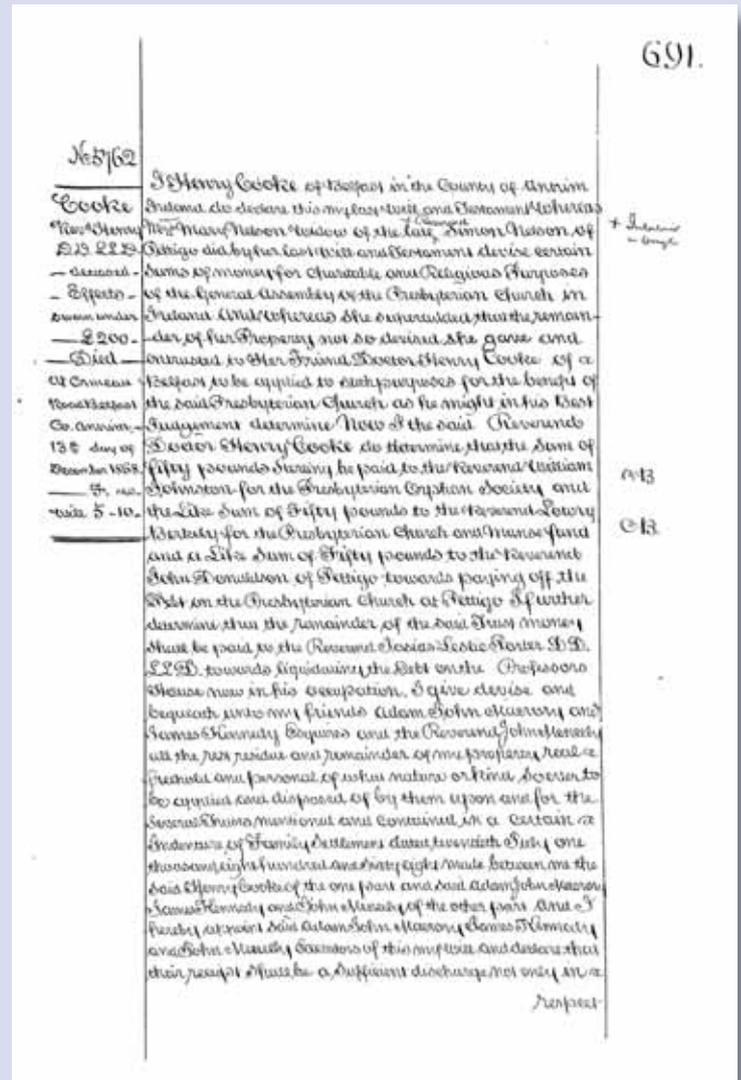
period up to 1943. In total there are 93,388 will images available on the PRONI website at www.proni.gov.uk.

The wills held by PRONI are some of the most used archival sources by both family historians and solicitors. Using search fields, researchers can navigate to a set of results that

display details such as name, dates and the content of the abstracts transcribed from the original entries. For those wills for 1858 - 1900, PRONI has provided a link to the digital image and these can be viewed, downloaded and printed from the website.

The District Registries cover what is now Northern Ireland and were received from offices in Armagh, Belfast and Londonderry. From 1858 until 1921 (when its functions were absorbed elsewhere) the Armagh Registry covered testators living in Counties Armagh, Fermanagh, Louth, Monaghan and Tyrone except

“The original wills application was launched in early 2008 and contained a searchable index and abstracts of over 148,000 people for the period 1858 - 1920.”



Will of Henry Cooke (1868). Public Record Office of Northern Ireland, TBEL/1/11.

for the baronies of Strabane and Omagh in Co. Tyrone. Belfast District Registry from 1858 - 1921 covered Counties Antrim and Down while the Londonderry District Registry covered for the same period covered Counties Donegal, Londonderry and the baronies of Strabane and Omagh in County Tyrone.

Although most original pre-1900 Irish wills were destroyed in the fire in the Dublin Four Courts in 1922, the district registries kept copy will books. These contained transcripts of the destroyed wills and it is these that have been digitised and it is those images that have been made available online.

The application was launched by Minister of the Department of Culture, Arts and Leisure, Nelson McCausland, who recognised the value of the application to researchers: "One of PRONI's key goals is to digitise key cultural resources and make them easily available to a worldwide audience. This free of charge application will therefore be of enormous assistance to anyone trying to trace their genealogical roots and will be of particular help to those wanting to begin their research from the comfort of their own home.

"In recent years there has been a huge increase in people researching their family history and trends have shown that a large number of these people are from outside the UK. I am sure this new application will be of particular interest to this international audience."

As well as genealogical information such as the name, address and occupation of the testator and details of the beneficiaries and property owned, wills often contain details that shed light on wider society. They are therefore of interest to scholars of social, economic and legal history as well as to the family historian. The first extract below is from the will of noted Irish Presbyterian preacher and moderator,

Henry Cooke and gives a glimpse of some financial dealings of fellow ministers. The second is from celebrated Belfast architect Charles Lanyon and provides an insight into mourning rituals of the Victorian period.

From the will of the Reverend Henry Cooke, died 1868:

"...I the said Henry Cooke, do determine...a like sum of fifty pounds to the Reverend John Donaldson of Pettigo towards paying off the debt on the Presbyterian Church at Pettigo. I further determine that the remainder of the said trust money shall be paid to the Reverend Josias Leslie Porter DD. LLD. towards liquidating the debt on the Professors House now in his possession..."

From the will of Belfast Architect Sir Charles Lanyon, died 1889. Including instructions for mourning to be worn by his servants after his death: "...and to my gardener William Turner the sum of twenty five pounds sterling if they respectively shall be in my service at the time of my death, said three last mentioned legacies to be paid free of legacy duty. I bequeath to my Executors the sum of fifty pounds sterling to be expended in the purchase of mourning to be worn for me by my servants if and as my said daughter Elizabeth Helen Lanyon shall direct..."

This is one of a number of enhancements that PRONI hopes to put on the Internet. Future digitisation plans include the addition of further pre-1858 will indexes on another online application - PRONI Name Search. These indexes, taken from Northern Ireland dioceses, lists the names of people who had wills probated as early as the 17th Century – pushing the possibility of family and local history research further back in time.

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Liam O'Reilly

Public Record Office of
Northern Ireland
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The Conservation Awards 2010

The Conservation Awards showcase the best in conservation research and practice across libraries, museums, archives and historic sites, providing a benchmark for heritage and collection care within the UK, and digital preservation practice worldwide. The awards are spearheaded by The Institute of Conservation (ICON) and sponsored by The Pilgrim Trust, the Digital Preservation Coalition (DPC), the Anna Plowden Trust and Sir Paul McCartney. Instituted in 1993 the awards have done much to ensure that the successes of the conservation and digital preservation professions are recognised.

The theme for 2010 "Valuing Excellence" was celebrated in a packed ceremony at the Royal Institution, London on 1 December 2010. Ranjit Mathrani, the High Sheriff of Greater London paid tribute to the restoration, refurbishment and reincarnation of heritage material through the conservator's skills. Roy Clare, the Chief Executive of the Museums, Libraries and Archives Council stressed the importance of the awards for encouraging training and investment in conservation skills. The importance of conservators' work in ensuring long-term access and engagement with heritage, even when times are more austere, was highlighted.

The Anna Plowden Trust Award for Research and Innovation in Conservation

is for completed projects that have undertaken significant research to further conservation knowledge and methodology. Due to the high standard of applications a joint award was made.

- The Tate AXA Art Modern Paints Project showed outstanding scientific research by evaluating the effects of cleaning acrylic paintings. Acrylic paint is one of the most common mediums for modern paintings but little research regarding their cleaning has been undertaken. The Project both raised the debate through wide dissemination of their findings and improved practice through practical training workshops.
- Robert Turner from Eura Conservation Ltd demonstrated an innovative practical method of removing Edwardian tiled panels using a diamond wire saw. This technique eliminated breakages ensuring future risk free transportation.

The Digital Preservation Award is sponsored by the DPC and “celebrates the excellence and innovation that will help to ensure our digital memory is available tomorrow”. This international award attracted a strong field, and the judges’ short-list was open to votes and comments from the DPC’s membership bodies. The actual award was snow-bound in Yorkshire, but a surrogate was presented to Old Dominion University and the Los Alamos National Lab, USA for the MEMENTO Project. Sub-titled “Time Travel for the Web”, the MEMENTO architecture adds a time dimension to the Web allowing seamless navigation, through an implementation of the http protocol, to previous versions of websites that have been archived or retained.

The Student Conservator of the Year Award recognises an exceptional project completed by a student while training that demonstrates best standards in conservation and collections care or research and innovation. The award went to Simon Lambert of Cardiff University School of History and Archaeology for the Carbon Footprint of Museum Loans Project. He developed a performance indicator for museums to measure the impact of their loans on climate change to ensure more sustainable practice, while demonstrating how to continue to deliver the social benefits of museum loans.

The Care of Collections Award honours an initiative leading to significant and sustainable improvements for collections care. This was awarded to the Royal Albert Memorial Museum and Art Gallery and Renaissance South West for the Photographic Records in Museums: Re-Organisation, Storage and

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Conservation and digital preservation activities take a long-term view ensuring the continuing access to heritage and historic materials for the future
”

Environment Project. This project co-ordinated, trained and provided materials for museums across the south west to re-organise, clean, repack and store their photographic collections to conservation standards. The project involved 55 museums and 91 people, demonstrating both good practice in financial savings, sharing resources and skills, and effective training for professionals and volunteers.

The Pilgrim Trust Award for Conservation is awarded by a trust established in the 1930s to make Britain a better place by meeting some of its most urgent needs. The award is given to an outstanding conservation project aimed at decorative, artistic or fine-crafted elements of historic buildings. Conservation of a building itself is not eligible. The award was won by the Perry Lithgow Partnership for its work conserving the trompe l’oeil staircase wall paintings in the National Trust’s Hanbury Hall in Worcestershire, painted around 1710 by Sir James Thornhill. During the project’s 10 years the Partnership added considerably to the understanding of English Baroque painting and demonstrated a unique access model. The “Meet the Gods Tour” allowed the public to view the paintings from the conservator’s scaffolding.

Conservation and digital preservation activities take a long-term view ensuring the continuing access to heritage and historic materials for the future. The Conservation Awards encourage research and innovative practice, honouring excellence in the field. This can only serve to highlight the important work being undertaken, raising the profile of the profession and an understanding of the role it plays in ensuring that our history remains useable and accessible. This year’s winners have made significant achievements for which they should be proud.

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Sarah Higgins

Aberystwyth University
(ARA Representative to the DPC)
.....

A welcome to the advocacy issue from Elizabeth Oxborrow-Cowan

What is advocacy? The Museums Association, in a useful set of online advocacy resources, defines it as “the process whereby an organisation seeks to influence others in order to gain support for its mission, interests or course of action. In order to achieve this, networks of support are developed and used to lend credibility, wield influence and offer third-party endorsement.” (www.museumsassociation.org/download?id=165568), i.e. persuading others about the worth of what you do so that they support your service.

But advocacy is a skill that many archivists still seem reluctant to develop. I hope you will find encouragement here. Wendy Walker of the East Sussex Record Office explains how vital well-managed partnership communication over several years has been for The Keep building project and I provide some techniques on stakeholder management. Kirsty Osborn shows how strong relationships with Marks and Spencer’s top management and a sympathetic CEO culminated in a new archive building. René Kinzett analyses his vital role as the ARA’s Head of Public Affairs, showing how advocacy for archives is necessary at all levels from the individual repository to the regional and national level. Louise Ray reveals how valuable it can be to create advocates and how to encourage them to become your fund-raisers. Culture Minister Ed Vaizey gives us his take on the UK archives sector and how it can use advocacy and technology in difficult times ahead, and David Mander explains how regional bodies such as Archives for London tackle the issue.

Advocacy is not just for service managers, ARA officers or heads of national repositories. It is the responsibility of all within the archives sector to advocate confidently and proactively. In so doing we will raise awareness and support for archives at a time when some services are in real crisis.

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Elizabeth Oxborrow-Cowan

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Consultant Archivist
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Advocacy in the Information Age

Culture Minister Ed Vaizey looks at how advocacy and technology could help archives services cope in financially challenging times

We live in an age of technology and change that is bringing huge opportunities to cultural organisations – including archives. There are opportunities to engage with new audiences, to interpret collections in ways that tell stories more vividly, and to create and distribute content in different ways. The last 10 years have brought the value of archives into sharp focus, with millions of people discovering an interest in family and local history whether through TV genealogy programming or the explosion of content available online. These innovations mark the beginning, not the end, of a transformation enabled by technology.

I have a unique position. I am not only the culture minister, but also the minister for the Internet, for mobile phones, and even partly technology. So I talk to entrepreneurs a lot about how they see technology and the Internet developing. We are moving to an age where we will always be connected to the Internet, and where the smart phone will become someone’s digital identity. It means that you can reach out and grab them as they walk by, or if they are half-way across the world. It means that you can engage with them at home, at work or on holiday. The possibilities are endless. Crowd sourcing technology makes recommendations based on what people like you have already done. GPS technology gives people information about the immediate area where they are. And of course technology means that people can visit and mine your collections even when they are far away.

The cultural sector needs to be at the heart of these changes, and even leading them.



ARA Patron Professor Lisa Jardine CBE, and Culture Minister Ed Vaizey at the All-Party Parliamentary Group on Archives Reception at the House of Lords in July 2010.

New apps are already appearing every day. Take the brilliant Old Money app launched in January, developed using records from The National Archives (TNA) to convert old money into present day values, making sense of anything from the sale of your family house in 1850 to Shakespeare's £100 per annum salary in 1599; the brilliant Streetmuseum app from the Museum of London, which overlays historical photos and information in London onto a live image taken from an iPhone's camera; or Time Travel Explorer, which presents historical maps of your exact location. All of this is possible using software that has already been developed, and hardware that's in everyone's pockets.

We are entering a period where many funding streams for archives are going to be under pressure, so innovation needs to deliver a more efficient use of resources as well as engaging audiences. The Action Plan prepared by the Museums, Libraries and Archives Council (MLA) and TNA, which complements the National Strategy for Archives, aims to support the sector in meeting these challenges and to be more pro-active, more collaborative, more entrepreneurial. A successful bid by TNA to the Heritage Lottery Fund's Skills for the Future programme, supported by additional resources from the MLA, will fund activity to develop archivists' skills.

This puts additional focus on the archives sector's ability to advocate for its value to the community, and with the

increasing localism agenda archives services often have a good story to tell. At a local level, archives provide valuable services to communities, supporting enquiries ranging from the routes of rights of way to the history of open spaces threatened by housing development. This civic participation function has real meaning now and for the future. Over 69% of respondents to the 2007 Visitor Survey identified the role of archives in supporting the rights of the citizen and I would expect this number to increase in the future.

However, it is vital that decision makers and politicians, at the local and national level are given as clear a picture as possible of the level of performance of services in their areas and the pressures they are under. It is vital that the sector engages with local councillors and officers, decision-makers and opinion-formers, using good quality performance data and case studies about the work the service does.

Those working in the archives sector are custodians of an important part of our national heritage and responsible for enabling public access to it. The challenging budgets of the next few years, alongside the increasing demand for new and innovative ways of interrogating collections, will be a real test of how effectively the whole sector can change and adapt. Through greater partnership working and the development of skills, products and audiences the archives sector will be well placed to reach more people and have a greater impact on them.

Advocacy and the Marks & Spencer Company Archive



Autumn 2011 will see the culmination of a major development programme in which the Marks & Spencer Company Archive will relocate to a purpose-built facility on the Western Campus of the University of Leeds. Featuring a permanent exhibition space, reading room, lecture room and BS5454 compliant strong room, the new service will allow members of the public, students and academics to access archive material, that is to be stored in appropriate conditions for the very first time.

Advocacy and timing were the key elements in harnessing support throughout the Company for the archive's development plans. The backing of Board Members, Directors and senior 'Heads Of' throughout the Company and the fact that the Company was nearing its 125th anniversary were the main factors behind the decision to approve the plans for the new building and the relocation in order to protect the Company's heritage.

The arrival of former Chief Executive Sir Stuart Rose was seen as an opportunity for the archive to raise concerns about storage, and access to the archive collections. Having previously worked for M&S for 17 years, Sir Stuart had an appreciation of Marks & Spencer's strong heritage, and when visiting the archive very quickly grasped the collection's value as an educational resource and internal research tool. He challenged the archive team to investigate options for development with the main purpose of opening it up to the public and making it an accessible and relevant business tool for internal M&S users.

The archive team spent a year investigating options and embarked on an internal advocacy programme to garner internal support. Virtually every member of the Board and senior department head were invited to the archive

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Advocacy and timing were the key elements in harnessing support throughout the Company for the archive's development plans
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Twiggy modelling for M&S in 1966, image courtesy of the the M&S Company Archive.

and given a tailored tour to help them understand how a redeveloped archive could be a valuable resource for their particular areas of responsibility.

In tandem with this M&S was beginning to plan for its 125th anniversary in 2009. Every department in the business was advised to consult the archive for their specific celebration projects, providing a fantastic opportunity to bring the archive to new audiences. The archive team engaged colleagues from the sales floor up, highlighting the importance and usability of the collections and how important it was to protect this unique asset.



Marks & Spencer head office letterhead (1912), image courtesy of the M&S Company Archive.

“
 the archive had the potential to
 become one of the finest business
 archives in the UK
 ”

The archive was also academically assessed by Professor Peter Scott, business historian at the University of Reading, and a trustee of the Business Archives Council. Professor Scott produced a report stating that the archive had the potential to become one of the finest business archives in the UK. This external assessment was a useful tool, helping to assure the Board that the collections were academically valuable and that people would want to access them.

The efforts of the archive team proved well worth the time spent and in September 2008 the Board was unanimous in its support and approved project plans for the relocation to the University of Leeds. The new site, 'The Michael Marks Building', is nearing completion and the archive team are now busily preparing the collection for its transferral.

In order to safeguard the archive collection further, M&S has established a Community Interest Company (CIC) to oversee the archive's activities. The CIC provides an element of protection similar to that of a charity whilst allowing it to remain a wholly owned subsidiary of M&S. As a CIC there will be a greater emphasis on outreach work and making the collection accessible to the public. The CIC is governed by a Board including former Company Secretary Graham Oakley, Sir David Sieff and Dame Stella Rimington.



M&S Technology Lab (1934), image courtesy of the M&S Company Archive.

Following the announcement that Sir Stuart would leave the Company in 2011, M&S has since welcomed the arrival of Mark Bolland as Chief Executive and Robert Swannell as Chairman. Both have publicly spoken of their admiration for the strong heritage of the Company and of how they see it as a vital Company asset. The archive team continues to develop relationships with the senior figures of the business and colleagues throughout the Company from the ground up, to ensure this important business archive is a used, relevant and protected business resource for the future.

.....
Kirsty Osborn

M&S Company Archivist



René Kinzett (left) and Ian White (Secretary to the UNESCO UK National Commission) at the All-Party Parliamentary Group on Archives Summer Reception at the House of Lords.

A view from the frontline

I first got involved with the archives sector in December 2007, when I was appointed to the newly created position of Head of Public Affairs with the National Council on Archives (NCA). Whilst I must admit I had never heard of the NCA, the fact that the job advert had the logo of The National Archives (TNA) - which I had heard of, you will be pleased to know - meant that I knew the job would be a serious undertaking.

The fact I, as someone with no previous knowledge of the archives and record keeping landscape, had not heard of a small representational body involved in a small sector should not be surprising. However, as I got to survey the lie of the land, I immediately appreciated the depth and breadth of the sector in terms of its impact on wider society. Whether archives and records are accessed by family and local historians; utilised by campaigners trying to stop houses being built on recreational land; used by politicians seeking to establish procedural precedent (or even MPs trying to use the Bill of Rights to escape prosecution over expenses claims); or consulted by business leaders looking to learn from past successes (or failures) from

their company records; the archival heritage of our nation has been proved time and time again to be invaluable to the function of our civil society. So, coming at the issue with all the zeal of the newly converted, I wanted to ensure that politicians at all levels knew and appreciated more about the value of archives. The All-Party Parliamentary Group on Archives (APG) was formed in April 2008, using contacts that had been forged with Ed Vaizey MP and Tim Boswell MP by HSBC Archivist and then NCA Secretary Sara Kinsey. I certainly didn't want to duplicate effort and so I did what anyone embarking on a project to improve relations between one body and another would do - I undertook a complete mapping exercise to see what contacts already existed, which ones could be warmed up and which ones could be accelerated to a more productive level. I also used my own existing contacts, getting in touch with MPs local to me and asking other lobbyists working in complementary organisations about which MPs and Peers had been helpful to them. TNA, the National Library of Wales, The National Archives of Scotland and the Public Records Office of Northern Ireland were also helpful in advising which MPs and

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The ARA is working with its members in local government to encourage the sharing of information about proposed cuts at an early stage

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Peers had an existing interest and knowledge of archives.

As a result, Tim Boswell MP agreed to become the Founding Chairman of APG, Dr Hywel Francis MP became Vice-Chairman and Professor the Lord Bew became Secretary. A supporting cast of influential politicians including former Culture Secretary Lord Smith of Finsbury, former Arts Minister Lord Howarth of Newport, historian and former Vice-Chancellor Professor the Lord Morgan and the Leader of the Liberal Democrat Peers Lord McNally also formed around the new officers. The APG Archives Summer Receptions have now become a “must attend” event for Parliamentarians, with previous guests and speakers including Mervyn King (Governor of the Bank of England), Sir Stuart Rose (former CEO and Chair of Marks & Spencer Plc), Dame Stella Rimington (first publicly named Director-General of MI5 and a former archivist), Ed Vaizey MP and Professor Lisa Jardine CBE (academic and broadcaster).

As well as being fortunate with our friends Ed Vaizey and Lord McNally going on to become Ministers involved in archives policy in the new Coalition Government (as Minister for Culture and Minister of State at the Ministry of Justice, respectively), the advocacy work undertaken by the Archives & Records Association (ARA) and previously by the NCA before the general election proved very worthwhile. Ed Vaizey helped to launch ARA at one of his first Parliamentary receptions following his appointment and ARA staff officers have met with him and Department for Culture, Media & Sport officials on a number of occasions to discuss the future of Government support for archives following the abolition of the Museums, Libraries & Archives Council (MLA). ARA has also been included in the first Ministerial Archives Roundtable event, being

hosted by Ed Vaizey and Lord McNally, with senior representatives across the sector coming together to discuss how Government will support archives after MLA has been wound up.

At a time of budgetary uncertainty, local government archives services are increasingly vulnerable to proposals for cuts to staff numbers, opening hours and other services they offer to the public. The ARA is working with TNA and others to ensure that decision-makers in local authorities are made aware of their statutory duties in terms of record keeping and freedom of information, and statutory requirements for places of deposit. The ARA is also working with its members in local government to encourage the sharing of information about proposed cuts at an early stage. It is far more effective for us to assist members as early as possible during a consultation process rather than just before a final decision is to be made. In 2009, the NCA teamed up with the Society of Archivists, TNA and the Local Government Association to publish *Our Past Your Future*, a booklet designed to help elected members and non-specialist staff in local authorities to capitalise on their archival assets. It highlighted the ways that archives can enrich the lives of local residents and how archivists have been developing exciting new ways to help people use them.

The ARA now works as a representative body that looks out for the professional interest and the user group concerns. It also takes into account the concerns of specialist groups and partner bodies to ensure that when speaking to Government, Parliament and other funding bodies, the voice of the wider sector is heard loud and clear.

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René Kinzett

Head of Public Affairs, Archives & Records Association

A virtuous circle: linking fundraising and advocacy

Establishing and retaining reliable funding sources for archives should be a clear aim of any national advocacy campaign. Without appropriate resources the archive sector cannot achieve its wider objectives, whether set out in national strategies or in local business plans. As funding is the essential underpinning for the survival and improvement of services, budget levels and fundraising activity can also indicate the relative success of any national, regional or local advocacy programmes.

The current difficult financial circumstances make it more vital than ever for archivists to see the inter-relationship between advocacy and funding to:

- acknowledge the role and power of advocacy in ensuring the commitment of revenue funding from parent organisations
- ensure that potential external funders are included as key targets for any advocacy on behalf of the service
- harness the power of external funders in campaigning for services.

The key to linking fundraising and advocacy activity is to acknowledge that both are based on good communications and the development of relationships and some relatively simple approaches can be employed to create this virtuous circle.

Transform external funders into archive advocates

Remember that external funders are people who have been prepared to commit their own funds to support your goals. This can lend a real weight to their voices when speaking up for your service. They may be able to promote your archive and make the case for your service through personal contacts, reaching networks and opinion-formers that you cannot easily access. Their independence from delivering the service can provide credence to arguments that could be dismissed as 'self-interested' if presented by staff or users.

Transform funders into fundraisers

They can provide useful feedback on what motivated

them, or their organisation, to provide financial support to the archive. What 'sold' the organisation, the collection or the project to them? Their reasons for giving might be very specific, but they could give you a general indication of what might appeal to other funders. One successful method of fundraising is to utilise peer pressure. Past funders are in a strong position to ask others to support your service and the fact that a particular organisation or individual has funded your service can reassure potential donors that you are a reliable or appropriate recipient for their own support.

Transform users into funders

Users are in a unique position to recognise the value of the archive and the service you provide. There is a strong tradition of users supporting archives through providing volunteer labour, but many services are still not providing opportunities for individual giving. Archives should provide easy opportunities for users to financially support services if they wish, and to try to encourage regular contributions.

The transition from funder to advocate, from funder to fundraiser, and from user to funder, can only happen if the archive service develops good relationships, and the key to this is communication. Many studies on charitable giving have reported that organisations are poor at thanking donors and fail to provide information about the progress of their work. This is despite evidence that good communication can ensure repeat giving. Whilst most organisations will comply with basic monitoring required by trusts and foundations to ensure receipt of grants, to maximise the long term benefits of external funding, it is vital to invest time developing relationships with past, current and potential funders. This can be achieved through simple steps such as ensuring funders are acknowledged on

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It is always advisable to develop a strategic approach to fundraising, rather than chase small pockets of funding
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“Remember that external funders are people who have been prepared to commit their own funds to support your goals”

any relevant publicity and websites, inviting donors to launch events, providing regular updates about the wider work of the archive and offering tours of the archive to donors.

It is always advisable to develop a strategic approach to fundraising, rather than chase small pockets of funding. There is a danger that developing a fundraising strategy is seen as a distinct piece of work separate from the wider strategic planning of the organisation, but if you consider that the necessary starting point for any fundraising strategy should be a statement of who you are and what you do, then, clearly this needs to be integrated into a wider discussion about future planning and aligned with any advocacy campaigns. As part of developing this strategy, you will need to work with colleagues and other interested parties to identify what your funding priorities are and how you can make the case as to why you are the right organisation to deliver these activities. From this starting point you can then begin to identify funding sources and techniques best suited to your organisation.

Good sources of advice about fundraising techniques include:

- **Arts & Business:**
<http://artsandbusiness.org.uk/>
- **Association of Independent Museums:**
www.aim-museums.co.uk/downloads/3405035111112009100450.pdf
- **Directory of Social Change:**
www.dsc.org.uk/Publications/Fundraisingtechniques
- **Institute of Fundraising:**
www.institute-of-fundraising.org.uk/
- **National Council for Voluntary Organisations:**
www.ncvo-vol.org.uk/sfp

..... **Louise Ray**

Funding and Development Advice Manager, Archive Sector Development, The National Archives
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The Keep: developing archive services in partnership

Wendy Walker discusses the important role of partnerships and advocacy as the East Sussex Record Office prepares to move to a new site to be shared with other heritage organisations.

The Keep is a £19m partnership project between East Sussex County Council, Brighton & Hove City Council and the University of Sussex to build a new historical resource centre near Falmer in Brighton. The new site will house the archives and historical resources of East Sussex and Brighton & Hove, and the Special Collections of the University of Sussex, including the internationally renowned Mass Observation Archive. It will also hold the headquarters of the Sussex Family History Group.

On 15 December 2010 a key milestone was reached for The Keep when Brighton & Hove City Council's Planning Committee resolved to grant planning permission and it is anticipated that construction will start this summer. As the time draws near to break out the spades, start up the JCBs and make The Keep a reality it is a good time to reflect on the journey that has been taken to reach this point and the importance of partnership and advocacy to the success of the initiative.

Partnership has been at the heart of The Keep project from the very beginning. In the 1990s early discussions



One of the latest artists impression views of The Keep prepared for the planning application in December 2010, including a projection-wall on the front elevation that will be changing on a regular basis. © F10 Studios Ltd 2010.

on the need for a new Record Office included explorations with a number of other archive holders. A Sustainability Review of the service in 2003, funded by South East Museums, Libraries & Archives Council (later MLA SE), enabled us to take a good hard look at our current accommodation, services and future needs. In 2005 as a result of this report and a timely National Archives (TNA) Inspection Report, East Sussex County Council decided to fund a Feasibility Study into a new Record Office. This sought to engage with a wide range of potential partners and stakeholders to look at options for funding, locating and developing a new building and providing a joint service. Participants and consultees included representatives from local authorities, higher education, local heritage and charitable organisations as well as existing users and staff.

This collaborative approach has enabled us to bring together the right partners and to establish a solid and enduring relationship built on a comprehensive understanding of each other's needs and aspirations. For a partnership to be truly successful and to stay

the course it is vital that common aims and objectives are agreed by all the partners, and that the terms of engagement are clearly set out from the very beginning.

Over the lifetime of any project changes will occur both internally within the partner organisations themselves and externally. Elections, economic fluctuations and restructurings will all bring changes in personnel, policies and priorities. The ability to adapt to these changing climates is never easy but it has been crucial to the success of The Keep that

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For a partnership to be truly successful and to stay the course it is vital that common aims and objectives are agreed by all the partners, and that the terms of engagement are clearly set out from the very beginning
”



One of the latest artists impression views of The Keep prepared for the planning application in December 2010. © F10 Studios Ltd 2010.

the initial aims and objectives have remained firm and continued to be upheld as a priority by all of the partners.

Once a partnership has been set up it is important that the project structure is right, that all parties are fully represented and participate in all aspects of the project work, from the choice of site and agreement of the capital cost plan to the development of the design, the work on the business and activity plans, the branding and marketing and the governance of the new building. Currently decisions on furniture and fittings, the colour of the carpets and room layout are concentrating the minds of staff from all three partners as well as members of the Sussex Family History Group. I am happy to report that disagreements have been few and far between and our Royal Institute of British Architects Stage E workshops with our architect, David Morriss from Atkins, and our contractors, Kier Southern, have been a model of partnership in practise, all of which augurs well for our future together in the new building.

“ Partnership has been at the heart of The Keep project from the very beginning ”

In a partnership project of this size and complexity the role of the Programme Manager is essential in bringing all of this work together, to ensure that the project remains on budget and sticks to the timetable, and to be available to work with all of the partners in whatever capacity proves necessary as the project develops. Understanding the changing needs and aspirations of each of the partners is an important part of this work. Whilst celebrating and working towards our common goal it is also important to recognise the differences between the partners particularly in their reporting structures and decision-making processes.

A good Communication Strategy is vital in maintaining good partner relationships. This not



Partners visiting the archaeological survey of the site in May 2008. © Chris Young 2008

only ensures that all parties are kept fully informed and are part of the decision making process but also enables publicity to be controlled and agreed by all concerned. For The Keep, getting approvals for press releases, web material and indeed for this article, involves working with three different communications teams and officers and representatives from all three partners.

Advocacy, public consultation and publicity continue to be an important part of the work on The Keep. For a major capital project to succeed there needs to be high level support from all of the partners as well as commitment from the troops on the ground. Support from the wider public and local community has in turn been bolstered by partnership commitment to an ongoing programme of consultations, talks and awareness raising activities. A presentation on The Keep to the All Party Parliamentary Group on Archives in 2009 did much to raise the profile of the project amongst MPs. The ongoing support of the Lord Lieutenant for East Sussex has been a tremendous asset and all of this will stand us in very good stead as we seek to launch The Keep Foundation Trust this year.

For me this project has been a steep learning curve and one for which my original archive training did little to prepare me. However being able to learn from other projects, particularly through the Major Archive Project Learning Exchange (MAPLE) set up by Louise Ray at TNA in 2008, has been a real lifeline and has also enabled me to share my work with others. I hope that The Keep along with other recent success stories at Hull, Cumbria, Somerset and elsewhere, will help to promote archives and future partnership projects. For us the bricks and mortar are just the start of a whole new adventure. The day on which we open our doors will be but the beginning of putting our partnership into practice and will pave the way for a whole host of new opportunities for future partnership projects.

.....
Wendy Walker

Senior Archivist and Programme Manager for The Keep, East Sussex Record Office

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Stakeholders? Second draw down next to the cheese grater

'Stakeholders'. Truly the buzzword of the 21st century, yet a term that would have been meaningless to the vast majority of lives that we as archivists curate. So why does such a late arrival in the English language have such a grip on us now and why should we as professionals care about it?

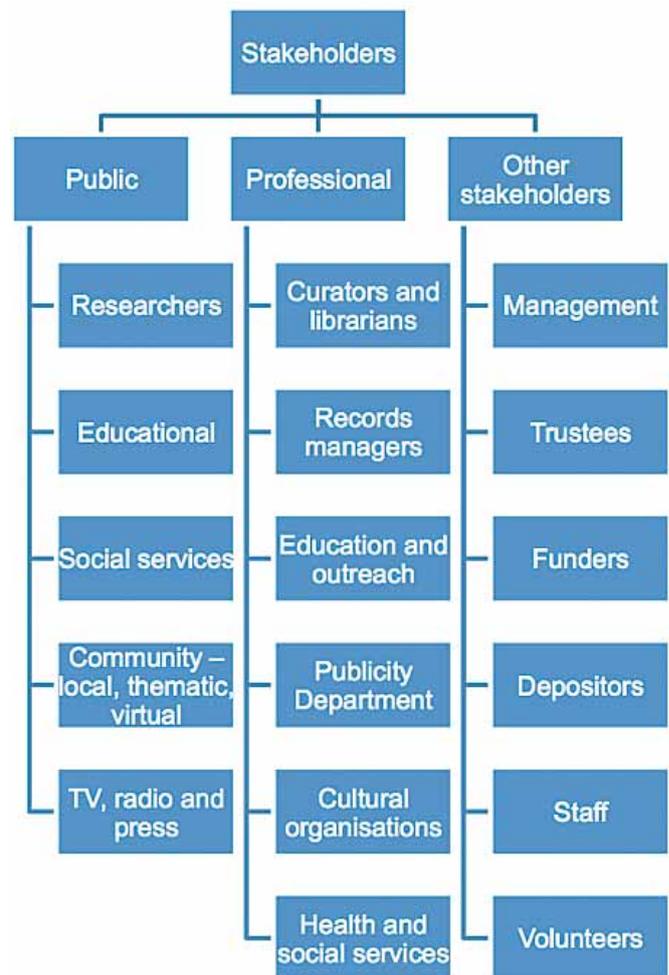
Well, the good news is that it does what it says on the tin. Stakeholders are literally any group that has an interest or stake in what the activities of your organisation does. If an organisation is to be successful it needs to identify both who its stakeholders are and what their interests are so that it can work towards meeting those interests. The complex bit is that stakeholders may well have very divergent interests (compare your finance department with your most loyal users) and different stakeholders have different levels of influence on different aspects of an organisation's operations. Think three-dimensional chess played with live mice and you have some idea of the potential complexities.

However, some help is at hand in the shape of a few tools that can at least help you identify and start to plot the relative importance of each group. It is often useful to do this based on a specific project so that you have something around which to focus your analysis.

Firstly, identify who your stakeholders are ('stakeholder segmentation'). This may be very easy but if not try 'walking through' your project. Go through each stage and identify who will be affected by or involved in that work. Ask others to do the same. The chart below may be a useful prompt.

Once you have identified your stakeholder groups think about how your work will affect them and how your work can fulfil their needs by asking each group:

- Which of their needs and expectations are already met?
- Which of their needs and expectations are not yet met?

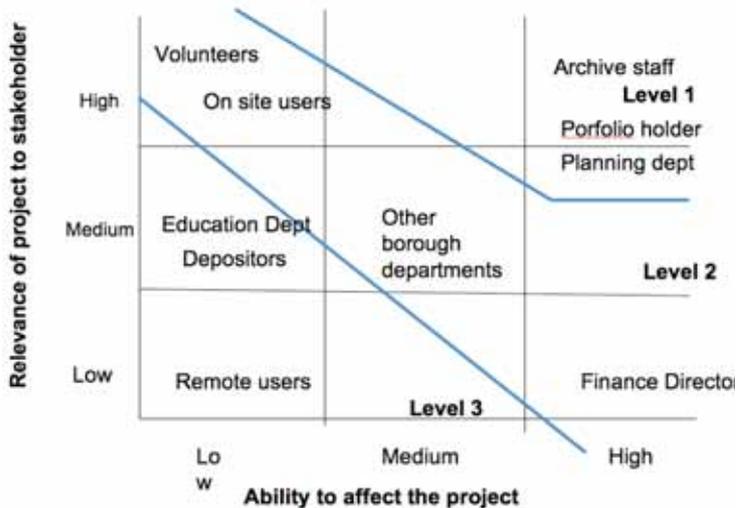


- What are their likely future needs and expectations?
- What commitments has your organisation already made to address further needs and expectations?

Once your project is becoming clear you then need to look at each group and consider:

- What is their ability to influence the project? (High/Medium/Low)
- What is the likely impact of the change on that stakeholder?
- What is their likely reaction to the change? (Try to base on evidence rather than assumptions!)
- What approach do we need to take to get them to support the project?

By now you will have a good idea of the strengths and issues around your stakeholders so you need to think about communicating with them. Do this through stakeholder mapping. Plot each stakeholder on a graph to show project relevance and their ability to affect the project. An example is given on the following graph.



Level 1 stakeholders are critical because they need to make a visible commitment to your project, they have direct contribution to the project, will be directly affected by it, and can stop or undermine it. They need to understand and shape the project and understand why if their views are not incorporated. So communication with them needs to be detailed, tailored to their needs, consultative and regular throughout the project, particularly as they will often be responsible for communicating your project to their stakeholders. Communication is best face to face with these groups with ample opportunity for proper discussion and no communication 'vacuums'.

Level 2 stakeholders are important but not critical to the project. Their commitment will be welcome and their input to the project will be smaller with some impact on their own activity. They could undermine the project but not to a critical level. So for this group communication should still be tailored and regular but can be less consultative and less frequent.

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If an organisation is to be successful it needs to identify both who its stakeholders are and what their interests are so that it can work towards meeting those interests
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Level 3 stakeholders have the lowest level of contribution and influence and will also experience the lowest impact from the project. Again, communication will be less intense even though regular, but less detailed and generally 'one way'. For this group written communication rather than face to face will often suffice, but use your judgement. However, due to the lower level of involvement it is very important to ensure that communication is entirely relevant and explicable to avoid misinformation.

Stakeholder management is important but can be challenging. As a consultant I would have three warnings. Firstly, never assume what their priorities are - make sure you have hard evidence. I have been surprised by how many times finance managers have recognised the inherent value in heritage services, just as I have been surprised by the ruthless attitude of some users! Secondly, don't try to do it all by yourself. Gather advice and knowledge from colleagues and contacts. Thirdly, dare to try out some of these techniques however alien they may at first seem. And finally, forget cooking with them. It will only end in tears.

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Elizabeth Oxborrow-Cowan

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Consultant Archivist
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Advocacy – The role of archives for London



London has the greatest concentration of archive-holding bodies of any of the English regions and arguably the greatest diversity, ranging from The National Archives (TNA) and the British Library to small community holdings. Like the North West region it also has many small local authority services. Development has proceeded at very different rates and with some services being dependent on one or two professional members of staff, progress and sometimes access to the service can be affected by retirement or staff moving to other employment. There have also been a number of threats to archive services over the years and with the spending round announcements at the end of 2010, more are expected.

London archivists and users have a long record of self-help. The Greater London Archives Network (GLAN) was formed in 1982, followed by the London Archives Users Forum (LAUF) in 1987. Both bodies undertook profile-raising exercises. GLAN published a standard for archive storage and public provision in 1988 and the *Towards 2000* report of 1993 reviewed London local authority provision and contributed to improved dialogue between users, borough archivists and the then Greater London Record Office. LAUF was able to publicise the width and variety of London's extraordinary archival heritage through annual conferences.

Both bodies were also prepared to undertake fire fighting where necessary. The mutual exchange of information between users and custodians ensured that well-informed representations were made over cuts or

proposed closures of publicly funded archive services. Change was never opposed for the sake of maintaining the status quo and where possible both bodies welcomed the opportunity for dialogue, and to explore solutions where there might be a chance of maintaining service standards by different means.

Archives for London Ltd (AFL) was formed in 2005 and has inherited the dual role from its predecessor user and custodian groups. To celebrate our fifth birthday we undertook a review of our operations and structure, looking at how we could improve what we do, promote archives in London in general, and ensure we attract more institutional and individual members in coming years.

A survey of what our members wanted picked up on what is seen as our unique selling point or USP – namely that we combine custodians in a single forum, providing a chance for both to meet and communicate. This has the potential for tensions, in that users and professional archivists may not always agree on a common approach to a problem, though so far we have managed to avoid internal conflict.

A major part of our review looked at how our board operates. In the past there was no clear role for advocacy in its widest sense. Fire fighting – responding to threats – has largely been a responsibility of the chair, drawing on long experience in the two predecessor organisations. Now AFL has created a small advocacy team at board level. Our initial focus has been on the effects of spending round reductions in the region's publicly funded services and we propose to:

- Seek to act as a coordination point on the impact of cuts, through direct contact with lead professionals and a checklist survey for services to complete and return to us [see p.29]

- Work closely with TNA Advisory team and the Archives & Records Association (ARA)
- Liaise and work with the British Records Association
- Ensure that the AFL team includes sector champions for local government and higher education in the first instance with the potential to expand to other areas.

Developing our web site at www.archivesforlondon.org should also allow more member use and information exchange – to add to the Twitter messages already being sent.

In continuing to make direct representations where services are placed under real threat, we have taken a different stance from ARA. Our role of advocacy is helped in that we are not a professional body and we take a view on the long term viability and strength of an archive service, not the position of any individual staff member, however highly they may be esteemed in their local community. Where appropriate we also advocate partnership working – the kind of creative thinking The National Archive Strategy put forward as one possible route to create stronger and more sustainable services.

London local authority and higher education services face considerable challenges in the coming months. One service may well have been suspended by the time this piece appears. Advocacy, good news stories and demonstrating the value of what archives do for their specialist and geographic communities will become an increasingly important part of what AFL does. However doing our best to support services under threat may take precedence in coming months.

.....
David Mander

Chair, Archives for London Ltd
.....

Archives for London

archives and records healthcheck

1. Name

2. Address

3. Email

4. Mobile

5. Name of authority

6. Reporting department

7. Nature of threat. Please describe as appropriate:

- consultation proposals
- closure plans
- severe cuts
- moderate cuts
- attrition funding
- frozen posts
- restricted hours
- cuts in elements of service
- required stop to collecting
- introduction of charging etc.
Please explain as you see fit.

.....

8. Please clarify if any of the above are absolute proposals or form part of exercises of thinking the unthinkable/ everything on the table

.....

9. Contact details of local and other user groups who are likely to support

.....

10. Have you contacted them already? **Yes/No**

11. Have they expressed a willingness to comment if called upon? **Yes/No**

12. What action has already been taken?

.....

13. Contact details of Head of Council/Chief Executive/ Responsible Officer

.....

14. Contact details of local MPs

.....

15. What level of existing contract do you already have?

.....

16. Titles and contact details of local press

.....

17. What level of existing contact do you already have?

.....

18. Are threats outlined shared with library and museum services? **Yes/No**

19. To what extent?

.....

20. Is the nature of the threat in the public domain? **Yes/No**

21. Please share your good news stories

Are you still able to recruit? **Yes/No**

Have you recruited recently/are you recruiting? **Yes/No**

Have you taken in any particularly interesting archives?

Yes/No

Tell us about work with school community groups

.....

Tell us about any novels or enjoyable outreach activities that you have undertaken recently?

.....

Have you received pledges of financial support/grants? **Yes/No**

Anything else that brightens your archival day!

.....

A guide to archival and related standards

Standards applicable to archives; for the digital delivery of repository guides, finding-aids, and images of material from collections.

Title

ISO Representation Codes:

- ISO 639: Codes for the Representation of Names of Languages
- ISO 3166: Codes for the Representation of Names of Countries and their Subdivisions
- ISO 15924: Information and Documentation - Codes for the Representation of Names of Scripts

Name of Standards Developing Organisation

International Organization for Standardization (ISO)

Current versions

<p>ISO 639</p>	<p>ISO 639-1:2002 - Codes for the Representation of Names of Languages - Part 1: Alpha-2 Code (Provides two letter language identifier codes).</p> <p>ISO 639-2:1998 - Codes for the Representation of Names of Languages - Part 2: Alpha-3 Code (Provides three letter language identifier codes for major languages).</p> <p>ISO 639-3:2007 - Codes for the Representation of Names of Languages - Part 3: Alpha-3 Code for Comprehensive Coverage of Languages (Provides extended three letter language identifier codes to cover major, minor, living, extinct, ancient and constructed languages).</p> <p>ISO 639-4:2010 - Codes for the representation of names of languages -- Part 4: General principles of coding of the representation of names of languages and related entities, and application guidelines.</p> <p>ISO 639-5:2008 - Codes for the Representation of Names of Languages - Part 5: Alpha-3 Code for Language Families and Groups (Provides three letter language identifiers for names of living and extinct language families and groups).</p> <p>ISO 639-6:2009 - Codes for the Representation of Names of Languages -- Part 6: Alpha-4 Code for Comprehensive Coverage of Language Variants.</p>
<p>ISO 3166</p>	<p>ISO 3166-1:2006 - Codes for the Representation of Names of Countries and their Subdivisions -- Part 1: Country Codes.</p> <p>ISO 3166-2:2007 - Codes for the Representation of Names of Countries and their Subdivisions -- Part 2: Country Subdivision Code.</p> <p>ISO 3166-3:1999 - Codes for the Representation of Names of Countries and their Subdivisions -- Part 3: Code for Formerly Used Names of Countries.</p>
<p>ISO 15924</p>	<p>ISO 15924:2004, Information and Documentation - Codes for the Representation of Names of Scripts.</p>

Replaces

- ISO 639:1988 - Code for the Representation of Names of Languages
- ISO 3166-1:1997 - Codes for the Representation of Names of Countries and their Subdivisions -- Part 1: Country Codes
- ISO 3166-2:1998 - Codes for the Representation of Names of Countries and their Subdivisions -- Part 2: Country Subdivision Code.

Name of Maintenance Organisation

ISO 639-1	International Information Centre for Terminology
ISO 639-2	Library of Congress
ISO 639-3	SIL (Summer Institute of Linguistics) International
ISO 639-4	N/A
ISO 639-5	Library of Congress
ISO 639-6	GeoLang Ltd
ISO 3166	International Organization for Standardization (ISO)
ISO 15924	The Unicode Consortium

Abstract

Codes are used to provide universal representations across linguistic, national and local nomenclature. ISO has ratified a number of standards that provide unique identifiers, which can be used as authority files, to express the names of languages, countries and scripts. Such “locale” data enables the unequivocal identification of the language and country that machine-readable data pertains to or originates from, and the script the data is represented in, increasing the potential for data to be integrated, searched, sorted and identified.

Description

ISO ratifies three major code standards that can be used in archival description to enhance discoverability, interoperability across datasets and functionality.

- ISO 639 has developed in six parts (as listed above) and uses the Latin alphabet to provide two, three and four letter codes to represent languages. Between them these cover major and minor world languages, and their variants, as well as those that are extinct, ancient or artificially constructed. Languages devised exclusively for machine use are not included. Application guidelines are provided by ISO 639-4.
- ISO 3166 is in three parts. The first part provides two and three letter codes for the country names established by the United Nations, including their dependencies and areas of geopolitical interest. The second part provides guidelines for consistently extending the two letter codes to represent administrative divisions of countries. Part 3 enables coding of country names that are no longer current.
- ISO 15924 defines both four letter and numeric codes to uniquely identify scripts used to represent written languages. ISO 639-2 codes are used for the first three letters where the names of the script and language are identical.

The need for additions, deletions and revisions of these code lists is managed by different maintenance authorities, as indicated above. For ISO 639 maintenance is overseen by a joint committee, with the long-term intention of improving usability and consistency by integrating the separate parts into a definitive “concept” database. The code lists are freely available from a wide variety of sources, including the individual maintenance organisations listed above, and Wikipedia. Revised lists are released at periodic intervals.

Best practice for archival description is to use the ISO defined codes in appropriate units of description and relevant EAD tags, to improve searching and browsing, and enrich potential for data exchange and additional functionality such as sorting by the language of the material or creating geographical representation on maps. Amongst others, they are recommended by both the Research Libraries Group’s EAD Best Practice Guidelines ⁽¹⁾ and the Archives Hub ⁽²⁾.

However the codes have limited applicability for enhancing Internet discoverability and the World Wide Web Consortium (W3C) recommends an alternative code set, which is defined in the Internet Engineering Task Force (IETF) “Best Current Practice” recommendations BCP: 47⁽³⁾. This recommends the use of the guidelines found in the documents *RFC 4646: Tags for the Identification of Language* and *RFC 4647: Matching of Language Tags*. These documents use the ISO Representation Codes as a basis, but provide optional sub-tags and a method for combining the ISO standards. The Internet Assigned Numbers Authority maintains the resulting code set along with defined sub-tags, on behalf of IETF⁽⁴⁾.

Next month

Next month we will look at Resource Description and Access (RDA). This standard, published in June 2010, is intended to replace the 2nd edition of Anglo American Cataloguing Rules (AACR2) for bibliographic cataloguing.

Sarah Higgins

Aberystwyth University

⁽¹⁾ RLG EAD Advisory Group, (August 2002) Best Practice Guidelines for Encoded Archival Description: <http://www.oclc.org/research/activities/past/rlg/ead/bpg.pdf>

⁽²⁾ Archives Hub Mandatory Fields: <http://archiveshub.ac.uk/mandatoryfields/>

⁽³⁾ BCP: 47 Links: www.w3.org/International/core/langtags/rfc3066bis.html

⁽⁴⁾ The full IANA code list is at www.iana.org/assignments/language-subtag-registry

Community Archives: inspiration or indictment?

Our anonymous correspondent worries this month about community archives.

Reading professional literature can be a depressing experience. According to many writers the archive profession, as currently existing, is obsolescent, out of touch and doomed to extinction in short order. The one bright spot is that we may be able to advise community archives on shelving. Perhaps even more depressing is that there seem to be no dissentient voices raised against this Doomsday scenario.

I have no illusions about the defects of the profession – the one-time obsession with scholarship, the assertion of impartiality, the neglect of self-directed research, the social and racial elitism, the almost Messianic belief in the ‘truth’ residing in the record. But all this is not a discovery of the 21st century. I was aware of much of it from my first day on the job over 50 years ago. Hauling in the support of dubious philosophy, social activism, and Government agendas does not make it any more compelling.

The reference to the current fad for community archives is significant since it raises serious questions about what the profession has done and ought to be doing. Everyone knows that community is usually shorthand for either ‘race’ or ‘class’. I belong to the 9th Century Scandinavian Diaspora Community - perhaps I should apply for an HLF grant. One has recently been given to the Crystal Palace FC Supporters Club ‘archives’ on the grounds that it represents a ‘community’. Is this not veiled discrimination, more likely to produce alienation than integration? How useful to be able to parcel off people with whom we do not care to associate into peripheral ‘communities’. Otherwise one of their number might one day end up as Prime Minister of Great Britain. We all have several layers of community from nation downwards, and give varying degrees of allegiance to them. Some have archives, some not – is this a problem? In the end it all comes down to money. When the UK Bangladeshi community are all as rich as the owner of Tata Steel they will happily deposit their archives in the boring

“

It is strange to see archivists, who should know better, handing over their birthright to ‘community’ archives’

”

old, class-conscious, County Record Office and have their photographs taken with the Archivist while doing it. Just so long as the County Record Office, or its equivalent, go on existing that is...

All archives, wherever and by whomsoever created, are power constructs and every archivist should be aware of it. Anyone who has done serious historical research knows the problems raised in consequence. But organisations and formal groups are better (marginally) at creating and maintaining archives than individuals and ‘communities’, that is why they are better represented in the national archive patrimony, not because of some evil class and racist plot by archivists trained by Jenkinson. Archivists must work with what exists; to attempt to influence that is surely even greater elitist arrogance than ignoring marginal ‘communities’.

It is therefore strange to see archivists, who should know better, handing over their birthright to ‘community’ archives. This smacks of the same syndrome as the Web 2.0 mythology about the ‘Wisdom of the Crowd’. Every archivist worth their salt knows the phrase is a synonym for ‘Abysmal Ignorance’. Moreover while I hope archives will always be used in the service of justice, is it true that maintaining a record is the wisest course of action? Is not Reconciliation much easier, sometimes, when one does not know the Truth? But whatever the organisation, wilful discrimination in access, however applied, racially, politically, commercially, or communally, must be abhorrent. Can ‘community archives’ maintain the fundamental principle - Archives are For All, For Ever?

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THE FINAL CAPTION COMPETITION

The winning entry is...

“I sense that the editors are going to end the caption competition”.



**James Wood
Perth**



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The Royal Aero Club Trust needs your help

The Royal Aero Club & the Royal Aero Club Trust is trying to find the Royal Aero Club minute books for the period September 1956 to June 1969. The Royal Aero Club Trust President explains how ARC readers can help.

We have been looking for these missing minutes for eight years without success. The period in question was a critical period in the club's life, as it covered its five moves and mergers from the mid-1960s to its amalgamation with The United Service Club (The Senior) at 116 Pall Mall, London.

One of the routes of our enquiry was to look for the minutes in the (former) United Service Club (The Senior) building which was for many decades located in the present house of the Institute of Directors in Pall Mall. The reason for this was that the United Service Club and the Royal Aero Club amalgamated in 1970/1971 and then became The United Service & Royal Aero Club.

It was therefore a possibility that after the amalgamation the Royal Aero Club Trust minutes might have been kept together

with the United Service Club and the Royal Aero Club minutes. As a result I looked for all the minute books of the United Service Club (The Senior) up to and including the time of the amalgamation. I knew all about this as I was a member of the Board of Management of the United Service & Royal Aero Club.

I remembered a Board decision being taken prior to the subsequent amalgamation of the United Service & Royal Aero Club with the Naval & Military Club (commonly known as The In & Out) in the mid-1980s. The decision was that the minute books (plus some other library contents) be given to the National Army Museum (NAM).

I subsequently visited the NAM and discovered that the last and final entry in the minute books of the United Service Club (The Senior) held by the NAM is dated

14 July 1970. The National Army Museum does not have any idea where these missing minute books might be.

I am a member of the Naval & Military Club and together with its current librarian Ms Kate Mole, have made efforts to trace the missing minutes, but without success.

This means that all Committee minute books of The United Service Club (The Senior), and United Service & Royal Aero Club for the period July 1970 until the mid-1980s (when this Club merged with the Naval & Military Club) are missing. I would be grateful if anyone with information could contact me.

Frederick O. Marsh, President, the Royal Aero Club Trust & Vice President, Royal Aero Club, 106 Rivermead Court, Ranelagh Gardens London SW6 3SB, tel: 020-7736 3309, email: marshfromlondon@btinternet.com.



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